



**JAMES S. (JIMMY) GREENWELL
PALANI RANCH, HAWAII MEAT COMPANY
B. 1945**

JIMMY HAS ALWAYS LOVED WORKING WITH LIVESTOCK, HORSES AND THE LAND. HE WAS BORN AND RAISED ON O‘AHU WHERE HIS FATHER (JAMES M. GREENWELL) MANAGED HAWAII MEAT COMPANY. HE SPENT LOTS OF TIME WHILE GROWING UP IN AT THE HMCO’S OPERATIONS IN ‘EWA AND KAHUKU; AND LATER, AT THE FIRST HMCO FEED YARD AT WEST LOCH. HE ALSO SPENT SUMMERS IN KONA ON PALANI RANCH, AND TWO SUMMERS ON MOLOKAI RANCH UNDER HENRY RICE, AND ANOTHER AT HMCO’S SECOND FEED YARD AT BARBERS POINT.

HE ATTENDED CORNELL UNIVERSITY MAJORING IN AGRICULTURAL ECONOMICS GRADUATING WITH A B.S. DEGREE IN 1967. HE WAS ABLE TO KEEP RIDING IN COLLEGE BECAUSE HE GOT HOOKED ON POLO. JIMMY CAPTAINED THE TEAM AS A SENIOR AND STARTED FOR CORNELL HIS LAST THREE YEARS.

FOLLOWING SEVERAL YEARS IN THE SERVICE VIA ROTC, HE STARTED WORK IN 1970 IN THE REAL ESTATE/LAND BUSINESS WITH ALEXANDER & BALDWIN. THIS LED TO HIS BECOMING A LICENSED REAL ESTATE BROKER AND PEAKED HIS INTEREST IN LAND MATTERS. EXCEPT FOR VACATIONS IN KONA AND POLO THROUGH THE RENEWAL OF THE MAUI POLO CLUB, HE WAS AWAY FROM LIVESTOCK AND AGRICULTURE FOR ABOUT TEN YEARS.

IN 1980, HE LEFT A&B TO GO TO WORK FOR HIS FAMILY’S ENTERPRISE WITH PALANI RANCH COMPANY AND HE WAS BACK IN THE CATTLE INDUSTRY THAT HE LOVED.

HE RECALLS ONE OF HIS FIRST HAWAII CATTLEMEN’S COUNCIL MEETINGS IN WAIMEA. HE EXPRESSED HIS CONCERN THAT THERE WAS NO COMMITTEE OR AGENDA ITEM FOCUSING SPECIFICALLY ON WHAT HE SAW AS THE CATTLE INDUSTRY’S MOST BASIC AND OFTEN THREATENED RESOURCE — THE LAND. HE WALKED OUT OF THE MEETING HAVING BEEN APPOINTED CHAIRMAN OF HCC’S JUST CREATED “LAND ISSUES COMMITTEE.”

AMONG THE MAJOR LAND ISSUES FACING THE CATTLE INDUSTRY AND SUCCESSFULLY DEALT WITH DURING JIMMY’S COMMITTEE CHAIRMANSHIP, WAS A MASSIVE REGULATORY CHALLENGE TO THE USE OF HISTORICAL GRAZING LANDS IN THE FORM OF FEDERAL AGENCIES SEEKING TO DESIGNATE LAND AS CRITICAL HABITAT FOR RARE AND ENDANGERED SPECIES. OTHER LAND ISSUES INVOLVED PROPERTY RIGHTS CHALLENGES. THE LAND ISSUES COMMITTEE CONTINUES TODAY AS ONE OF THE COUNCIL’S MOST ACTIVE AND VITAL COMMITTEES.

HE ALSO HAS SERVED AS PRESIDENT OF THE HAWAII CATTLEMEN’S COUNCIL AND TWICE AS THE PRESIDENT OF THE HAWAII CATTLE PRODUCERS CO-OPERATIVE ASSOCIATION. HE WAS THE FIRST PRESIDENT OF THE HAWAII GRAZING LANDS CONSERVATION INITIATIVE WHEN IT WAS FORMED IN 2007. IN 2004, HE WAS NAMED CATTLEMAN OF THE YEAR BY THE FEDERAL LAND BANK. HE ALSO HAS BEEN ACTIVE IN MANY LEADERSHIP POSITIONS OF OTHER BUSINESS AND COMMUNITY ORGANIZATIONS AND BOARDS.

JIMMY GREENWELL SERVED AS PRESIDENT OF PALANI RANCH COMPANY INC. FOR TWENTY YEARS FROM 1993 THROUGH 2012 AND CONTINUES AS ITS BOARD CHAIRMAN TODAY.



James S. Greenwell
Paniolo Hall of Fame

LW: Tell me about boyhood and your dad as a cattleman, and what you remember from that.

JG: My sister Wendy and I grew up in Pacific Heights on O‘ahu, in a home that Mom and Dad had bought just before the war. Dad was already working for Hawai‘i Meat Company. He had moved to O‘ahu not too long before that after about six years at Parker Ranch and was managing the Hawai‘i Meat Company. It involved both running the packinghouse on Middle Street and the slaughterhouse and so forth. But also the part he really loved, which was the cattle operation at Honouliuli and Kahuku, which was the Hawai‘i Meat Company Ranch on Campbell Estate lands. So... growing up as a youngster...

LW: Kahuku on...

JG: Kahuku on O‘ahu. And they had these two large parcels of Campbell land. In ‘Ewa it was the *kiawe* country that was *makai* of the sugar cane, except for what was Barbers Point Naval Air Station was pretty much wasteland. Good seasonal fattening with *kiawe* beans and there was some grass when it rained. And then what was above the sugar cane, between the sugar and the forest reserve, wrapping from Nanakuli on the west, all the way around to Kunia. And the ‘Ewa... rather the Kahuku portion was pretty much where Turtle Bay Resort is now. It was below the sugar cane and then up where the motocross track course is now above the cane. So I would spend... aside from growing up on O‘ahu and vacations were always on the Big Island where both my mom’s parents, who retired in Hilo, and my dad’s parents who were on the ranch on the Kona side. We would spend a lot of time there but routinely we lived on Pacific Heights, went to school in Honolulu until I went to HPA where I boarded for 5 years. And every chance I had, I’d tag along with dad because his day typically was partly in the office and partly on the ranch. My parents leased a couple of acres from Campbell Estate up in Palehua, which is above where Makakilo now exists. And moved a little house up there that was an old army building from Barbers Point, and after the war moved it up and put it on this leasehold lot and it was a fun place. We spent a lot of time there. It abutted the ranch land that Hawai‘i Meat Company leased and operated but it had no electricity and we had a true, old ice box with block ice and catchment water and no plumbing. But it was a place that we could live at and take the dogs up to, and work from on the ranch and actually ride home at night. And I tell my kids now, about the fact we used to be able to ride horseback from the ranch headquarters, which was at Honouliuli on West Loch, through the cane fields up to Palehua, through what is now the whole second city of Kapolei and Makakilo. Now it seems impossible. But back in those days, that was country. So that was my growing up back on the ranch side.

LW: When you say those days, what decade are you talking about?

JG: I was born in March 13th, 1945, and many of my memories are before I went off to boarding school at HPA, which was around 1958, so it was in the '50s, when I was a youngster and going out on the ranch a lot with dad.

LW: Did you truck your horses up with you... haul them up with you or were they up there?

JG: At Honouliuli. They kept a string of workhorses in Kahuku and they kept a string of horses down at 'Ewa. And they trucked them to wherever we were working. Dad always kept a few work dogs at home at Pacific Heights. It was a residential neighborhood but it wasn't real high-density neighborhood. There was room for us to have some chickens and some dogs. And it was always quite a commotion in the neighborhood when Mr. Greenwell would leave early with his dogs because he'd let them go from the dog pen and they'd come scrambling up the back porch, yelping and barking and excited to go out on the ranch. And we woke up the whole neighborhood. Then we'd take off and go to do our cattle work and the dogs would come back into town where they stayed.

LW: So that was weekends for you?

JG: That was weekends. I remember when I was at Hanahauoli School where I went to kindergarten through 6th, the days weren't too long and frequently I'd get *pau* school around midday and mom would be right there to pick me up, then go out to Middle Street, then I'd go with dad to the ranch in the afternoon. So some of it was weekdays. Dad had a lot of paperwork and all, but he loved getting out on the ranch and so whenever Wendy and I could go along with him, he'd usually allow us. He'd work the schedule around so we could do that. So it was that and it was weekends.

LW: So no wonder you love the ranching lifestyle. It was kind of an everyday sort of thing.

JG: Well... strange when you think of that in an O'ahu context. But back in those days that's how it worked. Of course, summers we would normally go to the Big Island whenever dad could take some vacation. And we loved going to Hilo to see the Lowrey side of our family which was on my mom's side. We'd always go there first, and mom was a good sport because she knew we couldn't wait to get over to the Kona side and get on the ranch so that was always the second part and the longer part of the vacation. In those days... this would be back in the late '40s, early '50s... when we would go up and stay on what's now Palani Ranch., which was my grandfather Frank's. It was a major production. We would typically go on horseback... with pack mules and... I remember when I was real small I'd sit in the front of my dad or one of the cowboys or my uncle or something... on the saddle going up with the pack mules... and it was about seven miles hauling everything up to the mountain house which was up about 4,200 feet, up at Hualalai. And then we would stay there and those were just the best of times. We'd work cattle during the day and then in the afternoon go hunting... either pig hunting or sheep hunting. And dad and my Uncle Rally were real close. And we'd frequently go up... as our two families together, which made a lot of sense. Kind of share the work and there was always an extra... grown up or two around. But that was... I would say the funnest of times. My grandfather, Frank, would still occasionally come up but I

remember clearly when my grandmother, Vi... or Nana as we called her... made her last ride up to the mountain, which was in the... probably mid-50s, and I'd never seen her on a horse before but she had an old English saddle and grandpa and she rode up alone. And I remember no one was allowed to watch Nana get off the horse, because she was embarrassed how stiff and sore she might be. But she disembarked gracefully and I peeked and I watched... grandpa said, "Well, Vi, what would you like now?" And she said "Just a spot of tea." And so she had her tea very British style. And she was great. But wonderful memories.

LW: Okay. So now let's trace that family a little bit. So Rally is your father's cousin?

JG: Brother.

LW: Brother. Okay. So let's trace his family and then the grandparents... their parents, your grandparents.

JG: The very beginning was Henry Nicholas Greenwell, my great-grandfather, who came in 1850. He had ten children. And he... assembled quite a bit of acreage between 1850, when he died in the 1890s. When he passed on... the so called Greenwell Ranch was eventually split into three. Old British style. There were three logical operating sections. The home ranch went to the oldest son, W. H. Greenwell, whose sons were Jack and Henry and Norman, who later in their generation ran it. The second section of the ranch went to the number two son, Arthur, whose son, Sherwood, subsequently ran it. That was Kealakekua Ranch. And the third section was the Hualalai section which was geographically quite a bit further north, and that went to the number three son, Frank, my grandfather. And it was Frank Greenwell Ranch for a long time, and then in the '60's when we reorganized it in a manner that would survive grandpa's passing, it became Palani Ranch after Frank (Frank is Palani in Hawaiian language). So Frank Greenwell had three sons and a daughter, and the three boys were the ones involved in the ranch operation and the oldest was Robert, then Uncle Rally, and then my dad, Jimmy.

LW: And so your grandfather's wife is who, now?

JG: My grandfather, Frank's wife was Violet. She was a Wallace from Kohala.

LW: Okay. But she had kind of a British manner?

JG: She was quite British. And actually had been sent back to England for some of her high school years. And so she always had a very strong Britishness about her. Which was lovely. And her home was filled with the Illustrated London News and she followed the royal family as if she were still British. And she took great pride in it. Very humble but she always felt that strong connection.

LW: That was part of her identity.

JG: Very much.

LW: Okay. So Rally was involved with Palani or...?

JG: Well, the three boys all were cattlemen. They all went off to school for a year or two or so during the high school years, and all ended up graduating from a local high school. But none went on to college. Uncle Robert... the eldest, worked his whole life on the ranch with my grandfather, then after my grandfather retired, Uncle Robert ran the ranch for many, many years. And then the two younger brothers, dad and Rally, both ended up first going to work for Parker Ranch. I believe my dad went a little bit before Uncle Rally. But soon after Rally was there as well. Dad's career through Parker, when he was about 24, he'd been at Parker Ranch about six years, he was offered the opportunity to move to Honolulu and run Hawai'i Meat Company, which I was describing.

LW: He never went to college?

JG: No, none of them did. But dad had a real keen business mind. He was a smart guy. And I think he could have been an attorney if he'd wanted to... he was at least a sharp businessman and his time that he spent involved with the cattle industry on the packing, feeding side, the business side of it, really was something that was kind of unique to him. Rally was always in the livestock production side. Robert stayed at home and ran the home ranch, Rally went from Parker Ranch and managed Kahua for a number of years... and later when some of that ownership changed and family members came home, Rally returned to Parker Ranch and finished his career for a period as manager of Parker Ranch, and then ended up retiring in Waimea. So the three sons... it was my dad who really had had a lot more, I would say, of the business exposure side, which as it turned out it was fortunate for the family.

LW: Truly fortunate. I want to ask you... what was Rally like? How do you remember Rally?

JG: I smile when you mention his name because Rally was... a fun loving, warm, gentleman. He... loved his livestock. He loved the work that he did. Passionate about it. But he loved to cowboy; he loved to do all of that. And he was one of the men... he was really one of the guys. And it wasn't just 'cause he wore an old felt hat that looked like it had been run over about ten times. And he still wore it, you know. It was just him. It was his character. But real humble, but real dedicated to the livestock side. That's what he loved, so that's what he chose to pursue all of his life.

LW: And now... the oldest...

JG: Robert.

LW: How do you remember him?

JG: Dad and Rally were much closer... I think just growing up age wise and then they were with an older brother. And so we used to spend time together... our family and Rally's family. Uncle Robert was a real... he was quiet, he was genuine... hardworking. He,

too, loved what he did. He also loved to farm and garden. He had a green thumb kind of like my grandfather did. He didn't live a fancy life, but he was a very dedicated number one son, who stuck around and got the job done at home... for life.

LW: And then how would you characterize grandpa? Your grandfather?

JG: Oh... he was an icon to me. He was a combination of strength and gentleness. He had a Hawaiian-ness about him. He had no Hawaiian blood... we don't have any Hawaiian blood in us. But grandpa could get by in several different languages, including probably a little Filipino and Portuguese pretty well, and Hawaiian also. But he had a very Hawaiian style about him. And to me that was respectful of his fellow men, no matter what station in life. Your word is your bond... is your deed. He could chew on a cigar and tell a fun story... and enjoyed life. But he had just a stature and a presence about him that wasn't arrogant, it was just he was comfortable in who he was and what he represented and he appreciated others who were like that. He was... of that era. Like so many when you think back on that generation. It was not that uncommon, but he stood up there with the best of them. He was something. Tall... he was tall. Rode with real long stirrups. He could go all day long. I picture him riding along with a bullwhip. He used a bullwhip like a master. He could separate cattle with a bullwhip. I didn't see him rope a lot but he could handle that bullwhip in sorting bullocks, as he'd call them. He'd go all day long and never drink water. He and I... I would go with him *makai* sometimes from their home in Kona. Sometimes I'd be on a mule, sometimes I'd get a horse and he'd always be in front. Just the two of us. And he'd take one long swig of water outside the kitchen window before we took off... and that was it. We went down to the *makai* land. It was hot and dry, and Nana would often make us white bread sandwiches with butter and cheese. And you'd choke because you'd just want something to drink but... you might get a mango if you're lucky or a mountain apple or something but that was it. He was just old style.

LW: Okay... now your dad... what was he like?

JG: He was a strong person. Strong in his principles, strong in his work ethic... he was, I would say courageous, oftentimes in things he stood for... stood up for. In thinking back about some of the challenges he went through business wise. Whether it was with unions or whether it was dealing with different opinions within the industry. But I think he was fair, and I think he was respected for all of that. In many respects dad, I think, was often ahead of his time. He had ideas and visions that in hindsight probably if they had come along twenty or thirty years later, might have been very successful. But he struggled with them at his age and stage. A good example was in the late '80s when he started the Kona Brand Yearling Beef program, which was basically marketing fourteen month old, pen-fed cattle. Custom fed at the feed yard to about two-thirds the normal carcass size. But they grew efficiently and the quality of the beef was excellent. It's the kind of product if there was still a feed yard here today, with all the interest in locally produced quality beef, it would have just been so marketable and so successful.

LW: So he fed them a shorter period of time because they were taken to three-quarter size... is that...?

JG: He was experimenting with, and was quite successful at, taking a weaned calf, putting it directly on feed, and growing it to about a seven hundred and fifty pound animal rather than the 1,150 or 1,200 pound, which would be a year older. A lot bigger, of course. And... the attributes of the carcass were not as "wasty" in terms of fat, but very tender muscle because of the youth. Very efficient to feed because the animal was an adolescent in that normal growth spurt anyhow so... he was getting maybe a pound of gain on maybe four... four and a half pounds of feed... where oftentimes that conversion with mature animals... seven or seven and a half pounds of feed for a pound of muscle. So there were some fascinating, very positive things about that program. But unfortunately it ended when the feed yard closed down and the mode of the whole local industry changed to shipping cattle to the corn, rather than corn to the cattle, which had been the model in the '60s, '70s and '80s.

LW: We could get back to some of those business things but before we forget, just a little bit ago you talked about sometimes riding out with the cowboys. Do you remember any in particular?

JG: Yes. It depends where... which ranch.

LW: Well we could do both places. Big Island and O'ahu.

JG: The O'ahu cowboy gang... of course I was somewhere between five and twelve or thirteen years old. My memory's a little more fuzzy. I remember Solomon Lincoln really well. And Solomon and his family... Hawaiian family... they were Mormons. Solomon was the foreman at Honouliuli for a long time. And his son Abraham Lincoln... Abraham and I were very close of an age. But I remember that family well and fondly. Koichi Tome was also at Honouliuli and succeeded Solomon. Koichi, I believe was originally from Parker Ranch and then came down to Honolulu with dad. And then Koichi, during the latter years at the Hawai'i Meat Company, ran the operation, too, and he and dad were very close for a long time.

LW: What was he like?

JG: Koichi was very quiet. Good cattleman, good horseman. But one of those guys who... who performed rather than talked. He was just very effective and very quiet at what he did. But I remember him as a model of a good livestock person and a good horseman as well. But very quiet. In thinking about it, I think many of the great guys were.

LW: The first one, Solomon...

JG: Solomon Lincoln.

LW: What was he like?

JG: Solomon was a bigger, heavysset fellow. And he and his family, they were all big people. But I remember them more just because the core of their family was so special. It was neat. And their boys would often work during the summer with the ranch crew. I think the oldest son's name was Sonny. He worked at Hawai'i Meat for a number of years. They eventually all moved back to Kohala. And when I ended up at HPA for five years, I boarded there. One of those years when I was playing football at HPA, Abraham Lincoln was playing for Kohala. And we ran into each other again. There were some other characters. The meat company gang was kind of an interesting mix because they would cowboy when there was a need, but when they were killing on Middle Street, the cowboy gang would all come in and work on the kill floor. So these guys kind of wore two hats.

LW: Oh, so they were trained to do either?

JG: In those days, yeah. They could. They did. So you'd see them in the branding pen one day or driving cattle and the next time you see them, they had their rubber boots on and they would be on the kill floor. In Kona, I think some of the men that were there I got to know better. And for a longer period of time. Under Uncle Robert, Johnny Rapoza was a huge influence on me. Johnny had worked for the ranch... at the end I think it was for about 54 years. And he continued beyond Uncle Robert's retirement, which was about 1975. And continued on until he became ill and retired in the early '90s. So Uncle Robert's term as ranch president passed over to my dad and Johnny continued through that. We've always had a livestock operations manager there, and Johnny worked his way up to that position and to ranch manager eventually. When I joined the ranch in 1980... about four years later, Johnny's son, Clarence, who had grown up in Kona and I knew when he was a youngster... he and I were about the same age... and moved off to the mainland and was a meat cutter and trained other meat cutters for a supermarket chain. But wanted to come home and dad went up and talked to Clarence, and Clarence returned to understudy his father. And when Johnny retired and my dad retired, the ball fell to me and Clarence to run it. So... the Rapoza family has always been a huge part of Palani Ranch and for us. There were some other really just great old style guys there. Just salt of the earth.

LW: So what was Mr. Rapoza like?

JG: John Rapoza was a tough boss. I mean he was very demanding. Nothing, though, that he wouldn't ask his men to do, that he wouldn't do himself. But he took care of Palani Ranch like it was his own. And he really built everything to last for a hundred years. I mean nothing was temporary, nothing was banded. Any job worth doing was worth doing right. If a two inch pipe post was good a four inch pipe post was better. And he built some gorilla pens and chutes and things, which will be there for decades more to come. I mean Johnny was good. And he was a smart cattleman. You know he understood it. There were others there, though, who... I mean because the crew was pretty small. And they didn't truck horses anywhere. They pretty much rode wherever they went. People like Tony Jose... we remember real well. Tony's still with us. And actually he just got the *Kepa* (spur) Award from the Paniolo Preservation Society about a

week or two ago. But... people like Tony, to watch them handle a rope and wild cattle... I mean beautiful... smooth. And those guys all had fun doing it, you know. It was work but it was fun. And it was kind of scary and kind of dangerous sometimes, but they loved it. And they were really comfortable in their skills in doing it. Others like August Deguiar, who was here for years. Probably the hardest working people I know... Norio Delostrico he lived there and worked there most all of his life as had his father. And they were... truly lifetime employees and family members. But that was the nature of their commitment to what they did. And they knew the place better than any. And they cared for it like it was their own. Pretty special.

LW: So do any stories with any of those men you just mentioned that involved you? That stick out in your mind?

JG: It'll come to me... and I'll share them with you.

LW: So you go off to HPA while in the 5th or 6th grade?

JG: I went into 8th grade. So I boarded 8 through 12. And I enjoyed the Big Island already. I was comfortable there. I liked it. It wasn't just a bad boy school in those days. (Laughs.) It had a mix, okay.

LW: What do you mean, a bad boys' school?

JG: Well everybody gives it a bad rap and says it was a bad boys' school back then. So we had our mix of... our cross section of students. Some were trying to find... themselves and find the right path in life and Mr. Taylor, who was the headmaster usually did a pretty good job of pointing you in the direction that either you conformed to it and you worked with the program or...

LW: Were you a bad boy?

JG: I don't think so.

LW: Okay... I'm just wondering why you brought that up. So what years would that be? The '60s?

JG: I was there from '58 until when I graduated in 1963.

LW: Maybe it... was the school kind of wild then?

JG: Yeah... it was a little more wild and wooly. It kept getting tamer, I think, as the years went forth, but it was started in 1949.

LW: So it was young then.

JG: It was young. I mean when I got there we were still living in the old army barracks at St. James Church... Episcopal church, right there across from the baseball field. And those were our barracks and our classrooms and our study halls and we had our fighting chickens in coops out in the back. Seriously... we would go and get...from the Filipino camps, you could get one-eyed roosters pretty cheap. And we'd take them in the back and raise them and we played around and had a lot of fun. (Laughs.) But HPA was great. Dick Solmssen was there at the time. He was my advisor. I played in some sports but I also liked to ride a lot and he was always very accommodating to take a couple of students along to kind of help him with the other students he was taking riding so... there were a number of us there who got to probably ride a lot more than the average kids. And those are some fun times. Long overnight trips where he'd take twelve, fifteen riders. Either up to Kehena Reservoir up in Kohala... which was a pretty long ride from Waimea... or up towards Hanaipoe... pass Makahalau heading up on the Mana Road. And they were both rides that were designed to be long enough that it would make the greenhorn cowboys sore and that was kind of what the objective was. That you train to go on these and if you rode out on Saturday and spend the night under the stars, you had to ride home again on Sunday. And you know Dick would make them ride back. But it was fun. I think back on those times and some of those experiences and some were probably a little bit hairy in hindsight when I look back on them, and what we were allowed to do and the fun in that. But you know... it was a fabulous experience.

LW: So when you were there at HPA did you go down to the family ranch?

JG: It was not easy to get off on weekends and you didn't have wheels so...

LW: It's still that way.

JG: Yeah... it's still that way at HPA. I was lucky. I could sneak over to Uncle Rally's house. And maybe go get a home cooked meal or something. And they were always really very open and accommodating to their nephew. So that was good. There were a couple of occasions where we were able to arrange to get off for a weekend and get down there, but it was... again, still pretty much during the summers.

LW: Now you don't learn to play polo until after you come back from college.

JG: Actually Dick Solmssen was trying to teach us how to hit a polo ball while we were at HPA. And I guess I got a little taste of it there but it was just a tease. When I went to college... one of the reasons I wanted to go to Cornell... there were two... one was my sister, Wendy, had been in Endicott in Beverly, Massachusetts. And she was a couple of years ahead of me at school. And she advised me... she said you'll probably never live on the east coast, but it's a whale of an experience, and if you have all else being equal, a chance to go east, she thought it would be a great opportunity. And Cornell was the only school in the east that I'd applied to and I'd heard from them first and so I was excited. But the other part of it was I was hoping... it was an agricultural college at Cornell so... and I wanted to study ag economics. And they had a good program for that, but there

was also a polo team that I thought as a long shot, it would sure be fun to see if I could play.

LW: So even before you went the polo was part of what drew you there.

JG: It was something that I knew had existed... others that I knew had played there and really liked it.

LW: Who would that be?

JG: Peter Baldwin, Ben Baldwin, Freddy Rice. Stan Woolaway, Jimmy Reynolds... all of these from Hawai'i who I knew pretty well.

LW: And they all graduated from Cornell?

JG: Most of them did. I think Freddy might have graduated from New Mexico. I'm not sure but he played at Cornell, maybe he graduated from Cornell also. But there were a lot of them that were there in the '50s. Late '50s. So they were all gone by the time I got there, but I'd heard of this program, and I knew how much these guys had loved being a part of it. So that's the first thing... as a freshman when I got there during orientation, where do you find out more about polo. So I tracked it down and I tried out for the freshman team and got on and I just loved it. I mean I loved the coach. Dr. Stephen Roberts, who was in the Vet School. But he's also a good polo player and a good coach, and he had all these Hawai'i guys beforehand and I just felt at home and I loved it. And it was something I could identify with way back in the east coast in the snow and everything else, you know. So I ended up... I guess I allocated my time and I almost didn't figure it out right, but I spent enough time on studies so I could stay in school and graduate. That's the part I almost blew. I also spent some time in the fraternity that I was in just 'cause that was kind of a home away from home, and most of the rest of my time it was committed to the polo program. We had to raise money to cover most of the polo program expenses... we paid a little bit to play, but we did a hell of a lot of work ourselves. Took care of the horses and had fundraisers all the time and... and we were pretty much self-sufficient, like an independent club. So it was great fun, but it was most every day and night.

LW: So this club existed before you got there, right?

JG: The history of polo at Cornell, like a lot of the land grant schools, was that it dated back to R.O.T.C. days and when cavalry was a part of R.O.T.C. So when cavalry got phased out after World War II, a lot of the land grant colleges like Cornell had riding halls. Heated riding halls, in fact, if you were on the east coast...and stables...and so in Cornell's case they kept it going as a riding club and a polo club. Yale had another nice armory. I'm not sure if that dated back to cavalry days or how they had it, but there were several in the east that were affiliated with colleges, so that's how our program got going. And we just kept it going with a lot of work and a lot of alumnae who played there... who had horses. Later maybe their horses couldn't play outdoors on the bigger field, but

they could still play in the arena. They would donate the horses back to Cornell so we always kept a string of about 25 horses going, and our vet... our coach was a vet, so he kept them all doctored up and buted up so that they could still play. And we mucked the stalls. We did the work.

LW: The club had 25 horses.

JG: Yeah. It was a lot. But it was good. We had a freshman team of about... probably fifteen or so to play two nights a week. A varsity team to play two nights a week. An alumni team to play once. One night was for varsity games with visiting teams. And then the horses had one night off. So they got used a lot, which was good. It kept everybody busy. Kept some income coming in. Good fun.

LW: But you'd seen the cowboys here playing cowboy polo before you went to college?

JG: The polo I remember here before going to college was in the '50s at Kapi'olani Park. And most impressive to me was when the Maui team and the O'ahu teams used to play at Honolulu Stadium. We would go to that from time to time and dad was friends with people like Manduke Baldwin and Oskie Rice and Gordon Von Tempsky, which was the Maui team and some guys who played for O'ahu. He knew a lot of them although Dad never played. We would go and watch at the stadium. It was great arena polo. I remember as a young kid just being so impressed with what looked like such a fun game. I mean you had horses and you were going full speed, plenty contact and lots of... just lots of action and it was bright and colorful and nighttime. And they'd ride some of the polo ponies and lead the others from the stables down at Kapi'olani Park right up Kapahulu, right down King Street to the old Honolulu Stadium. They'd probably take maybe thirty ponies all at once, right down the street. We'd never do it today. And they'd all ride them into the stadium. They had them all tied up behind the fence. And then when it was all done, they'd pony the horses back down to Kapi'olani Park. So that was my first memory of polo. Cowboy polo... I hadn't seen or been a part of but after Cornell, I went in the service for two years. I was in the army. I was in Korea. And when I came back I went to work on Maui for Alexander and Baldwin in their land department. And I was there for ten years. From about 1970's till about 1980. And in the mid-seventies, Carlos Rivas, who was at Waikoloa, doing a lot of public relations work and trying to build the Waikoloa name and... identity... was promoting great Waikoloa canoe races and horse races and everything was Waikoloa. He remembered those old days of arena polo in Honolulu Stadium. And arena polo had basically died since the '50s. And he wanted to resurrect arena polo, so he called Peter Baldwin, and said "Peter, you know..." as I understand the conversation... "I'd like to get arena polo going again in Waikoloa. And Maui had a great heritage of the black and gold team... they were very dominant and your dad was in it. Would you like to bring a Maui team for our first tournament?" And I understand Peter declined and referred Carlos to Ben Baldwin, Peter's brother. So Ben gets the call and Ben was like the rest of us. Have mallet, will travel. No more horses, nothing. So he called me and he called Bim Wilson and we decided shoot, we'll go. And Freddie Rice agreed to mount us all. So we got all our college boots and helmets and everything we could. We had no horses and we went

up there and Freddie mounted us and I'll be darned if we didn't squeeze out a couple of wins and we won this little tournament and we went back home and suddenly there seemed to be a lot more interest in Maui polo. So before the next year came, Peter got involved... got real interested. And put together a team and we went back to Waikoloa for several years. But in the meantime the old arena field just above Makawao that you still see along the side of the road going up on the upper Kula road, which is now called the Manduke Baldwin Field, was still standing and we were able, as a club, to get Haleakala Ranch to allow us to kind of fix it back up again, kind of paint it up, mow it and start using it again. And that's when cowboy polo really got started. And that, to me, was the funest part of probably any of the polo that I got to play in my short career. Because nobody had the string of horses you really needed to play four chukkers. But you had a lot of rodeo cowboys and cowboy cowboys from Ulupalakua and Kaonoulu and Haleakala Ranch and some of the guys were just from Makawao. And they wanted to learn how to play polo. And so they would come with maybe their one horse, maybe if they could scrape together two, they'd come with two. And we'd play. We'd break everybody into teams and you'd play a two chukker match instead of four. And everybody would play the first chukker with one horse and then everybody would rest their horse, and then they'd come back on the same horse again, maybe an hour later, and play the second chukker and that was the game. But some of the classic old-timers like George Manoa were still playing at the time. His son's, Sonny Boy and Blondie, were playing too. Andrew Kauai, Senior, and then... Andrew, Junior started playing. Jimmy Miguel, Racky Santos, the whole gang who remembered the old days, and had kind of put polo in mothballs but remembered it enough to come back out to swing a mallet. And we had fun.

LW: You don't need a trained pony? You can work with any horse?

JG: Arena polo... you can use... more of a cow pony than you need a big thoroughbred. When you start playing on the big outdoor field, it takes a whole other level of thoroughbred-ness and speed and endurance. But when you're playing in arena polo, if the horses are in decent condition, it's a lot shorter runs, more a handy cow pony can do... can do okay. And so guys could bring their own ranch horses and did. I was lucky to be loaned cow horses by Oskie Rice... a very special man. But good fun. And we sat around afterwards many a Sunday night until dark, I think, grilling and probably had a beer or two as I recall. But just a wonderful gang celebrating something that really hadn't been theirs, to be a part of for a long time. To me that was the most fun. It grew from there into outdoor polo and with Peter Baldwin's leadership, he was able... and the good graces of Kaonoulu Ranch who allowed us to build that outdoor field back in the Olinda side behind the roping arena... it's still there today. I remember going out with Peter one day with a tape measure trying to measure if we had the dimensions for a full field. And we thought we could squeeze it in, and Peter, God bless him, went out and got a bulldozer and carved this whole field out and in the late '70s. We spent many, many days there planting grass and pulling Eucalyptus and all. Today it's a beautiful outdoor field. So I got to play on that a little bit before I moved back to Honolulu in 1980, when my job changed. I left A & B to come back and work for the family and I realized at that time...

LW: I just wanted to ask one thing. Just because the ranching community might be interested. So what did you think about that string of horses in college, the polo ponies in college? How did those horses compare to your experience with horses?

JG: The polo ponies we had in college were amazingly versatile and durable. When you consider how many hands they were in during their lives and they ended up being ridden six days a week and oftentimes by maybe five or six different people, they were remarkably honest and durable. And could perform pretty well, too. But it was... probably any string of horses I've ever seen, I admire what those horses... they were well cared for. And they were pampered. But they really earned their keep. They were fit... as good looking a bunch of horses, too.

LW: What kind?

JG: There was a lot of thoroughbred in them but because they were playing arena polo they could take the horses that had a little more body and weight and chunkiness to them. They were short coupled. They were quicker... could turn. Most of them had played outdoor polo at some point. Probably by some Cornell alum. And when they began to kind of slow down playing outdoors, they'd send them to Ithaca and we'd put them in the indoor string and we'd use them there for a while because it wasn't as strenuous on them. So they knew how to play. But maybe their outdoor days of running three hundred yards were over, but they could play in a smaller arena, a hundred and ten yards. Real handy. And have a whole new second life in polo.

LW: So there's a lot of horsemanship, obviously, in polo.

JG: What surprised me as a member of the freshman team was I don't think we picked up a mallet for about four months. When you get there it's just riding. And so what they're trying to teach you is balance on a flat saddle and I remember going around, galloping around and around in that arena, and they're trying to teach you upper body mobility and keeping your lower body in contact with the horse and quiet. So they're throwing softballs for you to catch. The coaches are all in the middle and as you're galloping around and they're throwing them to you. And you're riding but you're catching a softball above you, behind you... stretching and reaching. And all they're trying to do is so the riding part is secondary and eventually you can begin to pick up a mallet and try to hit a ball but...

LW: When you beginning do you hit the horse a lot?

JG: No... you spend a lot of time on a wooden horse in a cage... learning not to hit the horse. But the horses, too, they get a few knocks from time to time. And again I admire their durability.

- LW: Do you think in terms of horsemen's skill in the saddle and working a horse... is that complimentary to what you need to know... for the old-fashioned kind of mounted cowboy life?
- JG: I learned a tremendous amount from those years, learning how to ride a flat saddle that was... it was different. But I felt... helped me... because it's so much more about balance and... how you sit a horse and how you learn to work with the horse and doing something totally different on this partner of yours... this four legged partner. It helped me a lot. I remember feeling very uncomfortable in the beginning on a flat saddle, and by the time you're through it all and you get comfortable getting on the flat saddle, I think it does help your riding a lot.
- LW: You were saying that even the cowboys out here wanted to try polo and I imagine it's 'cause it takes a lot of skill on a horse and they're sort of wanting to exercise their skills on the horse.
- JG: I think one of the best athletes I've seen who went from a rodeo rider to polo player was Herman Louis DeCoite. And Herman Louis was a... I remember him on Maui and just a really good guy but a strong rider. Very athletic. Bareback rider. He'd ride anything. No fear. But he really wanted to learn how to play polo. And he was good because he just had that balance already. He knew. It didn't take him much to get on a flat saddle and a horse could fool around with him and jump and lunge and all and he'd maybe went off once in a while but not much. He just knew how to ride. He did the transition real easy. Some guys had a hard time.
- LW: So the saddle is different... the polo saddle, you're calling it a flat saddle.
- JG: Yeah. It's just... there's no pommel, there's no cantle, there's... I mean it's an English saddle. It's just an English saddle. And it's got almost no roll and flat for your legs. It's pretty naked. It's very, very light. It's also very unrestrictive. It's what you need. So you can twist and you can move.
- LW: Getting back to your experiences during high school, you worked at Moloka'i Ranch at some point?
- JF: During high school, for two summers... I think it was 1961 and 1962... Hugh Starr, who was a classmate of mine at HPA (Hawai'i Preparatory Academy), and I worked for Moloka'i Ranch under Henry Rice, and were given quarters in a little cottage that was next to the Director's home and that was our base camp. From there we worked all kinds of jobs wherever extra help was needed. We did cowboy work, we built fences, waterlines, helped breaking horses, planted trees... whatever they needed extra assistance on, we got to do. I think one of the most... perhaps the most memorable experience there... and there were many of them... was the opportunity that we had as the Moloka'i Ranch cowboy gang, to join with the Hawaiian Homes Commission cowboy gang, which they maintained to help on homestead lands... and we all went down to Kalaupapa during the summer to help the patients there gather their cattle. The peninsula of Kalaupapa is

pretty rough country. And they had a big stone corral they had to get all the cattle into. And that was a challenge for them. So the trip down was really special. We started real early in the morning... dark. And as we began to ride horseback down the zigzag trail that took you to Kalaupapa, it began to get light. By the time we got to the bottom, we were met by a lot of the patients who... there was only a couple of miles, I think, of paved road in Kalaupapa, but there were in the '60s, still a lot of people living there. And they had hot rods and souped up cars. And there was a parade. And it was classic. We rode through town with all the hot rods behind us and people came out and waved and I think back on it now... that was pretty special. Then we went off in the sticks and gathered all the cattle in. By the time we got them in the corral, then the patients could pretty much take care. We helped a little bit, but then they fed us a good lunch and we worked a long day but we ended up coming home back up the trail late in the afternoon. And my recollection of all that... and thinking back on the history of it, it was pretty colorful. It was pretty neat, and it was a privilege to be able to do that.

LW: So how many cowboys do you think there were?

JG: In that gang when we went down there was probably about fifteen of us. I'm guessing...I recall maybe six or seven that worked for Hawaiian Homes and the rest were Moloka'i Ranch cowboys.

LW: Where would you start? Would you work from the ocean towards the...?

JG: It was a big rough area and cattle didn't get driven in very often. They moved them more by water but I don't think much of it was fenced. So we pretty much lined up and swept our way around. I don't remember exactly how we did it, but I do remember big stone corral was our goal to get them all in there. And it was kind of a rodeo once they got in there because for the patients, it was like hey... exciting for them. And everybody came out to watch it. So I got a little excitement just from watching the fun they were having. But it was a big deal. And I think they went back one other time during the year. Probably once for branding and once for weaning.

LW: So who were the men that were cowboying for Moloka'i Ranch at that time?

JG: Oh, there were a number. I can't recall all their names. The Joao family. Sonny Joao, as I recall, was our cowboy foreman. The Duvauchelles were a big family on Moloka'i and I think it was..... Duvachelle. He was there and kind of a rough, tough guy..... but he was a wonderful guy.....young guy. There was a guy by the name of Mokeau, who was just a classic old Hawaiian style cowboy, quiet spoken master of his work. So there were lots of colorful people. All Moloka'i folks. We were the off island *haole* kids who had come over but they accepted us and we... I think gave them a hand in a way they appreciated. Enough that we got invited back the next year. As I recall we were paid a dollar (\$1.00) an hour the first year, and we went back and we got a dollar fifteen (\$1.15) the second year so we felt quite elated. I think in hindsight, I made more money the second year, simply because I took over an old 1940's surplus army jeep I bought in Kalihi for \$400. At the end of the summer I could sell it for six hundred and fifty dollars

(\$650.00) on Moloka'i. So that was my big profit. But great times. And able to fish and hunt and have access and be treated well was a great memory.

LW: This was Freddie Rice's brother, Henry?

JG: His brother Henry. Oskie's son.

LW: So what was Henry like?

JG: Henry was a great boss. His wife Sandy had moved to Moloka'i not too long before that, and he worked under Harry Cooke. He was fun to work for. He expected a good day's work, but yet occasionally if we'd behave, he would invite us over for dinner afterward and treated us like family. So it was really my first chance to get to know Henry well and it was kind of special 'cause he's also, as it turns out, a cousin of my wife. And Henry ended up actually being at our wedding. As one of my ushers, as we called them in those days. Not groomsmen.

LW: So the Sextons and Rices were intermarried or something?

JG ME's grandmother was a Rice. And she married a Sexton.

LW: Her grandmother.

JG: Her grandmother. Emily Rice became Emily Sexton.

LW: So Henry must have been sort of young then at that point.

JG: Well he seemed very old and mature to us but that's because we were so very young. He was, I think, pretty much fresh out of college. I think that may have been pretty much his first job and they were newlyweds and fresh to Moloka'i, too. So yeah, he was young and he was really enjoying it. He was challenged by it and seemed to just thrive on that.

LW: And Molokai Ranch is kind of a big ranch at that point, still?

JG: Moloka'i Ranch acreage wise was huge. I don't know the numbers, but it covered all the west end and much of the land back toward central Moloka'i. And above Ho'olehua and some *mauka* lands. And some on the east end, too. But it was a significant landholding. And... a very extensive operation. In terms of large acreage with much of it quite dry so... they were doing a lot with Santa Gertrudis cattle at the time. Which I hadn't worked with before. So it was new to me. I was accustomed to working with British breeds and temperaments and...

LW: Which do you include under the heading of British breeds?

JF: British breeds would be Angus and your Hereford cattle were the typical ones. The Santa Gertrudis, which have some brahma blood; it's a Brahma/ Shorthorn hybrid, if you will.

It was developed by King Ranch. But specifically for that very kind of country. Which is dry. So they're big, rugged cattle. Can do well in rougher country, dryer feeds. Big husky calves. But the Brahma side of them gives them a little bit of an attitude. And they handle a little differently. I found the British, you push from the behind and hold on the side. With cattle with Brahma blood, you hold in the front and steer. The back will follow. Just little different characteristics that I think is part of the genetics.

LW: So that was two summers. You worked at the feedlot, still?

JG: That (Moloka'i) was in high school. And then when I was in college, I worked a couple of summers at the feed yard that Hawai'i Meat Company had. By the point it had moved to Barber's Point. And so I worked there. That was interesting. Different kind of work. Working the pens, working with the cowboys through there. Not as many colorful stories to tell about it, but it's when feed yard finishing was just somewhat new to Hawai'i. So there was a lot to learn. But it was interesting work and just a little different side of the production pipeline that I hadn't had any prior experience at.

LW: So what makes it different?

JG: Well in the feedlot operation everything is very confined. Very hands-on management of the cattle. You ride the pens every day. You check for sick cattle. You're sorting cattle. You really are just side by side with them through their full stay and you get to know them. It was interesting, too, to get to see more of the kind of cattle that were coming from different ranches and how they performed and how they behaved.

LW: Did you keep them separate?

JG: Yeah... they had rows... I'm thinking six or seven long rows of pens. And you might have fifty to a hundred and fifty head per pen. Total capacity I believe was around fifteen thousand head. And the cattle were there for a hundred and forty to maybe a hundred and eighty days. That was a typical stay depending on what weight they came in at and how well they did. And so there was always a constant turnover. New cattle coming in... and finished cattle going out to the slaughterhouse.

LW: Were you feeding the same in every pen or did some ranches contract for a different care or...?

JG: There was a feed protocol that they followed that involved a number of different rations. And depending on the condition of the cattle and how quickly they moved forward, the feed yard manager would step them up appropriately to higher energy rations as they began to fill out and get closer to market age.

LW: Which ranches brought in which kinds of animals? I mean I guess we know Moloka'i Ranch was working dry land cattle but...?

- JG: There were quite a lot of Santa Gertrudis and Santa Gertrudis cross-cattle like what Moloka'i Ranch had. A number of the bigger ranches on Maui, including Haleakala and Ka'ono'ulu and... I think even Ulupalakua for a while were working with Santa Gertrudis cattle. Parker Ranch had some. Because they had a big frame and they put on a lot of weight. It was a big carcass and they grew well. In time, the Santa Gertrudis or the Brahman influence... I would say diminished in terms of market appeal, because while the cattle got big, there was a concern that they didn't necessarily grade well. So you'd have a big animal, maybe a heavier boned animal, but you wouldn't necessarily get the marbling and the carcass quality. And I'm sure there are those who would debate that but from my observation, while the Brahmin influence still is appropriate in some drier areas, and you still see some of it around, it was more in vogue, I would say, in the '60s and '70s than today.
- LW: So I guess the point is you managing these different herds that come in so that they do well and make money for the ranch that they come from... or sometimes do they sell them to the feedlots? Did the feedlot buy up the cattle?
- JG: For the most part, the cattle that were there were owned by the ranches. And they were being fed on a contract basis to finish them and if your cattle did well, which means they progressed well, there wasn't a lot of illness, they gained well... you'd make more money than the rancher who maybe had poor genetics or whose cattle didn't come in as well conditioned or maybe had some health issues. It was not common for the feedlot to actually own the cattle. But you have to remember there were two feed yards at that point. Hawai'i Meat Company had the larger feedlot and their own packing house on Middle Street. And Kahua... Ranch had its own feed yard developed more or less concurrently in Wailua. And their slaughterhouse, which was at Honouliuli. And they tended to watch, track and compete with the other. And they each basically had their constituents that patronized their feed yards. Even to the point of who they shipped with... the boats they used to ship the cattle to O'ahu. I mean there was a lot of very hearty competition between the two marketing factions within the industry. And I think it caused them both to stretch and probably do the best they could in terms of taking care of those ranchers that were suppliers to them.
- LW: So which one did Parker use?
- JG: Parker Ranch was the majority owner... controlling owner of Hawai'i Meat Company. I think they owned about 88% of it. Kahua Ranch, I believe, owned their own facility outright. But in both cases they had their constituents of producers who were loyal to them and they were steady suppliers.
- LW: That's a whole industry 'cause part of that is the boats... getting it just to O'ahu.
- JG: Well it was boats and then it later became barges. But I mean I remember...
- LW: Trucks, too?

JG: Trucks were usually what we used to transport... did all the hauling. So that was contracted. The interisland shipping, there were a couple of boats that handled that typically and that gets a little before my time. I remember the Humu'ula and some of those boats that were used, and Kahua, I think, had a separate one. They used to compete in booking for the boats. Then later it became barge service by Young Brothers.

LW: So the cattle would go on a container. The cattle would go in the container and go on the barge?

JG: No... no container. Just open decks. Young Brothers had cattle barges. They were just open deck barges with pens used just for that. And... they'd run the cattle right onto the penned decks, tow the barge to Honolulu, and then unload them there. For the cattle going to Hawai'i Meat Company, those were grass-finished cattle, those cattle would typically take a train from the waterfront to the Middle Street slaughterhouse. And I remember as a young kid... riding that train. Going down real early and get to ride up in the locomotive. And crossing Dillingham Boulevard and getting down to Fort Shafter area with a trainload of cattle. And they went from the boat onto the train, right to the slaughterhouse. When grass finishing kind of diminished and the train was decommissioned, the cattle then were pretty much picked up by O'ahu Transport in tandem trailers. Loaded on the trailers and taken either to Ewa, if they were going to Hawai'i Meat's feed yard, or to Wailua, if they were going to Kahua's feed yard.

LW: So is there a cowboy on the boat... on the transport across...?

JG: No. It's just an overnight.

LW: So you just get them in the pens and go?

JG: Get them in the pens and they come on board hopefully with a full belly of water. I don't know that they had water on board. They may have. I don't recall. But they didn't have tenders per se because it was basically because the next day they were on O'ahu and they could unload.

LW: So what were your duties in the feed yard?

JG: The feed yard was... all the cattle had to be checked every day. So you had to ride the pens. That took a lot of time. And you're looking for illness or poor doers or anything that is not right. And you pull those if they have to be brought in and treated. Then you have a certain processing protocol you go through when cattle first arrive. That involves working them through a chute and they may be worked a second time during their stay. And then you have... then of course you're frequently pulling cattle that are finished. And loading them back on the tractor trailer rig to take them to the slaughterhouse. And oftentimes that involves some sorting. You wouldn't just take whole pen loads. You'd skim what was ready and finished.

LW: And are you working on horseback?

JG: Yeah. Yeah. It's a great place to develop really good horses. 'Cause they got a lot of light work... with cattle. On good footing. It was a great place to train a horse and you had some very cow smart horses down there that knew the job.

LW: So did they have someone just dedicated to train horses?

JG: No. It was just a part of it. But the guys who worked down there oftentimes would keep a couple of horses and it was... always valued if you could ever get a young horse to be taken under the wing of one of those guys and given a few months' work down there because they learned about working cattle very well. And they were fed well, too. And they weren't overworked so... as I recall they kept six to eight horses down there. Only a few guys on horseback but... everybody had one or two they could use.

LW: So that's a real training ground for general skills?

JG: Um hmm.

LW: I know that when you speak about sure footing, your horses here have to get used to real broken ground and you have to be careful of them.

JG: Here in Kona, a horse that wasn't born and raised here has a very difficult time adapting. I've seen many instances where imported horses were put to work here and they just don't hold up and they just can't get around. On Palani normally what we do, is raise our own and while you handle them intermittently during their growing up period, they get a lot of time just to run around. Frequently in rougher areas, too, just to toughen up their hooves, but they learn that agility and horses that are born and raised here get around amazingly well. And are best suited to stay right here and work.

LW: That's a total concern, right? You have to have your horses match the landscape, too.

JG: If you got out there like right outside here and you tried to run around, you'd go tail over teakettle. Even a human would... on two legs. You just can't do it. You get out there on a horse they'll gallop right across it, no problem.

LW: So the feed lot would have been what years, then? You'd worked there one summer?

JG: I think I worked there two summers. As I recall. Before I went into the service, so that would have been in the mid '60s.

LW: So you went into the service after college? And what did you focus on in college?

JG: Agricultural economics.

LW: Did you feel you used that degree at all?

JG: Ag economics is basically business school... it was an agricultural model. So a lot of the basic courses you took were business courses. And... basic business law, accounting, that sort of thing. After high school was college. And then I was in R.O.T.C. so I went in for two years... I got commissioned and as soon as I got out I married this lovely young lady... Mary Emily Sexton... who changed my life forever and forty-four years later...

LW: And that's her middle name. The name we use for her is her middle name?

JG: Mary Emily. Named after her two grandmothers, Mary and Emily.

LW: You call her ME?

JG: Emmy. Well, it's for M – E. Mary Emily became E M M Y. Emmy. But her christened name is Mary Emily. So thank goodness I found her. But then... soon after, even the first job I had was for Alexander and Baldwin. And I was with them for a year or two on O'ahu and then I had a chance to move to Maui in 1972 in the real estate division. And grabbed it. And it was a wonderful experience. Probably as wonderful a chapter as we had in our lives.

LW: Sometimes that informs your... to do that land business was still shaping for you, I imagine.

JG: Very much.

LW: You may not have been directly in the cattle business but... I don't know... what would you say?

JG: Well... I never planned to go back and work for the family. We knew there was a business there in Kona that was kind of the... offshoot of my grandfather's estate, which when my dad was helping my grandfather reorganize it in the '60's, had broken it into a land company... Lanihau Corporation, originally... and then into a ranch company, Palani Ranch. But I never dreamt I'd go work for them. I always felt it might be something that I might have a sliver of interest in, but I was... I was hoping and planning and expecting to make a life of my own, doing something else. In 1980, the Kona business... the Kona family business had grown to the point where we were actively... my dad was actively involved in negotiating a lease for a shopping center and had done a lot of other real estate type work. Dad was in his mid-sixties and the company realized there was really nobody in training to succeed my father. And there was enough work to be done that it was time to address that issue. So their Board of Directors, which was majority, was non-family but... they collectively went through a process to address that issue, the upshot of which was my being approached to come back and work for the family. Which I did. And I'm glad I did, but it was a tough decision to leave Maui. 'Cause we loved the friends we had, we loved the life we had. And it had been a pretty wonderful decade for us. But no regrets that we did it, and I feel very fortunate that I had the opportunity to come back and work for the family because in hindsight, much of what I had been doing, especially in the real estate side, proved to be very valuable background

for what the family business was going to focus on. Was either going to make or break us as a family enterprise. And so my family moved back to Honolulu because our office was still here. My dad's office was still here. And... I've actually been here ever since, commuting between here and the Big Island pretty regularly. Much of the land side, the business side, especially in the earlier years, was O'ahu based. And the ranch side always had a crew running the cattle operation under the leadership of the Rapozas on a day-to-day basis. And I ended up following a pattern not unlike what my father's business pattern had been in terms of trying to run both the land side and preside over the cattle side from a business standpoint.

LW: That must be kind of hard.

JG: It was a lot... I will say it was a lot. But... we did what we needed to do and we had a clear vision. I think probably the land and the cattle business are two of the toughest to make money at. And probably are as ripe with challenges and uncertainty. But that's the business we were in. And you think about it, we were very, very blessed to have the problems we had. But it kept my dad and I real busy and after he retired in the early '90s, it kept me plenty busy, too.

LW: You met Emmy in college?

JG: I knew her when we were growing up.

LW: She's from O'ahu?

JG: Her grandmother, Mary Renton Wishard, grew up in Kohala with my grandmother, Violet Wallace. And they used to ride to school together. It's one of those cases where the families... if you follow it back far enough, we kind of knew one another. Emmy's dad, Lloyd Sexton, was an artist and my mom loved art... took some lessons from Lloyd. From time to time. And our parents knew one another. And so we kind of knew one another but... I mean I was a whole thirteen months older than her and that was a big difference at one point. In high school. But you know... we had friends in common and it really wasn't until I graduated from college that I was home, freshly commissioned, heading off to the Far East, over Christmas R and R, that our paths crossed and we kind of clicked. And stayed in close touch and as soon as I get out of the service, we were married.

LW: And you have two children?

JG: Daughter Christy... Churchill, who lives on Maui. Her husband is Ryan. And two little... not so little any more... two grandsons, Parker, who's ten and Bryce, who's eight. And then our son, James Lloyd (Kimo)... is married to Kate Wilbur and she's from Cape Cod and they have a little girl, Lielle, who's three, and a little boy who's arrived in April, James Kainalu Greenwell. He is the fourth James Greenwell over 4 generations but all with different middle names. And Kimo lives on O'ahu. Kimo's doing much like what I

did at his age in terms of commercial real estate, although he's in it in a much bigger way. Having a real good experience with it, himself.

LW: So you were in the service...

JG: Yeah.

LW: ...and you went to Korea.

JG: Right. I was in R.O.T.C. so I had two years of active duty requirement and I was in the army so I went off as a second lieutenant. I thought I was going to Vietnam. I ended up being sent to the 7th Infantry Division in South Korea for my thirteen months. I just had two years active duty so I came back. The last eight months was at the Presidio in San Francisco, which was a tough assignment. And then I had four years of active reserve obligation when I got out. I mean I got married about a month after I got out of the service and I went to work for A&B about a month after that, too.

LW: You were working with Alexander and Baldwin in the '70's. Now what is the job you did for them exactly?

JG: I was manager of their leasing and property management, which was mostly leasing commercial and industrial space and ground leases. And other land matters. Some pasture leases. And A & B had up until about 1970, mostly just leased lots. Then they began actually building some buildings. Office buildings, warehousing, a shopping center... and began to actually develop properties above just the flat ground. They went vertical. And then they had spaces to lease and with it they were managing buildings instead of just administering ground leases. So I was there during that period. We did quite a bit of work for Wailea Development, as they were evolving out in the Kihei area. So that was largely what I was doing.

LW: We talked a minute ago before we were filling in some pieces about what you learned in that time period that you end up applying it later on. I didn't get you to describe what those things are.

JG: When I found myself in the cattle business, 1980 and beyond, and particularly working with the Cattlemen's Council and some of the industry organizations, I remember feeling very strongly that there was one aspect of the industry that we really... as an industry... weren't adequately addressing and focusing on. And it was the land component. That so much of what we were focusing on was marketing or animal welfare or transportation issues... but I felt our fundamental resource in the cattle industry was the land and the water and it was also probably the resource which was the most challenged, threatened and regulated. And that I felt if there was... a role that a young guy like me could play, that maybe I could kind of find a niche where I could make a contribution to the industry, it was more perhaps focusing just on the land side. And I remember... either my first or second Cattlemen's Council meeting in Waimea and I was a neophyte and I was sitting in there listening to all their agenda and all that they went through, and I made the comment

toward the end of the meeting rather cautiously, that all that they'd talked about was well and good, but I felt that the one missing piece in the discussion was the land issues that we were facing. Whether it was ground leases or water or real property taxes or... Fish and Wildlife designations and down zonings. You name it... there were land issues out there that were critical to all of us but weren't really being addressed and so I forget who was the head of the Cattlemen's Council at the time, but they said you know, Jimmie, that's a really good idea. And we really should have a standing committee that addresses those issues... why don't you chair it and we'll be right behind you. So... I said sure. (Laughs.) And I chaired it for... I don't know... it was over a decade, I guess, from that point. And I found it to be all that I had thought it was in terms of from time to time being really a key focus of issues that involved the cattle industry. And I could go through some of those but it was that interest on the land side and wrapping that into the production side... a lot of guys knew, they were good at... they had most of the answers. They were well under control. And so I... I was pleased to, I think, to find a niche that to me was not only something I had some background in, and that I also felt was really critical to some of our future issues and addressing some of the threats the cattle industry in Hawai'i faced. I continued to work on the land side even when I was with Lanihau and left... and I stayed connected through organizations like Hawai'i Leeward Planning Conference and others so I was a cattle guy, but also working part-time on the land side. And trying to keep abreast of things that were happening that affected land, land ownership, land tenure, land use.

LW: So you would see the land issues in different context?

JG: Right.

LW: But you would see the issues like, these issues of threatened land, overuse, leases, taxes, Fish and Wildlife...

JG: Regulatory controls. And I also saw... I met early on a Dr. Gretchen Daly from Stanford who opened my eyes to a term I had never heard before. Called ecosystem services. And I went as a guest of the Nature Conservancy to a seminar at Stanford, along with a couple of other Hawai'i ranchers. And I came away so encouraged because Dr. Daly...we've since become very good personal friends... was talking about the fact that there... behind... the backdrop of most urban areas is agricultural land. Oftentimes pasture land. And it provides a wealth of services to the urban area usually downslope, that the providers of those ecosystem services never really get compensated for or appreciated for what they do. Whether it's providing the watershed for that urban area, offering beautiful vistas, being a cultural resource, preserving habitat, reducing fuel loads and thereby being a strategy for fire control... offering a recreational resource... all of these things frequently are characteristics of Ag land and most of it often is pasture land. And it's there... yet we get beat up all the time as an industry. And aside from just the fact that we're raising ungulates and things that conservationists don't like, they forget that it's because there are people who are still in our industry who are willing to hang in there, avoid the temptation to sell and make a real estate profit, but manage the land and steward the land for those services in conjunction with what we're doing for our

production side that actually are the best friends and supporters of the urban folks down slope. I mean all of the heat that we get all the time, we're saying well wait a second... there's another side to the story. That's the land side of it. And because of it, whether we're arguing to keep our property taxes at a reasonable rate because I will argue that's how the community pays us back. Sure we pay minimal taxes on our real property values because it's based on Ag production. Ag in the State is allowed to pay real property based on the ag lands assessed production value, not market value as a real estate commodity. So on a dollar per acre basis, it appears cheap. But to me that's the quid quo pro. In return for that, what we do with the land and the use that we maintain it in and the ecosystem service values that that land represents, then run to the benefit to those in the downslope urban areas. There's a balance there. It was that kind of stuff. We have had some donnybrook battles with Fish and Wildlife, over critical habitat and trying to get them to work functionally, more effectively with landowners who were actually out there and knew the land. When it came to designating critical habitat... major battles royale... you know that we had.

LW: Now what names did you use right now?

JG: Fish and Wildlife Service... because most of that critical habitat... most of the designation of species comes through Fish and Wildlife. Once the species is designated... I mean is... what's the terminology... declared either endangered or threatened... particularly once it's an endangered species, then there's a protocol they have to go through to designate habitat areas that are to be protected and managed in a certain way, so that those species have the opportunity not just to survive, but to recover. And those designations often are done in a pretty bureaucratic fashion without a lot of good constructive dialogue, yet such designations have significant and severe adverse impacts on the land owner, and particularly on the value and usefulness of the land. And so one of the things we fought for was to improve the dialogue between Fish and Wildlife and the people who knew the land, which is the rancher who's out there every day. And help them designate these areas in areas which had minimal impact on the ranch operation and were really consistent with what kind of characteristics they wanted in the land. So developing that Fish and Wildlife dialogue was a big part of the land issues.

LW: Before we finish I wanted to ask you about something we'd talked about before. Let's talk about how a family, your family, transitions a ranch from generation to generation.

JG: As we discussed earlier, I was approached in 1980 by the Board of Directors that oversaw our family enterprise, which was primarily made up of non-family members. My dad and two uncles plus about five others, who were very skilled, dedicated business people, who assisted as Board members. I was approached about when Dad was close to sixty-five, age wise. And specifically with the idea of coming in to be an understudy to him. So already, the family was thinking about another transition. While Palani Ranch goes back to my great-grandfather, he left what he had to his three oldest sons in three sections of the ranch. Palani Ranch being what was Frank Greenwell's. The other two were W. H. Greenwell and Arthur Greenwell, which was Kealakekua Ranch. So my grandfather,

Frank, had lived on the place and run it all of his life, living right here at Honokohau, which was where Dad was born. When Grandpa Greenwell was in his late 80's, my dad was very involved in planning that transition from sole ownership to Dad's generation. And took it from a sole proprietorship to a land company, which was a corporation, and land trust, which held a lot of land, and the ranch which only owned livestock and rolling equipment. But all of those interests were held in distributable forms that could be gifted out. And the gifting was substantially done before my grandfather passed on. And has continued since, as a means of spreading ownership and diminishing tax liabilities, for fear that failure to do that would cause a death and estate tax burden that could bring the whole enterprise down for any branch of the family.

LW: So your father was involved with his grandfather's attempts to transition the ranch?

JG: No, Dad was basically dealing with his own father. My grandfather, Frank. My dad was dealing with my grandfather, his own father. And...

LW: Just with Palani?

JG: Palani was the ranch side, Lanihau Corporation was set up with the vision that the enterprise would have a land development element to it. So that the properties that were potentially income generating or developable... and for the most part were not grazing type lands, they were *makai* lands were put into Lanihau. The ranch operation originally and to this day still focuses on the more *mauka* lands and the properties which don't have any other current higher or better use. And may not, for generations still to come. So when I came on board, it was to begin to help my father's generation transition ownership wise. Dad worked in the business and was President of both Lanihau and Palani till about 1990. And he passed over the reins of the land company to me as President with the blessing of the family and the Board, of course. He was a little more reluctant to pass over the reins of the ranch, 'cause that's where his heart was. Although he did formally pass those to me through the Board in the mid '90s. This kind of transitioning, though, is very challenging and can be very uncomfortable and can raise lots of very divisive issues within the family. And our family is not unique in that. I know that. And our family did not get through it without some of that same kind of stress. In 1987, in fact, the Palani, Lanihau interests were separated one-third, two-thirds with my Uncle Robert's family, basically being partitioned out to do as they chose with a portion of the asset, leaving my Dad and my Uncle Rally's family together with Lanihau and Palani, to continue to try to manage it collectively as two families. When Dad and Rally both retired and stepped down from our Boards in the mid '90s, then the leadership fell to my generation, which was my sister, Wendy, and my cousin, David Greenwell, and his sister, Joan Greenwell Anderson. That changed the dynamics of our family business. We were clearly into a new chapter. I sensed the style of leadership had to change. And... I think that's necessary with these generational changes. While we grew up under a more autocratic type, strong CEO model, whether that was my grandfather or my uncle or my Dad, as ownership spreads and more get involved, there was clearly a need to be more inclusive, to start developing broader consensus on how we planned, how we budget, how we run the business per se. Compared to the prior generation, which while attempting that

outcome often was very heavily influenced by whoever was in charge. If I could fast forward to a few years ago, when I was seeing sixty-five years of age roll by, and looking to the next transition for our generation, I realized even more so that we needed to have some help in planning for that next transition. I think there are a few things that in hindsight I would observe, that were key to making it happen. And I would also say that I think we're very blessed and I'm very appreciative that the support we've had and I've had from my other members of the family, our Board members, and from our employees, that it has been... and I will knock on wood as I say this... pretty successful a transition. But change is awkward and uncomfortable but change is inevitable, and change should be good. You don't really refresh an operation or take a new look at it sometimes until people change. And it's necessary to refresh a business and to take a fresh look once in a while. For us, this last transition hinged on first reaffirming and reminding ourselves that we all genuinely felt heavily committed to continuing a multi-generational enterprise. We had to accept and agree that it was not our desire to break it up in pieces and go our separate directions. We... we sure had looked at that and we wondered if that was worth it. Even if only to avoid possible family feuding over issues which again is not uncommon. But we fortunately were brought to the conclusion that we can do a lot more... more successively, more effectively, more efficiently... by staying together, embracing a common vision, getting good outside help in terms of outside directors to not only look over our shoulder, but to challenge us with our vision. And lastly, I think, to put in place much stricter governance policies that demand accountability, transparency, and some standardization. That's a lot of thoughts. But really, really critical, I think, in not just our business but particularly in ranching-based businesses like ours and many others like us. You don't make a lot of money in the cattle business, and you need to always be thinking how you were going to make ends meet. Oftentimes it may require if you're so blessed to have land that you can sell or develop, that can be what saves you, but you can't sell and consume. You have to reposition land to generate income. If you sell and consume it to support operations you're doomed. And it's an easy trap to fall into.

LW: I think what I'm hearing you saying, is that in both transitions your father had an idea about the future and how it should be achieved. And then when you began to transition, you also had an idea about how to proceed and maybe about the future. I wouldn't mind if you just talk a little bit more about that so we could get a sense of what that idea was.

JG: I guess one of the key issues I wrestled with years before we were planning... I'll say my own transition out, was how married are we to the idea of having the President of the company be a family member? As I worked in the company under my Dad, he... and then when I joined, he and I were the only two family employees per se, and there clearly wasn't room... nor a desire by all the family, I would say... to have a job. There just weren't that many jobs to go around. And I always encouraged the next generation to learn as much as they could about the company so they could maybe someday help us shape good policy for it, or be on a committee or be on the board, perhaps. But to make their own livings elsewhere. In my particular case I felt that we were at a stage of maturity as a company, that we would be well served following my retirement and at

least for that next chapter to find a successor for me who was not a family member. And we were fortunate in finding such a person. And having him on board.

LW: Who is that?

JG: Riley Smith. And I had known Riley for a long time. And admired his skill set. And I liked him as person and I felt... and this is important... that his chemistry could step into this role very well. Which is not an easy role to step into where you've had a family leader for generations. And the company identifies with that family. But it was one of those elements of change that I felt... and the family in considering that transition supported...that we had someone who had been on board for a couple of years and was a tremendous addition to our management team. And that we felt confident could grow into this... albeit rather challenging role, but critical role... to be the CEO of the family enterprise. I must also say how fortunate we have been to also have Britt Craven, my nephew, who was willing and very interested to join the company prior to my retirement. He has become my successor as President of the Palani Ranch Company, effectively a subsidiary of the Family Enterprise, and he also serves as VP of Lanihau Properties where he uses well his real estate experience in leasing marketing and property management. That also keeps someone with family identity in our management team and I feel that too has proven to be important.

LW: That includes all three... aspects?

JG: The family enterprise includes today, Lanihau Properties, which is an LLC. What evolved from the land corporation of Lanihau. Palani Ranch Company, Inc., which is still a C corporation that now has not only cattle and livestock, but over time has picked up some of the real estate, including a little bit of income property. And the third is a family trust which still holds some of the land basically used by the ranch. The umbrella, if you will, which administers it all under a joint entity management agreement, is Lanihau Properties, and Riley is President, CEO of that umbrella entity.. The ranch effectively works as a subsidiary. And the ranch's purpose today... while I would like to think the cattle industry is turning a corner to where more ranches can be profitable with these record high prices we have today. I am still troubled that the challenges and the operating expenses have gone up almost as fast. And that ranching per se, will always be financially challenging. It does, however, play for us a critical role of long term stewardship of a family asset, which is the land. We have seen other branches of our family choose to put their land interests on the market at opportune times. But I think to a man, every one of our family... are very appreciative that we've not had to do that. They see the merit in owning and operating your own business that takes care of your land asset, which is what the cattle operation does for us. When we look at what it would cost us to maintain these same properties without running a ranch, and it's a cost that we refer to as the idle land cost, where you would still need some security of some form. You'd still have taxes to pay. You would still have a certain amount of infrastructure that you chose to develop. You'd still be fighting downzoning and regulatory controls over your land which you can defend against better if you have a cattle operation. And there's probably still some amenities you would want as a family to use. When you look at the

cost of all of that, which would be just the idle land cost, if you were to carry it. And the fact is the land would not be managed. Cattle actually are pretty good at managing open space for you. The cost of all this... if you can keep your loss, if you have to suffer a loss in the cattle business... to something less than that idle land cost, and we're convinced that we are doing that now, it's worth staying in the business. It's consistent with your family long term goal, which is yes, to earn a profit and be able to give something back to the owners, at an increasing rate over time... from the land side of it. But to also retain control of the stewardship of your land, which is what continuing in the cattle business allows us to do with our own people, our own way.

LW: I appreciate the idea that the stewardship is also for the community... for the surrounding more densely populated areas and that stewardship isn't just for the land that is right here, but it's also for the broader community. I don't know where you said that. I think you said that earlier.

JG: I think in the first part of the interview I'd mentioned Gretchen Daley and her teaching us about ecosystem services and the value of those and the fact the down-slope community often doesn't give that as much thought or consideration as we in the cattle business would like to get credit for. It's very true

LW: So your family has felt that it's important to maintain their stewardship of this land. But you wanted to place the business aspect with somebody else? What's important about having somebody else, a non-family member be the business head?

JG: When you look at the history of family businesses and they all have so much in common, our feeling was, and I fully supported it, was that, if we could find a well-qualified successor who was non-family to provide that management leadership for the enterprise for this next chapter at least, that it would eliminate a whole layer of issues that are just common with any family business. I won't elaborate on all of them but it's easy to understand, I think. It's so common it's nothing unique even to ranching. And look at any family business, and the issues that are involved with a part-owner, who may also be your cousin, or your father, or your uncle. You have all those different relationships. It's hard enough to manage any one of those, right? When you got to do all of that on top of running a business, where there's a financial aspect to it, a fiduciary responsibility to it... and then Heaven knows and God bless them we all get married and there's spouses and they have opinions and... you know... that's all family. And when that gets mixed with business, it can be good, it can be bad but it's another set of issues and challenges which we felt would be prudent to eliminate from the equation, if it could work. Perhaps in a later chapter, we may again consider a family member as CEO. It all depends on their qualifications and the will of the family owners.

LW: Is it working well?

JG: We have never had a period in our family business where we are more unified in our commitment to the long term, and to our belief in our basic structure, and enjoy a level of family harmony, that was more than I could have ever dreamt for back in... say the

1980's, when we were wrestling with a division within the family. It was extremely difficult. Those always are. Have we hit a homerun? Have we got it all figured out? No. Because the cattle business is still tough. The land business is tough. Especially in Kona. And so we continue to face business challenges and there's frequently different ways to approach them, which will always keep for lively discussions. But collectively we are together and we're enjoying the challenges that we are much better prepared today to deal with as a family business. And this includes our current chapter with a non-family leader at the helm. It can be done. It can be better. And it's going to continue, so help all of us... for our kids and our grandkids.

END OF TAPE.