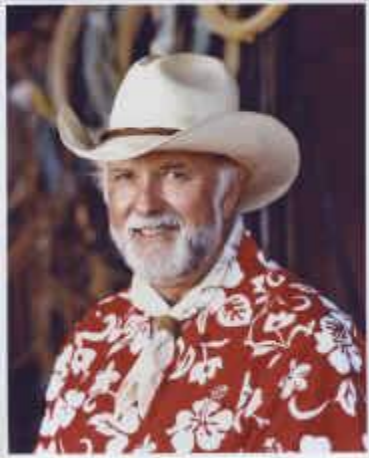


PETER D. BALDWIN

Piiholo Ranch, Haleakala Ranch, Maui



Familiar in his working straw cowboy hat and trademark bandana neckerchief, Peter Baldwin moves easily among his many roles as rancher, roper, entrepreneur, family man, and one of Maui's notable native sons.

He'll tell you straight out – "I'm a roper", as indeed he is. Peter finds the time to Travel & compete in many ropings a year on the mainland circuit. At his own Piiholo Ranch in upcountry Maui, he carved a world-class roping arena facility to develop team roping on Maui. He raises Horned Corriente roping cattle at Piiholo for his ranch ropings, as well as shipping roping cattle to other islands for their roping events.

Born into a ranching heritage, Peter's great grandfather, Henry P. Baldwin, was one of the founders of Haleakala Ranch, and his father, Richard "Manduke" Baldwin, had a 50-year career at the ranch. Peter started as a cowboy at Haleakala after graduating from Cornell University, and later worked in and eventually acquired the Haleakala Dairy division. Peter was an entrepreneur and also owned and started other businesses. He has also been a director of several prominent Hawai'i businesses.

But his paniolo roots brought him back to ranching. After retiring from Haleakala Ranch in 2000, Peter acquired some of the ranch land he had spent many a day on and knew so well. He called his ranch, Piiholo, and it is very much a family operation. Peter's family is very important to him. He founded Piiholo with his 3 sons, Jeff, Duke & Chris, and they help him run it today, along with Peter's wife Kathy and his daughters in law, Tamalyn and Janet. Peter's wild and crazy days, hunting wild bullocks, riding, roping, and hunting in the crater, and globe-trotting polo playing were all part of the fabric of a life he continues to live to the fullest.



Peter Baldwin Interview

March 26, 2009

LW: Okay. so today is March 28th... is that right?

PB: 26th.

LW: 26th. Okay. Today's March 26th (2009), and I'm in Makawao with Mr. Peter Baldwin in his office. Across the street from the public library, above the Pi'iholo Ranch Store.

PB: Right. Right.

LW: what we'll do is because it's the O'ahu Cattlemen's Association, I notice from here you have this broad number of things to talk about.

PB: What did you bring here?

LW: What did they send me? (shows him bio)

PB: Oh that, Okay.

LW: So the cattlemen like to focus on you as a cattleman.

PB: Okay.

LW: So I ask everybody what makes a good cattleman? That's kind of where I start with everybody.

PB: Observation. A good eye for all of the pieces that are a part of raising cattle. The ground. What's growing on the ground. The cattle. How they look. And moving them when they need to be moved to new grazing. Anticipating things, rather than reacting late.

LW: Have you had experiences with that?

PB: Oh, every day. I was very fortunate to... (clears throat)... grow up in cattle ranching as a youngster with my dad. Manduke Baldwin. He was in the Paniolo Hall of Fame. He was a great cattleman. I can truly attribute to him everything that I learned and I can attribute my skill set to have learned from him. Handling cattle. (clears throat)... excuse me... patiently and quietly...

LW: And not everybody does that, that's for sure.

PB: Yup. Patiently and quietly. Yeah. You get the job done sooner, You get the job done with less pressure on the cattle. Less stress on the cattle. And it's really fun to do. You know to handle cattle in a pen or in the pasture and for instance, you're on a horse, you position yourself so that you have the right pressure on the animal, so the animal's going to move where you want the animal to move. Or not move if you don't want him to move.

LW: Do you have a good memory of a particular time that you're thinking of or...?

PB: No.

LW: No.

PB: Well, it happens all the time.

LW: Yeah. Just every day.

PB: Yeah.

LW: Do you have a particular memory of you and your dad as doing that kind of thing?

PB: No 'cause. No one particular memory 'cause it...

LW: Just every day.

PB: ...it just happened all the time.

LW: So would that be...

PB: And the cowboys at work on the ranch, I'm associated with two ranches. I'm associated with Haleakala Ranch, where I was president up until... you know for the last twenty-five years or so until the year 2000 when I retired. My dad was president of the company for the previous I don't know how many years, but maybe twenty, twenty-five years. Then after I'm retired at Haleakala Ranch, I acquired the lands at Pi'iholo. And I started at Pi'iholo with Angus cattle. And over a period of a few years, as an ardent team roper, I saw a need for more roping cattle, so I transformed Pi'iholo Ranch from Angus. I sold the Angus and changed to Corriente cattle.

LW: What is that again?

PB: Corriente...

LW: Corriente?

PB: C O R R I E N T E. Corriente is the Mexican cattle. Mexican grazing cattle, horned cattle for the team roping.

LW: Oh, I see. So, okay. But are they good beef, still?

PB: Right now I have a herd of about a little over two hundred Corriente cows. And that produces me the roping cattle that I need to provide for team roping events on this island. All year long. And my cattle are roped both in my arenas and other arenas on Maui. I added it up and it's about fifty days a year. They're used by a club or an event or a promoter. Which also includes what we do so...

LW: So when you say you saw a need for that, what does that mean exactly?

PB: Well, team roping's growing and I saw a need for more team roping cattle. I kind of looked around the room, and I kept looking in the mirror, which means I'm looking at myself and I realized I was the one that had

to do it. Or was going to do it. And I did it. I'm glad I moved in that direction. Because it has really helped team roping and it's a sport that I enjoy a lot. And I've gone through life playing polo and...

LW: Yeah. I noticed that was a big thing in your life.

PB: Yeah, it was. And when I retired from polo, team roping kind of... well not kind of but team roping became my choice of recreation. It's like everything done it's a passion that's enjoyable. The crowd of people that I grew up with is a great crowd. They're fun and all friends.

LW: But that is that a skill set or is it just a sport or is it a skill set that also goes into day to day management, too? ...

PB: Let's see. Roping is a skill. And the sport team roping requires skill. Good horses.

LW: Good horses.

PB: Handling cattle when you rope. Well, because it's a team of two people.

LW: Oh.

PB: And the team roping crowd aren't all cowboys from ranches. Team ropers come from every walk of life. Men, women, old people, young people and several of the regular team ropers are cowboys and ranchers. But more than most of the team ropers don't work on cattle ranches. It's just a sport for them, you see.

LW: But they train their own horses?

PB: Yes and no. Team ropers all use horses. They buy horses that are trained and horses that aren't trained.

LW: 'Cause I mean the skills that you must teach that horse must involve... I mean you're teaching it in relation to a group of cows, right? Or a group of animals. They may be not all cows, right but?

PB: Well, you're teaching them. As a trainer, you're training a horse to do what it needs to do to make a good team roping run. You know there's a header and there's a heeler.

LW: So the header ropes the head and the heeler ropes the back feet?

PB: Yeah. Yeah.

LW: Now I know in the branding on the Big Island, they use those skills.

PB: Well, going back to the cattle ranch, different cattle ranches brand different ways. We always pull the calves up to the fire by the hind legs.

LW: Yeah, that's the way they do it on the Big Island still.

PB: Yeah, yeah, that's the most common.

LW: Well they don't do that in the mainland, right? You make a smaller corral and get the calves in the smaller corral, take your horse in and rope them by the hind leg, pull them out, yuh?

PB: That's the most common way of handling cows for branding. Yeah.

LW: I mean so your team roping horses, are they just for team roping or do some of the cowboys use them also, just as working horses?

PB: Yeah.

LW: So they're not just sport horses. They can also be working horses.

PB: Yeah.

LW: So is your herd that you have now, is for the sport or do you...?

PB: Yes.

LW: It's for the sport.

PB: Yeah.

LW: So do you provide them all over Hawaii for the sport or just here on Maui?

PB: Just here on Maui. I have in the past shipped cattle to the other islands for a few roping events but it's so hard on cattle.

LW: Oh... to ship...

PB: ...to ship. So I pretty much I'm sticking just to Maui.

LW: So, do you have the best team roping teams here?

PB: No. We have lots of team ropers here. And the team ropings on Maui, on a weekend of team roping, it will go anywhere from two or three hundred teams to five or six hundred teams. Roping on the weekend.

LW: Wow, that's a lot.

PB: Now each person, each roper teams up with more than one partner to make up your teams.

LW: Wow. That's a big group.

PB: Yeah. It's a great sport. It's a growing sport.

LW: Now what makes it such a great sport? What do you like about it so much?

PB: I can't figure it out. It's just fun to do.

LW: It's exciting, I imagine, and you have to work with somebody else and coordinate and have good horsemanship.

PB: Exactly.

LW: Well I see it 'cause I see rodeo but...

PB: Well team roping is one of the regular events at rodeos. But more often than not, team roping is the only thing that's going on, on a weekend, where somebody's promoting team roping. It's not a full rodeo.

LW: Oh, I see, I see.

PB: See. At the annual Makawao Rodeo, team roping is one of the events. But this weekend I'm putting on a team roping at Pi'iholo Ranch. And team roping is the only event that's going to happen. And that's the norm. More normal occurrence. Excuse me.

LW: Yeah, yeah. So it's a passion, really in a way.

PB: It's a sport like many recreational sports that people enjoy. It's just one of many. Do you play golf, do you play tennis, do you fish, do you team rope? Do you ride a bicycle, do you surf? You know. Or do you team rope or play polo? And being a person that was brought up on horses and working with cattle and working on a ranch, and now owning a small ranch... on my retirement from a previous paid career... staying on horses and doing something recreational with horses is great. I'm seventy-two years old and I'm still competent and competitive. And two weekends ago I won an event with an eleven year old kid. And that's great. I mean it doesn't get better than that, you know. Yeah. It doesn't get better than that.

LW: So for Haleakala, did you work on the ranch before you became president of the company?

PB: Yeah.

LW: And so let's kind of go through the history of that.

PB: Well when I graduated from college, I went to Cornell.

LW: In the business school there?

PB: I was in a business school at Cornell. And I went to Cornell because my dad went to Cornell and Cornell had a polo team.

LW: Oh, I see.

PB: And my dad played polo at Cornell and I applied at several colleges but I went to Cornell for a couple of reasons. It was a long, long ways away. It's in New York. And it had a polo team. And I wasn't a great student but I graduated. And so...

LW: And you came back to Maui.

PB: Then after I graduated I came back to Maui and started working as a cowboy on a ranch.

LW: So what kind of cowboying did you do then?

PB: All the work that a cowboy does. And then over my career of well over forty years, I was involved with and owned different businesses as well as my position at the ranch.

LW: But when you come back from college, your dad's still the manager or the president of the company.

PB: Right. Right. I was one of the workers. (Phone rings. Answers phone call.)

LW: So now, when you got back as a young college guy, did you have any great stories from that era, working with the cowboys or pauhana stories from that era? No?

PB: Not really... not really.

LW: Okay now when do you own or work the dairy? When do you manage the dairy?

PB: Well, I worked at the ranch and the dairy was one of the divisions of Haleakala Ranch. And I gradually moved more and more into the management side of the dairy, as well as continuing to participate in the ranch. The beef side.

LW: Yeah, the beef industry.

PB: And over time I ended up buying a hundred percent interest in the dairy. And I sold the dairy right about the same year that I retired from the ranch.

LW: Was there something particular about the dairy that you liked?

PB: I like the business.

LW: Yeah, it's a good business. What made it a good business?

PB: I'm entrepreneurial at heart.

LW: Did you build it, then, the dairy?

PB: We grew it.

LW: How'd you do that?

PB: Gosh, good product, good service.

LW: How'd you make sure the product was good?

PB: I don't know how to answer that question.

LW: Well business, I mean business is...

PB: We ended up being the only dairy on Maui. When I was a youngster there were easily a dozen dairies on Maui. And one by one they either closed down or discontinued or in a couple of cases, we bought the other dairies. And when I started, when I was out of college we were milking about two hundred cows and when I sold the dairy we were milking about eight hundred cows. So it improved quite a bit. And the island improved. You know there were more people buying milk as the years went by.

LW: So is that eight hundred cows in one locality or did you have a bunch of...

PB: No, it was all in Makawao.

LW: Oh, no kidding? So where did you have a barn big enough for eight hundred cows?

PB: They were all on pasture. We brought them in twice a day to be milked.

LW: Like I said, how do you have big enough barn? Did you use the mechanical milkers?

PB: Yeah. Yeah.

LW: Wow, that's kind of impressive.

PB: Not uncommon. I mean we didn't do anything different than other dairies around the state or other dairies on the mainland.

LW: That's a big operation.

PB: Two milkers. We'd milk all the cows in the morning. And then we had another shift of milkers at night that milked the cows, because they were milked twice a day.

LW: So you mean you had four guys... was it all guys? Guys that...

PB: Well, we had over twenty employees at the farm. Actually we had over thirty. When I sold the dairy we had about seventy employees between the farm and the processing plant, which was in Kahului. Which also included the processing, the packaging and the distribution to the markets and restaurants and hotels.

LW: So you milked the cows, and two guys milked eight hundred cows?

PB: In an eight hour shift.

LW: So you bring in twenty or thirty and then bring in twenty or thirty or...

PB: Just line them up. They're just lined up.

LW: So they feed while they get milked?

PB: They eat while they're being milked. And they're also fed when they're out in the pasture. 'Cause a cow, to produce the amount of milk that a cow produces, needs a lot of nutrition. The cow has the genetic capability of producing a lot of milk, but there also has to be a lot of nutrition input to that cow so that she can produce that milk.

LW: So what kind of milking cow did you use?

PB: Holstein.

LW: Holsteins. So you supplemented in the field as well what you gave them in the...?

PB: Yeah.

LW: So what did you supplement them with?

PB: Grains. And forage. Alfalfa.

LW: Then you take the milk, it goes then to the processing plant?

PB: Which was in Kahului.

LW: So did somebody truck it down then? Was that an employee, too?

PB: We had tankers, yeah.

LW: Big tankers?

PB: 'Cause we were producing about five thousand gallons throughout the day. And so we had a tanker that we pumped the milk into, transported it to the processing plant and then processed it.

LW: So you just... 'cause I know the little... there are little canisters with all the little sucking valves. So you just empty it into something that then gets fed into the tanker?

PB: Well, when the cow's being milked, it goes into a pipeline. It goes into a tank, a chill tank at the farm and it's chilled right away, because it comes from the cow.

LW: And it's chilled right away.

PB: Yeah. Because it comes out of the cow at what temperature? The temperature of the cow.

LW: Yeah. A hundred whatever. A hundred and three or something.

PB: Whatever it is. And it's chilled right away because that's important for preservation. And then it's transported...

LW: Chilled?

PB: Already chilled.

LW: Okay. That's newer technology. Than what I'm thinking about.

PB: Not really. Not really. It's been that way for over a hundred years. Milk is always chilled after it comes out of the cow. If it's not chilled, it's going to turn sour quicker. Right?

LW: Oh, of course.

PB: I mean if you buy milk out at the market and you leave it out in the sun, it's going to get sour quicker. Right?

LW: Yeah, sure.

PB: So milk has to be kept chilled to preserve it. For however many days it's good.

LW: So one of your seventy employees was one of the guys that drove that or women that drove that truck? And the processing plant was part of the farm... the ranch, too? Or is that a separate operation?

PB: Originally.

LW: Earlier on?

PB: Like I said in the '80's, I bought the dairy from the family that owned and still owns Haleakala Ranch.

LW: Oh, I see. So then it was your own.

PB: Then I was the owner of the dairy.

LW: So the milk goes over there and it gets homogenized there? At the processing plant? So they unload the milk...

PB: Pasteurized, homogenized and packaged.

LW: Put on a truck to ship to the store.

PB: Yeah.

LW: That's a big concern.

PB: It happens everywhere that milk is produced. .

LW: Is that still going on? Producing milk for...

PB: Not on Maui.

LW: Oh, not on Maui? I think that there was a Na'alehu...

PB: All the milk that's sold on Maui is shipped in to Maui. From someplace. And that's just the economics of the business.

LW: You mean it's just cheaper to ship it in than to...?

PB: Correct. It's more economical for those producing milk to produce, package and ship it at larger plants than I had, and ship the milk in. So, let's go back to ranching.

LW: That's not ranching?

PB: Well, it is. It's farming.

LW: Okay. Back to ranching. So as a president of the company at Haleakala... now when did you start that then?

PB: Start what?

LW: The being president of Haleakala.

PB: Mid '70's.

LW: So that's quite a while. And you retired when? '90...?

PB: In 2000.

LW: 2000. So how what was your main focus then as the president or a favorite focus as the president?

PB: All of the business of the ranch. We had a cattle operation and we had other land related business activities. The ranch owns about thirty thousand acres and some of the lands that were suitable for development were developed. And most of the land is still... was and is still in cattle.

LW: So part of the business of the ranch was not just cattle but also the development. So what kinds of developments are we talking about?

PB: It was housing development and some commercial development.

LW: Okay. So the cattle concern, that's still going. Did you have someone managing the cattle concern?

PB: We always had a specific cattle manager.

LW: So who would that have been? Was that one person most of your tenure or several different people?

PB: Several different people. Were either the head cowboy or the cattle division manager.

LW: So you obviously grew that dairy, To grow the cattle concern, what were your interests and focuses there?

PB: Well, the land can only hold so many cattle. So you don't really grow your cattle numbers. You keep the number of cattle, the number of cows in a cow herd that you feel the land can sustain. We don't feed cattle out in the pasture. In the beef business, they just graze. And the land, depending on the weather and the environment, either grows a lot of grass one year or not too much grass one year, so then your cattle numbers level so that you can handle the good years and the bad years. You know for grass growing.

LW: Yeah, it's always a trade off. Are you ranching grass or are you...?

PB: Well, you're... yeah, we're harvesting grass, and the end product is beef.

LW: So now what kind of beef are you handling or did you handle at Haleakala?

PB: Beef cattle.

LW: Just Angus beef cattle?

PB: See, Haleakala Ranch was started in 1888. And over its hundred and twenty or thirty year history, there have been different breeds of beef cattle on the ranch. And today it's mostly Angus.

LW: So earlier on it's...

PB: And early on it was mostly Hereford.

LW: That's kind of a favorite earlier isn't it?

PB: That's the way the industry's gone. 'Cause that's the way ranches throughout the state have gone.

LW: Yeah, There's some of those great old photographs of Hereford bulls at Parker.

PB: Sure.

LW: When would those have been taken? Well, I don't know. They could have been taken as late as the '60's... '50's... but they could also be even the 20's. I'm not sure I know.

PB: That's right. I don't know what year the ranch started as a cattle ranch. Do you?

LW: As a cattle ranch as opposed to what?

PB: Oh, just land that didn't have any cattle.

LW: Oh but didn't he start early, early in about 1840? Parker did.

PB: Could be... could be...

LW: Yeah, I think so. He had some cattle... a little... a few... early, early. So 1888...

PB: That's when the Haleakala Ranch was formed.

LW: And which relative is that, then?

PB: My great grandfather was one of the founding organizers of Haleakala Ranch. H. P. Baldwin.

LW: And H. P. Baldwin is your great grandfather?

PB: Right.

LW: So your father is his grandson?

PB: Right.

LW: So which son is the in between... let's see... your grandfather...

PB: Well, H. P. Baldwin had several children, and two of his children, Harry Baldwin and Sam Baldwin ended up owning the ranch in the early 1900's. Sam Baldwin is my grandfather. And my father Manduke Baldwin was Sam's oldest son. So Sam Baldwin ran the ranch in the early 1900's. Manduke ran the ranch in the mid-1900's, and I ran the ranch in the late 1900's. So three... three Baldwins, generationally, ran Haleakala Ranch for about seventy-five or eighty years.

LW: That's incredible history. It's really an awesome time span. So what do you think the lasting contribution to Maui is from Haleakala Ranch?

PB: Oh, I can't think of anything. I mean it's a good ranch. It's a good, big ranch.

LW: Yeah. It's got quite a history. That's for sure. Amazing history. Well, what's your favorite memory of your great grandfather and your grandfather and your father?

PB: I never knew my great grandfather.

LW: Grandfather... would be Sam.

PB: Yeah.

LW: Remember him?

PB: He died when I was young. And my favorite memories with my dad were ranching and fishing and hunting and... you know...just all the things that you do when you're growing up. All the good stuff.

LW: Yeah, it must be. So the acreage for Haleakala... is it across the mountain this way or up and down or...?

PB: Well we have lands that go as high as six thousand feet and lands that go very close to sea level. And at one end of the ranch we have close to a hundred inches of rainfall and at the other end of the ranch, as you come around the mountain, we go down to eight or ten inches of rainfall. So it's all different types of land.

LW: So is the pasturage in one area or something? 'Cause you'd have to be worried about water, I guess, on some areas.

PB: Well we have water for cattle in all the areas that we keep cattle.

LW: So is that water infrastructure kind of old, then? I mean was it put in...?

PB: It was developed over time and is continuously improved on.

LW: So are you doing that intensive grazing at all?

PB: Some, where the land is suitable.

LW: What makes suitable land?

PB: Right amount of rainfall. The right types of grasses. Growth. Grass growth, which is dependent on rainfall. If you have a wide range of rainfall or if you have a wide range of growth or lack of growth. But that's what ranching is about, observing and anticipating, which is what I said when we started talking.

LW: Yeah, that's true.

PB: Yeah. And anyone who's a better cattleman or let me rephrase that... the better cattlemen have good observation and anticipation and plan well. That's all there is to it.

LW: Yeah, planning is important, isn't it always.

PB: And it's continuous.

LW: Because you have living creatures, after all.

PB: Right. And you learn from experience. A good cattleman gets better every year at what he does.

LW: Yeah, 'cause you can't neglect it at all. It's got to be kind of something ongoing like that.

PB: Yeah. How big a writing are we doing... or are you doing?

LW: I'm not writing. You've seen the publications that are put out for this, yuh?

PB: Yeah. Right. So this information that we're talking about today, when it happens...

LW: Well, it'll be it'll be transcribed. This is a transcribed piece, so I don't do any writing. What you have said this morning will end up in your book. And you'll get a copy of the transcript and you'll have a chance to do whatever you want to do next... take out parts, add parts, something like that.

PB: And then someone will edit and organize it?

LW: Well... it kind of goes in straight, the way it comes down on the recorder. And you edit it. But not so much for English or anything. But because some people might end up telling a story they end up not wanting to have in the publication.

PB: Right, right.

LW: So mostly it's for you to check to make sure that everything that's in the transcription is okay for the general public. And a lot of times there are place names... the transcriber and I are both on the Big Island and so we check place names you know but... you may read and go, oh, wait... I meant to say this. This is actually the place we were talking about.

PB: I understand.

LW: Or the name... you know like you mentioned the name of the first Baldwin who opened it and I know she'll have to look in the history book for the initials, I mean what were the initials for that person?

PB: H. P. Henry Perrine Baldwin. H. P. Baldwin.

LW: Yeah, H. P. Yeah, see that's the kind of thing she'd have to look up and she might hear 1880 but not the eight so we'd leave that a question mark and ask you to pay attention to this page and that page and edit the details. But I know you're a great story teller and I hadn't focused on stories at all but we can do that. This is going down on paper and you know we can include... I mean they've asked me to kind of focus on cattlemanship... but this is your book, and so I sincerely want to know what it is that you want to have in it.

PB: Quite honestly, I think I probably already told you what you would like to know as we've sat here talking.

LW: Okay. All right. If you feel satisfied that's what's really important. I mean I'm sure you have great stories that come out of other parts of your life like polo and things like that. But... this is your book so if you want to tell the story of a polo championship, let's do it. We can find a way to lead up to that story and include it.

PB: Well, polo... polo was an important part of my recreational sport...

LW: Yeah, you're a great sportsman.

PB: Yes, no question about it. I know that and people know that. Polo was always an important part of my life for many years. Played all over the world and played in the United States Open several times. The U.S. Open, several times. Won in New Zealand, Australia. Played in England.

LW: You played in England? What was that like?

PB: Well, I was part of the United States collegiate team that was selected to go and play I think in the '50's. That was great.

LW: In the '50's in England. That must have been something. 'Cause I mean that's kind of the home of it, right? That must have been a real kind of an eye opener. I mean for your understanding of polo... traditional polo.

PB: Yeah, yeah.

LW: Are they also... are those guys...?

PB: Got to know Prince Phillip. Played against Prince Phillip. The sport of polo, like the sport of rodeo, and like the sport of team roping, which is part of rodeo... in all of those you get to know a lot of great people. And I was fortunate enough to have done all of that and know great people from not only the United States but other parts of the world. And I guess I was pretty lucky that way. But as a sportsman, that was me. That's what I did. Sport... and recreational sport... I guess sport and competition has always been a big part of my life.

LW: So that defines you in certain ways.

PB: No question. Yeah.

LW: Did you find that competition coming back to your business self, too?

PB: Oh, no question. I'm competitive by nature.

LW: So it kind of serves you even though these are your sports. It kind of served you as a...

PB: If it's part of you that's what you are.

LW: Make you a good businessman, too.

PB: Good businessmen are competitive.

LW: But do you find any of that to be central to your time as the president of Haleakala?

PB: I'm sure. I can't say specifically, but yeah.

LW: So now what are your big sports? Polo and now it's the team roping and they're all kind of ranch related, aren't they?

PB: Yeah. But in school I've played... at Punahou I played on the tennis team and the basketball team.

LW: Yeah, you're very tall.

PB: And golf and tennis and skiing have been activities that I've enjoyed over my lifetime. Polo and rodeo and team roping have been the biggest sports activities in my lifetime. But I did other stuff, too.

LW: Yeah, yeah. Obviously. Just really athletic. So tell me about the relationship between you as a Baldwin and Maui and the land and being kind of this... I mean this ranch has been going on for a long time. Are your sons running it now?

PB: I have three sons and they all work with me at Pi'i'holo. They're all in their 40's,

LW: And does it define you to be... I mean ranching and Baldwin, do they kind of go together.

PB: I guess you could say that. Baldwins aren't the only ranchers.

LW: Yeah, and not all the Baldwins are doing ranching, right?

PB: And not all the Baldwins are ranchers.

LW: But that was a major part of your life.

PB: Yeah, it is, but not all the Baldwins are ranchers. And not all ranchers are Baldwins. So the Baldwin family is a large family on Maui. And every island has its dominant family names, which go back to the missionary days, in many cases.

LW: Well I mean did you know it was ranching that you wanted to stick or you didn't really know that? It just was what you did any way?

PB: Just what I did.

LW: Did you feel an affinity for it 'cause you've kind of grown up with it?

PB: I'm sure. Yeah.

LW: Yeah, it's kind of in your blood in a way.

PB: Yeah, yeah. (Phone rings.)

LW: Well as a cattleman, we know you're identified very strongly with the sportsman in you. But I mean you can't be a president of a big company without... especially one that deals with cattle... without some sense of who you are as a cattleman.

PB: That's true but I was a cattleman. I was also a businessman. People referred to me as businessman and rancher. I served on the Board of Directors of several public companies in Hawaii. Bank of Hawaii, Hawaiian Airlines, Maui Land and Pineapple Company. As well as Haleakala Ranch. And that was just all pieces and parts of my life and my business career which was beyond ranching and other stuff that I did.

LW: Yeah, yeah. Okay. So it's a business that was kind of tied in your family for a long time and...

PB: Right.

LW: ...something your dad did and you have the associated passions that are like polo and rodeo and team roping.

PB: Polo and rodeo and team roping. Yeah.

LW: Do you think some of the families that of were in this with you, do you think they... I mean I know people who are involved with team rodeo on the Big Island. Some of those kids are town kids and you know they're not all ranching kids, right?

PB: That's right.

LW: But do you think that your team roping has some kind of outreach to the people that are working the ranches?

PB: Yeah.

LW: Sometimes that's just getting kids involved so besides they maybe get involved in the summers working with their dads but you keep them off the street, they get involved in a sport... especially one that keeps them on a horse... you know they...

PB: Well, with my Corriente cattle, I supply cattle for the high school association and the kids' clubs and associations for free. And I'm a strong supporter of youth activity. And today my sport is through team roping. But I've always been a supporter of 4-H. The 4-H livestock activity. I've always been in support of youth. I started soccer on Maui. Youth soccer on Maui in 1975, because at that time soccer was not played on Maui. And I guessed right because we started, the first year we had a league, we had six hundred kids playing soccer. And I sponsored it through the dairy. And that created a lot of good will in the dairy.

LW: So it was the dairy team?

PB: No. I bought all the uniforms for all the kids and each team had about fifteen players on it. And the year that I started soccer, there were about 40 teams and we had trouble finding coaches to coach the teams. When the league was starting, I was actually coaching five different teams myself and I'd never played soccer in my life. But what I did was I paid attention to which parent or parents were at the practices and then I said I can't make it to practice next Thursday, can you take care of these kids. And they became the coach. So little by little we got it done.

LW: Well that's good outreach.

PB: Yeah. And so I've always been a supporter of youth activities. And still am. Different from soccer, but today my ability to support youth is through team roping. The high school association, the keiki clubs, that's for kids as young as four and five and six years old.

LW: Wow, no kidding? You have a keiki team roping group? No? You have a keiki roping group?

PB: I don't. But there are youth clubs.

LW: Well... now I'd like to end if you don't mind with a... I'm thinking back... I kind of got you off the track when I asked you about your dad and memories of your dad and you said hunting and fishing and things like that. Is there a good story from that that we might end with?

PB: He was a great model for me. I liked what he did and I liked the way he did it. And I learned from that.

LW: So what's a good example of what you liked?

PB: Well ranching, hunting, fishing. The things that I grew up doing and continued to do through a big part of my life.

LW: Can you remember one time, a specific hunting trip that sticks in your memory?

PB: No.

LW: Really?

PB: Specifically, no. Lots of them, though. Lots of them.

LW: I was just trying to get you to tell a story. (Laughter.) Not going to do it, huh?

No? No. Okay. Up to you. Okay. All right. Do you feel good about what we talked about? You want to add anything else?

PB: No.

LW: Okay.

END OF TAPE