YP: Hi Adi
AD: Hi

YP: How are you doing?

AD: I'm fine

YP: We want to know about your life

AD: All right.

YP: Your childhood, a little bit about your childhood, your early days.
AD: I was born in Bombay as you know. Ans really, I don't know what to say about my childhood, it was a normal kind of middle class family, you know, uh, went to school over there uh, went to college over there.

ZP: Which college?

AD: I went first to Ruia

ZP: Oh, OK

AD: Ruia till Inter Science and then I went to VJTI which now they have changed the name.

ZP: I know.

AD: It's an engineering college. I finished college in, I wrote it down here, in 1957, uh, at VJTI and then I worked for a year and a half in Bombay waiting to find a way to go to America. So in the year and a half I had 3 jobs over there. You know, over there once you get a job you don't quit in our days, you know. But I went to 3 different jobs until I got a way to come to America. Then I came over here. I went to Rice University to work on my Master's Degree and I finished in 1959 and I've been working since then. In between, while I was working, I also went to U of H and got a MBA a few years later.

ZP: At the same time almost then?

AD: No that was in '71 I finished, yeah. The Rice I finished in '61 but this is when I was working. I went in the evening. And I've lived in Houston all my life. First day I came to Houston, came to Rice and in between we moved to Singapore for five years on a company transfer and came back. Then again I went to Bolivia later on and came back. And in between other places. So, uh, I've been living in Houston since '59.

ZP: That's a long, long, time.

AD: Yeah. Long before you were born.

ZP: Were there any other Zoroastrians in Houston that you know of?

AD: No, I don't think so

ZP: So you were the first one

AD: YEs I was the first one. There were hardly any Indians. There was one other, he was not from India but from Pakistan in Rice when I was there. Just the 2 of us. And then after I was there, the funny thing is they used to get applications from India. When I came to Rice, this is the interesting thing, nobody had heard of Rice in Houston in Bombay. Everybody went to, if they came to America, they went to New York, Chicago,
one of those places. Houston, they don't know what, where Houston is. and Rice they never even heard of. Why do you want to go to such a place? What do they do? teach you how to grow rice? The way I came to know about is because a friend of mine had come here before me and so I asked him which universities, and I applied to like about 18 universities when I was from there. So he told me this about Rice and he said if you get in there, just go there and the best, the most attractive thing about Rice was it had no tuition. Tuition free in those days. So of course that was the main thing for me. I didn't have any money. So I came to Rice and of course they were so nice from the day one, I mean I was just in a totally different world from how it was in India. All the professors were very helpful, who was in charge of foreign students he came and, you know, helped me out my Chairman of my department Civil Engineering he gave me a tour of the campus. Then after that when I was there, everybody knew that I was on a very short budget. I lived on $160 a month that includes everything: fees, food, living so they all tried to find me ways to earn some money. So I was a waiter at the faculty club, you know, when they had functions over there. They would create other jobs for me.

**AD: My professor would give me papers, tesp papers to go through, you know, aand pay me for that so they just really nice. Unbelievable, and in fact this is what I brought this. Rice has a student newspaper, it's still there. It's called the Threshold and 3 months after I came they asked for an interview so (laughing) there's me and there's a German girl from Germany and they interviewed the 2 of us. Yeah. very nice Anyway that's what that was. The first summer I was here, my professor, he found me a job at Brown & Root working the summer and then I finished next year and started working at Brown & Root. I don't know whether you know Brown and Root but it was the company in Houston. The biggest employer on Houston at that time and I worked for Brown and Root for 38 years. And retired in 1999. And then I was retired for 2-3 months and then a friend of mine from Brown & Root, he had started his own little company so he insisted, come, come, come and help me. So I said OK for a couple of months. Well the couple of months became 2 years and he sold his company to the Mexican partner that Brown & Root had in Mexico and I knew those people also in my work. And he had connections with them so he convinced them to buy him out so it became a Mexican company and and behaved like a Mexican company so they didn’t pay us for.. (laughter) Always late in paying and I had worked as a consultant at that time you know, just not as an employee. Yeah and that went on for a year and a half and finally he just gave up on them. They hadn't paid people for a month and a half or something like that. They still owe me like $23,000. But anyway, of course, by that time, you know ,I was working so then I didn’t want to stay at home. I enjoyed working. So I talked to some of the other friends and they gave me the connection to the company I work with now Project Consulting. So I started with them 2011 not 2011, 2001. Wait a minute, yeah, 2001. I also was working as a consultant with them till about 2010 and then the owner, I mean it is a one man owned company, it is a very nice company to work for, very nice people. So he says: Why don’t you become an employee? So I said: All right if you want me
to. So I became an employee since 2010. So I get my vacations and all that. So anyway, that's what my story in (?)

ZP: So all through these years you've been a Civil Engineer, meaning you've been working on what?

AD: My er, specialty was off shore pipelines. They don't teach that in the college. But when I came here and worked with Brown & Root, I mean, that's a long story. Brown & Root, I was in, I started working in the Marine Division which itself was kind of new. And then they had, there was a government project called Mohole Project which was a very big project sponsored by the National Science Foundation. And it was kind of like the same kind of project like going to the moon.

(0:10:06)

AD: So this was the project to drill a hole in the crust of the earth and go below it and bring some samples up to learn about the history of the earth and all that. It was a bis scientific project, government sponsored, very political but in those days Houston and Brown & Root, our owner George Brown is a , was a well known person over here, very politically connected and in fact the George Brown Convention Center and the George Brown Engineering Center in Houston, Rice and all of that's him. Very nice, another very nice person that I met. Anyway, we and there was very competition between big companies like GM and 3M, Boeing, all those companies were trying to get his project because it was really a great scientific project. And but every year you go through this process in the Congress to get funding for it. And so I was put on that project after, I must have started, what was it '62 or something like that. One or two years after I joined Brown & Root. So they put me in that project and that was a very amazing project you know. Everything we did on it was never done before. All this was just new so they had collected people from all over the country from different .. and this was a question of drilling a hole that still cannot be done. They haven't done it.

ZP: Oh it's not done yet.

AD: Well this is what happened. Like I said, it was a very political thing so every year we fight for the budget and fact it went on for four years and eventually they cut off the funds. So we had to give up and by that time we had developed some technology, well ideas and technology which eventually was taken over by the oil industry. because offshore, you know in those days it was a very new thing. and that's how I kind of got involved in marine in the marine environment. In fact, when they shut it down after 4 years, they said, you know put all the documents together, all the drawings and all that. This was before the days of computer by the way. And they gave it all to the Rice University archives and library. So there was a company in Houston, it was called the Offshore Company, I don't know if they already existed or they established it. so they took the drawings that we had developed, and it was a public, you know, in the public domain so anybody could use those drawings. We had patents and all that.
took those drawings and built the first semi-submersible. I don't know if you people, you are familiar with it.

ZP: Yes.

AD: So semi-submersible, that was our idea. Brown & Root, we created it. It wasn't there. Things like that we developed a system of (??) not only drill a hole which is like 8" diameter in 13,000 ft. of water. And then you drill further we went to 36,00 - 35,000 ft. I think. My memory is terrible. Another 16 - 17,000, if you drill under it and bring it back up and it sounds like you know, fairy tale, nobody can do that. We can't even, and when you do drilling for oil even today, you have to drill it and then you have to bring the drill back up every now and then to change it and then, how can you find that hole again? In those there was no, no… So actually the the.. what's the name, not HP but the other… it doesn't come to my mind.

YP: That's OK

AD: But a very well known company, they are still there. So with them we developed a system, a sonar system to find the hole again and get into it. Finding the hole is a major achievement and then to get into that hole from that, in fact, er, in our presentations we always that that was like going to the top of the Empire State Building and drilling a hole, an 8" hole on the street.

(0:15:27)
YP: Yikes

AD: Yeah. So anyway all these things were developed on Mohole but I worked on that for 4 years and when that kill at that time Brown & Root was getting very much more into kind of what they called deeper waters but it was not really that deep. But they were laying pipe. There were only 2 companies in the United States that did this. Brown & Root and McDermott. And so there they built platforms and they lay pipelines on the offshore but only like 50 ft. or 100 ft. of water there. And then they decided when Mohole was cancelled and they said: Well, we are going take a few engineers and make a group and do more work, more research and work into offshore technology. So I got on that you know, so I was a structural engineer in that and, so that's how I got into learning, but we actually created some processes also for laying offshore pipelines and going deep. In fact, I forgot about mentioning that but you know, there was a book that was written later on by a professor at the University of Houston called "The Offshore Pioneers" and I'm in there if you ever read it.

ZP: You sound like you were a pioneer.

AD: Yeah, I…. It was a fantastic thing for me, I mean, it was so interesting; everybody was, working on it was very nice, and it was a very, extremely interesting project to get on, you know. Almost you could do without getting paid for it. And Brown & Root was a great company, I mean. We were great(?) on all over the world after that you know.
Uh, so I do have, uh, but that also I didn’t mention but, I forgot, I have 4 patents myself relating to offshore pipelines installation. So that has been my specialty all my life here.

ZP: Wow, the 4 patents, all they in your own name then?

AD: Well I mean yes. One of them. Usually you put your work boss' name you know and like that but so, yeah. That was it but I spent 38 years with them and with of course I travelled all over the world, you know, the seas. Then for 5 years I lived in Singapore for work on a job in Bombay. So we moved household with the kids and everything and then they lived in Singapore but I lived in a hotel in Bombay. And we did a project over there for about a year and a half. That was interesting too, you know working with ONGCs there (laughs). So we spent 5 years in Singapore and after I was on projects in Malaysia and came back and it goes on and on.

YP: And you've been here ever since.

AD: This could take the whole day (laughs).

YP: This is good actually. I didn’t know half of all this stuff.

AD: That's what I have done. Now the company I work with, I'm really a fortunate person, they are really nice, I mean, the owner of it, I mean he tells me: You just stay as long as you want. So, and I'm pretty old for becoming an employee, uh and, but they are really nice to work with. Anyway so that's my...

YP: Professional

AD: Professional life.

YP: Life story.

AD: Yeah.

YP: So was a bog, what was the biggest change in your life when you moved from Mumbai? Was it what you expected? Were there surprises?

AD: Coming to America was like going to the moon in those days. I mean, I had no idea. You know, I used to read old Time magazines when I was in Bombay. That's how I got my, uh, uh, desire to come here. I mean, I used to read old, there was an organization over here that would collect old magazines from people over here that throw away and send them to people like I don’t know what in India. So I used to get that but they came like 6 months later or something like that but I'm still reading those. I had set (?) my life I wanted to go to America.

(0:20:44)
AD: And when I finished my engineering over there then I started looking for, you know, scholarships or things like that. And you know, Parsi charities and all that stuff. And of course Parsi Panchayat was one of the big ones. And my father worked for Tatas and of course I worked for Tatas as well. The last 6 months I worked over there, the third job I had I worked for the Tata Oil, no what was it? Tata Power Company. They were building a power ... Are you from Bombay? Yeah, so you know the power plant in...what was the name? Near Chembur I forget the name of that place. It was, in those days it was in a mud hole you know. So they built a power plant over there so I worked on that power plant over there. Before coming here, but while I was doing all this work, actually the first job I got in Bombay was with Bombay Municipal Corporation. I was an engineer with them. And that was, you know (laughs) a municipal job. So my work was like, I think from 7 to 11 that we worked and then from 3 o'clock to 5 o'clock, something like that, crazy. This is for people who work out in the field. And I was out as an inspector, building inspector. So when they put me on what they called a slum, slum renovation park (?), or scheme, whatever. Anyway, so I would go there from 7 to 11 that's 4 hours and in 4 hours I'd my work that they'd give me ... so after 11 I don't even go back to work. So I had all the time to go around looking for money. And you know to everything. But before that, like I said, my father worked for the Tatas all his life, I mean also and so they had a scholarship for the children of their employees for going abroad so I applied for that. And, they gave me a scholarship. They gave me a full 4 year scholarship, but they wanted me to go to the University of Edinburgh in Scotland and I wanted to go to America. So I said: No I want to go to America. And there was an old lady at Tatas who was in charge of this part of it and she was a mean woman and I was pretty obstinate too myself. She says: uh, uh, America, they don't have any good university over there. All the good universities are, in those days everybody went to England, in India. I said: No I don't want to go to Scotland. This 4 years of full scholarship they were giving. My father was so mad at me (laughs) that I was, you know, not listening. So I didn't go. I didn't go to Scotland and I had started looking for... You know, my Nargesh is the one who really got me over here. Nargesh also worked for Tatas, we all worked for Tatas one time or the other. And so she was in the automobile division that they started with Mercedes Benz and all that. So her boss you know, he was kind of the one on charge of... they used to get imports, some Mercedes Benz cars, though the work was with the buses. So he had lot of rich people, connections knew him, you know. And so Nargesh told him about me. So he said: OK, no wonder, so he gave us the names of a rich Parsis in Bombay. And I would go over there and talk to them and like that, I don't even know how many of them must be 8 or 9 different sources like that who offered some so much, so much, so much, so much, so much, for about one year to you know survive for one year on that.

(0:25:31)

AD: And of course, I forgot this mean woman's name but so everything is then kind of over there for a while coordinated by the Panchayat. even though Panchayat didn't give me any scholarship or money because she was on the board, so she would not give me anything because I didn't go where they wanted us to go and, but they did coordinate all these different charities and different, most of them were rich families who gave money.
So that's how I got the money for one year. I had enough money of my own to buy the ticket to come here. And there was a, and then they said in those days we had also a limited government limitation on how much

YP: Money you can take out.

AD: Money you can take out. So it was allowed $160 a month. Everything in it huh. You had to pay for your tuition, books, living, eating and for one year, that's all. But by that time, like I said, at Rice my chairman of the… I told him how I came over here on the very first day or second day. On the first day I met the foreign student advisor. Second day he then suggested you go talk to Dr. .. I can't get his name.. he was a very nice guy. He was the chairman so I went to see him and he said: Ok come on, I'll show you the campus, let's have some lunch, this that.. If you were there in VJTI the professor doesn't even talk to you. And anyway, so I, he kind of asked me how I came and all that how you happened to come to Rice. So he said: I'll give all the books, don't worry. And the books are very expensive you know. And he was the chairman so all the publisher could send him their books free you know and more than one copies of it. So he gave me all the books that I needed. And not only that but you know, like I said he would find me work and then who was my thesis advisor - we had to do a thesis project to get a Masters at Rice. So that professor was my thesis advisor, Dr. Thibodeaux, he was like a, became a good friend so whenever after this, after I finished Rice and all that my parents came here my Khorsheed was the first one to come here because she could get free ticket and all that, but they all to get a visa, they need a sponsorship so they were all sponsored by him (laugh). So that was really something. (Unintelligible sentence here). So anyway, that's that's

YP: How you came her

AD: That's part of it. Right, right. From second year ot was not a problem because I worked the whole summer. They gave me a full salary so I survived for nine more months and that's it. I had $10 when I started my permanent job. And I met some really good people over here. At Rice I had a ..all the foreign students, if they want they could be so called adopted by a what do they call it?

YP: Foster family

AD: Host family

YP: Host family, right

AD: So I said ya, that's good. So I had a host family who use to own, you know Hobby of course, William Hobby, Hobby Airport, that was the governor of Texas, named after him. So his wife owned the Houston Post which was the newspaper over here at that time and of course his son, who was also Bill Hobby, so he was chairman of the Houston Post and all that. They were very connected anyhow. And in fact Bill Hobby also became a… not the governor but the vice … what do you call it?
YP: Lieutenant governor

AD: Yeah, lieutenant governor who is actually the most powerful political person. Till Bush came in it was all run by the lieutenant governor. The governor didn’t have that much power in Texas.

(0:30:37)

AD: So anyways so he was my host family

YP: Nice.

AD: When I first started out. I mean, the first Christmas I was here I spent at his house and like that. Of course he was very busy even on Christmas day. After eating he said: I have to go back to the paper. And then after them I had other host families. All of them became very close friends. I mean one couple, they are both dead now, another couple who really you know. After that of course I was on my own but all my families who came here they all knew all my, these people. They were ... really nice. So that's how they got the visa to come here.

YP: Through your host families?

AD: Through my host families, yeah. Anyway, that's what it is. Ask me about something else.

YP: Well, so the thing is, after hearing all of what you had to say, doesn't sound like it but have you ever felt any kind of prejudice or anybody ever say ...

AD: No, no. never. It was all segregated. In fact it was the other thing. When I was here, for the first year some other guys, another student, he was from New York but he was also from a rich family and his father was the Vice president of the big oil company, Gulf Oil in those days and so he stopped me for some reason I don't know I mean but he was very fond of me He took it upon himself to take me wherever he went. He had a car. Of course no one had a car in those days. And all that. And so one day in the 1960 he says: come on, come on let's go. I said: where. The Foley's was there downtown you know, and so, and Woolworth was there. And we went to Woolworth and there was a protest for you know by the black people for segregation. So we went and joined the...I remember sitting at the counter. hey wouldn't serve to the black people there and all that. So again he, that was interesting for me. I didn't know what I was doing, you know. He says: Come on, we'll go. Anyway so it was segregated at that time. But I didn't have any problems.

YP: You didn’t have any problems with that.

AD: And at Rice there was... though at Rice it was written in there, in his will that it is only for white people. They changed the will in late, very late after that. So it was
supposed to be his will William Marsh Rice's will started this university. There were 2 conditions. One was that it was for white people and secondly no fees. It should be totally free. So eventually I don't know, it must be in the late sixties they went to court and got the will you know, changed. Whatever, how they do it. But they made the case for it so then we became integrated and the they started asking for fees. Because that was one of the main reasons they had to change it because they couldn't continue like that.

YP: Ya.

AD: So, but I didn't have any problem at all. And I came from New York to Houston by bus. Two and a half days it took.

YP: Long journey

AD: Yeah. Like I said, I didn't have money too much so that was the best way to come. And all goes through the South you know and you see all that and I, I knew about it before I came you know but I didn't know how it would work you know but I didn't really have any problem even during the journey.

(0:35:10)

AD: The fun part of it about Rice University, people not knowing about it, most Americans didn't hear of Rice either. My flight that I came from Bombay to Paris, to spend a night in Paris and then next day came to New York, this is before the jets were, and uh, so my flight from Paris to New York there were almost all Americans on it. So they all are asking and foreign students, especially from India were very, you know, they were like: Oh. (laughs) They didn't know what to expect, you know. They were like a strange animal or something. So they all asked me: Oh where are you going. I said: Houston. He says: why are you going there? I'm going to Rice University. Rice University? What is that? So they are all talking amongst each other and all so one guy says: Oh yeah, I know, I heard of Rice University, they have a good football team, and they have a good football coach. And that's how they knew but they, the rest of them never even heard of Rice.

YP: So the university was very new at that time.

AD: Actually it was called Rice Institute when I came, it was Rice Institute but that year they changed the name to Rice University. So my diploma shows Rice University. But it was right at that 1960 that they changed it. It was called Rice Institute. That's why everybody thought it had something to do with growing rice, you know.

YP: (laughing) Sounds like it.

ZP: When you first came did you miss home? Did you miss India?
AD: Well, I missed home but I didn’t miss India, no. This was like a really a great thing. The way that everybody treated me, and you know all the things. And even further I can say, this Bill Hobby, he was my host and at Christmas time and new year's time, I’d go to his house and of course he had some good friends. One there was a famous architect in Houston and his wife was on the board of the Houston School District and she was quite a character. She was very political and so while these dinners and parties she asked me what I did and all that so I told her and she said: Do you have a car? And I said: No I don’t even know how to drive. I didn't know how to drive, you know, coming from India. So, Gertrude Barnstorm, yeah, that's her name I think she was eventually on Houston City Council. Anyway, and I used to live in a woman's house right near Rice University and, me and Cyrus, who another student from Iran, we used to share one room, paid $35 a month. So one day, Mrs. Myers who owned the house she calls me and she says: Somebody is at the door asking for you. And she was very, wants to know everything that's going on kind of thing and I said: OK. And this Gertrude standing at the door and she says: Come on, I'll show you how to drive. So she taught me driving. That's what I mean. Everybody was so amazing. Yes that's how I remember (?) driving. Anyway.

YP: So did you do anything with your Zoroastrian Identity, did you talk to about it to anybody or ?

AD: In those days, being Indian was strange enough. Do you have electricity over there? Some people would ask questions like that. You know do you have electricity over there? Some people, I don’t know if they were joking or not, they would say: Do they have tigers on the streets? Like that, questions. India was not very well known in those days. In Houston, you know.

YP: Ya.

AD: In Chicago and New York maybe but .... But I didn’t really miss it at all. Besides these host families and all that, many other churches would invite us. And I met a lot of people through the churches also, like that. I mean, I enjoyed it all.

(0:40:11)

YP: That's great.

AD: So the Zoroastrians, actually, yeah. I was probably the first Zoroastrian to arrive and then one of the first persons I met was either Pilloo and Arni; no not Pilloo and Arni, they were also very early I met. There was another couple who have now moved to Florida. I'm sure you know them. I can’t remember their names. And then there was a function at University of Houston and I met Yezdi. So those are the first Parsis I met. Yezdi, Pilloo and Arni and I forgot the other name. Something with a K. Nargesh maybe knows them. So there were very (few) and I think some of the first kind of get-togethers we had at Pateti times or whatever, we used to have it in our backyard. Because we were only ones who had a home you know. And so we had it in our
backyard. The first house we had on Bassoon. And then started having a lot of... In the '70s I think lots of Parsis started coming in here. In the '60s, I don't think there were too many. In the '70s then lots of people, and of course Katie came in late '60s, '68 or something like that. Ten years after I came. And then Nargesh came in the '70s and then a lot of people from Karachi started coming over here also, besides Indians.

YP: Were you here for the founding of the Association? Were you one of the founding members?

AD: Yeah, we were there. In fact before we had this thing, remember that Purvez had found this house they wanted to buy. But they didn’t allow this religious thing you know. So yeah, I knew about it. But I didn’t get too involved in it. I'm not that, I don't like the idea of this Parsis are the best and we are the greatest and you know. So I don’t get into too much of that kind of thing. I like to just mix into, with the rest of the community. And the rest of the people around here. So I didn’t really, wasn't that committed to ZAH, let me put it that way. And I still am not.

YP: Ya.

AD: But it's nice, I mean. The cultural part of it is good. Nargesh had to, I don't who taught my girls I guess Hilla must have taught them for their Navjot and all that but their Navjots were done over there in Bombay. But I have a son. My first wife died in '86 at a young age so I have two girls, daughters who are grown up now. And with my second wife I have a son who is only 20 years still. So his Navjot we did over here. And Nargesh was the one who taught him. Even though I am the Mobed in the family, I'm not good with it.

YP: So you left India when you were how old? 20, 21, something like that?

AD: '59, I was.. well I was 21 when I finished college, yes. So 23 when I left.

YP: You don't go back now.

AD: Recently I haven't, but I have gone back many times. Like I said I even lived there for awhile. I lived in a hotel but, yeah I lived there. But nowadays, nobody's there. Most of them have dies and my friends, most of them also who were there are here and a few friends are there and of course Khorshed is the only family still there.

YP: And she comes here

AD: And she comes here every year. So and you know of my other friends…

ZP: Do your children ever care to go back to India or like to visit or anything?

AD: Natasha and Shevon, they went there, especially Natasha, she likes languages so she is always happy to learn Gujerati and all that. They started going there ever since
they were like 1 year old, you know. So they, especially Natasha, she likes it. And Shevon was later and she’s not that... but they both have been there many times. Now Natasha's husband, they came once while I was going there for some business again so they were there then the same time. And Natasha goes from her company to Hyderabad, a couple of times I think she went to Hyderabad.

YP: She works for?

(0:46:15)

AD: She works for Microsoft. Last month... now she's going to Beijing, two three times. Yes, so they all like to go to India. But, you know, parts of it. They are a little hard you know the toilet and all that. We had Indian style toilet and ...the girls were... but...So that's what it is.

YP: So I don't know if this is a good question or not, but does it bother you that your children may grow up with a different set of values or practices? I don't know about the values part

AD: No I don't have a problem.

YP: The values are the same.

AD: Yeah, the values are, you get it in the home. And, I mean my daughters are not married to Parsis but I don’t see..

YP: But they have good values.

AD: I've go no... That way I'm very liberal. Anyway I don’t have anything against not being Parsi.

YP: Yes, I don't know what I would say to this question. But since it's there we'll ask you. What would you put into a time capsule if you had a time capsule? Do you have anything to put in there?

AD: Laughs

YP: Nothing much.

AD: Yeah.

YP: And how you like to be remembered by others in generations to come, if at all?

AD: Remember me as being a good person. Really that's all it is. Even, that you know it's an amazing thing that when I was in Brown & Root I was in charge of a group and we developed offshore pipeline installation techniques, you know, and many of them are
doing very well and for example this company I am working with right now, the owner knew me before, and then when I joined, the owner one day, the head office is actually in New Orleans and a big office in Houston. So first time I went to New Orleans to the office over there and I'd never met the owner. In the corridor he stopped and he says: I know who you are and he introduced himself.. I knew the name so I said: Oh. And he says: "I know all about you from Dave Harrison", who was one of the good client working at another company and he said: "I know all about you. So I'm very happy to have you in the company." So a few people like that then you realize it but he especially knew many other people who worked under me and they are working in other companies and they became clients and all that

YP: Good reference. It's a great way to be remembered.

AD: Yeah, so they all you know, I didn't have any problems with the (??) . I don't remember having any problems with anybody. The company was very good. Brown and Root was excellent company.

YP: Any more?

AD: Took too long.

YP: No, no it was a great thing.. See, I learnt a lot more about you than I thought I knew.

(0:50:23)

[The recorder is turned off, the interview ends]