

1. When I first started working at UCC on Ridge I knew it was a different kind of place – a company steeped in history and one obsessed with empirical data, plastic and wooden slide rules, as well as nomographs. These magic tools were great fun to learn and to use – and enlightening when the systems actually worked in the field (at least most of the time). Art Seligman and Orv Williams were two of my favorite engineers as they were the keepers of all of this magic.
2. Having worked for AT&T, United States Steel and Campbell Soup Company did not prepare me for the order of magnitude of the scope of a coal fired power plant. It also did not prepare me for my first trip to a Texas Utilities plant in Texas – with the largest spider I had ever encountered when it introduced itself to me in my motel room. They do things big in Texas!
3. I apparently did not have ADHD when I worked on Ridge as my desk was right at the intersection of two aisles and desk thumping was common as other employees walked past my desk. I survived the thumping as well as the close scrutiny of my project manager Bill Huffman when he reviewed my single line diagrams. Plant trips with Bill were also interesting as they may have been more appropriately called cola runs (I think Bill consumed gallons every day – he never fell asleep at the wheel).
4. The short time UCC stayed on Ridge was great as my wife and children would meet me for lunch at the Chicken Unlimited on Pratt and Ridge – we lived only two blocks away. The commuting party was over when UCC moved to Deerfield.
5. Yet the commute had the advantage of three wild and crazy guys in one car – Bill Aldrin and later Wayne Marsh joined me in making each commute hilarious.
6. One of my proud achievements while being a project engineer was developing a pneumatic engineering training program for new engineers. This was before any computer programs were developed and required tedious manual calculations.
7. Most impressive (up until the paperless transition) were the decades old general and engineering files where all information was held “forever” and was accessible when you got past the file police-woman. Homeland Security could use her today.
8. Being assigned to work with Jim Gaffney in working with Kawasaki Heavy Industries in technology transfer issues (they were a licensee) proved to be enlightening. During one meeting with two visitors from Japan, they shared details of several large pneumatic conveying systems they had successfully installed. We were flabbergasted about the conveying distances they had achieved – orders of magnitude above what UCC had accomplished to date in the US. We celebrated their successes at a dinner at Lawry's The Prime Rib – they also exhibited a great knowledge of bourbon although no Kobe beef was on the menu.
9. Then there was the trip with Ed Alexander to a small town in Tennessee to negotiate Hydroveyor conveying systems for a TVA plant. Ed and I and the consulting engineer from New York were over-confident as city slickers ; at the beginning of our discussion the TVA executive opened with the remark that “you may be city slickers, but I'm a country slicker” and from then on our profit margins were gradually whittled away.
10. It was always exciting visiting Pennsylvania clients with Jeff Carpenter and Ed Alexander – especially the time that Les got on the wrong side of an interstate highway returning to our motel after dinner.

11. My trip to The Philippines to attend an international conference on the development of coal for power plant uses was less than enlightening. Marcos gave a televised speech to the conference the day after we learned that he had awarded a nuclear plant contract to the French the past evening. American firms and Bechtel came to The Philippines to sign the final letter of intent (or so they were told) for the project. Let them eat shoes.
12. During the trip we were also flown to a remote island, and then driven down dirt roads to a coal mine. Driving through the country side gave upfront awareness of what cottage industries really mean. The coal mine had one gantry car which was slowly lowered to the shaft mine area where two miners worked. The mine produced one dump truck of coal per day which was driven down the same dirt roads to a coal depot. Overall, the mining operation made livings for the owner's family and several employees. This was the first time I walked down a mine slope of around 20 degrees to reach the coal vein. It was ludicrous to consider this tiny operation as a potential for equipment automation. Being escorted by armed security throughout the visit was eye opening.
13. My fondest memories arose from visits to Italy to service our license agreement with DeCardenas Spa. On my first trip to meet our partners in Rome I flew to Paris then to Milan with the mother of all overhead projectors – transparencies were the method used for presentations and I was loaded for bear. Paris was the first leg of our trip and I promptly fell asleep at lunch not knowing what jet lag meant. Our French host was kind enough to let me finish my nap before we departed for Milan. Schlepping the 20 pound projector the size of two bowling ball bags was challenging as carryon luggage. Arriving in Rome to meet with ENEL engineers was my moment of triumph (oh so proud of my presentation). Oh no – plugged the projector in and the bulb burnt out with a pop – oh no, no spare bulb. Oh no. Things are a lot easier now.
14. Getting used to power outage days in major Italian cities took some adjustment. Signs were posted in office buildings noting which days the elevators were not to be used due to power outages.
15. Implementing the license agreement with DCIPS in India was a most rewarding experience. Working with Ajit Mukherjee over the years was an honor and a privilege. Too many interesting experiences in India but here are a few:
 - Going to the Neyveli coal district (driving through miles of pistachio fields) and presenting UCC expertise in ash handling. After our meeting, the client asked if they could copy some of the papers. We agreed but after a very long wait, on my way to the restroom facility, I noticed the clerks were copying the written information by hand. I also noticed an interesting filing system which used wood and nails to hold documents between them (when pages had to be filed, the nails were removed and new ones placed between the wood pieces).
 - Manual labor has a real meaning in India. While visiting a Calcutta power plant construction site, the excavation method in place was the use of hundreds of women (with their children in tow) moving burden in baskets balanced on their heads.
 - I was always treated with respect and taken care of; from my first visit to Calcutta and being invited by Sadhan Dutt to join him for dinner at his (former) "British" club, to the

travels on trains, planes & automobiles; and to the first class treatment I received at every step of each outing.

- I also recall with pleasure Don Basler's dinner invitation to the Mid America Club atop the (then) Standard Oil Building. The three engineers from DCIPS and I were politely provided with dinner jackets and a wonderful experience was had by all.
- An embarrassing situation occurred when taking out the three engineers to a Mexican restaurant on Clark Street in Chicago. We were seated in a remote section of the outdoor patio and unbeknownst to us a bachelorette celebration was about to take place with a male stripper. This turned a few heads!

16. While in the Industrial Division I had the pleasure of hiring Wayne Marsh to work with John Malinowski in our electrical design group. Wayne was hired because of his computer programming knowledge as we were entering the modern age of PLC's. John and Wayne were sent to Modicon for PLC training during which time they set up strobe lighting effects one evening on the monitors as a surprise for the next morning's training. Wayne's prior experience with setting up DJ and dance lighting came to a useful purpose in ash handling.
17. While in charge of sales, I was part of the three-man team including Paul Hester (Service) and Bob Borucki (Engineering) responsible for negotiating engineering approaches taken in the more risky proposals. This kept the exuberant sales engineers in tow and we usually didn't get into too much trouble when a new contract was released to the engineering project managers. My thanks also to the numerous times the PM's saved our butts.
18. Working for a company with integrity and with so many qualified field representatives made the job easier. I remember the time with Bill Bissmeyer when we were discussing a project at his home in Cincinnati for Dayton P&L. While examining the spec for the wet bottom ash hopper, it was clear that insufficient height was specified to meet UCC slope requirements. This prompted an emergency trip to Dayton late that evening in a blizzard so that we could convince their chief engineer to revise the boiler height.
19. Bill Bissmeyer also included me in many of his exquisite lunches at The Maisonette in Cincinnati with the CG&E Vice President of Engineering. Bill always had a way with words and he exuded confidence and trust.
20. Last but not least are fond memories of Bill Stephens and our three hour lunches in Manhattan with AEP personnel. Also of the times spent in LaGuardia area restaurants discussing Bill's sail designs with an engineer at NYSG&E. At one of these meetings an ash handling system for a new project was discussed and documented on paper napkins. Those napkins ended up in the contract engineering file after we received the order.