

# Tivoli

TIVOLI  
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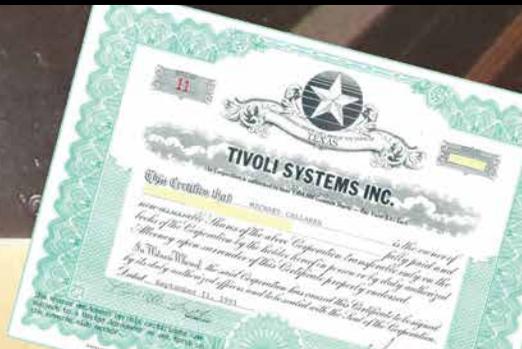
2,903,750 Shares  
**Tivoli**  
Tivoli Systems Inc.  
Common Stock  
Price \$14 Per Share

Robertson, Stephens & Company  
Doddman, Sachs & Co.  
Alex. Brown & Sons  
Wentworth & Gould  
George Stanley & Co.  
Baltimore Brothers Inc.  
Cohen & Company  
Research Finance Per  
Southern Financial Group, Inc.  
U.S. Trust  
Adams, Hervey  
Holt  
Scott & P  
Darr Wilbur Reynolds  
Kemper Securities  
Fremont-Hunter  
Smith Barr  
Wheaton & Comp  
Research Finance Per  
Southern Financial Group, Inc.  
U.S. Trust  
Adams, Hervey  
Holt  
Scott & P

## TIVOLI REVISITED

THE STORIES WE'LL TELL

TIVOLI REMEMBER WHEN





For Martin "Chuck" Neath.

You touched our hearts, fired our passion and  
inspired our vision. And changed our idea of fashion.



## **We had a time together, at Tivoli.**

We made beautiful music together, and Martin Neath was both composer and conductor. His was a long, varied, eclectic, happy, sad, serious, crazy, bittersweet symphony, and some of us got to hear it, and to take turns in the orchestra. I celebrate that magnum opus, and let it play back over and over in my head and in my heart. I will not spend a moment dwelling on any one note that might have rung false.

We made music. We made software. We made stories, and Chuck figures in so many of them. He was “effortlessly inspirational” and those who worked with him, for him, or just knew him remain inspired today. Rejoice in the time we had,

and the fun, crazy, scary rollercoaster ride we took.

Let us all take a moment to savor the time we all shared at Tivoli. I know that each of us in our own way made that time a little bit better, a little bit wilder, a little bit crazier, and a whole lot more fun, as Chuck did for each of us.

Cheers, mate.

Steve Basile  
Austin, Texas  
December, 2016



***TIVOLI***  
***MEMORIES***



 *from:*  
**Steve Basile**

## HE ONLY WANTED THE CHICKEN

**It was approaching the end of** a sales quarter and we were perilously close to missing our number. A long-expected sale from the US Army at Fort Huachuca was in peril because some higher ranking officer had trumped the officer responsible for the Tivoli P.O. and “jumped the line” to get his project in the budget. I was heading to lunch at TGI Fridays in the Arboretum and asked Alex Kuli if he wanted anything. He asked for a Chicken Caesar Salad, no dressing.

When I returned with it, I saw him take the cover off of the salad, remove the strips of chicken, and toss the lettuce in the trash. He began to pile and arrange the pieces of chicken at the foot of a small statue on his credenza. It was an idol of sorts (Jaboo? the name escapes me), which was surrounded at the foot by coins

and cash and burning incense. Next to it was a fax machine. “Now we wait. And pray,” he said. I backed out of the office thinking this was the strangest man I had ever worked with.

As the clock ticked toward five p.m. on September 30 (the end of the US fiscal year), I heard a loud WHOOP! and cheering from Alex’s direction. Cautiously I headed to his office and peered in as he pulled pages off the fax. “We got it!” he shouted, “OUR general won because HIS paperwork was all ready to go,” he explained.

I never doubted him again.



**Mike O'Rourke:**

It WAS Jaboo!

 *from:*  
**Anna Nguyen**

## “FULLY COOKED MEAT STICK”

**On March 10, 1994, one of Tivoli’s** vending machines in the Shepherd Mountain office received a stock of a meat-based snack. Bill Smith proceeded to vault said snack into the annals of Tivoli legends by proposing that we make Mike O’Rourke eat one of said snack, a “Fully Cooked Meat Stick,” when we achieved the 200-nodes installation milestone.

On May 19, 1994, Jim Carson coined the acronym FCMS in his email introducing a certain “John Galt” as the new “Assistant Deputy Guardian Indirectly Managing Adjunct Executive Directors” reporting to him, adding that John’s temporary office was “between the restrooms on the fifth floor of Plaza One.” (Those restrooms were immediately adjacent to one another.)

## INTERVIEW

**“Let’s start with a fun question,”** Todd Smith said at the start of my interview on a cold and rainy Saturday morning back in January, 1992. “If I deal you four cards from a deck of cards, what is the probability of you getting four aces?”

I silently thanked my probability professor and said, “Assuming it’s a full deck of cards with no jokers, it’s one over fifty-two, times one over fifty-two, times one over fifty-two, times one over fifty-two.”

Todd smiled and said, “Yeah, I think that’s right...”

I immediately corrected myself, and, I suppose, Tivoli’s chief scientist as well: “Oops, it’s actually one over fifty-two, times one over fifty-one, times one over fifty,

times one over forty-nine.”

“Oh yeah, you’re right.” Todd was cool about it. I know because he did not proceed to intellectually throw me in front of an approaching train. In retrospect, I wonder which would have been the lesser of two evils, indirectly telling a CTO that he was wrong, or letting it slide and having him later realize the mistake and think, “That Vietnamese kid is not as smart as they look...”

Todd also asked another “fun” question: Given a dump truck, how long would it take to move Mount Fuji? There was, of course, no correct answer. That was the point: he was not interested in the answer. He wanted to observe how the interviewee attempts to derive the answer.

In turn, I asked that question of everybody I interviewed at Tivoli (or a variation of it: estimate how long it would take to empty the Caspian Sea into the Black Sea?). One person later told me she thought I was some kind of weirdo, asking that question!

“ from:  
Fran Costanzo

## HAIL STORM

**Less than a month after I** moved to town, a devastating hail storm hit northwest Austin on March 25, 1993, and was the costliest such storm on record at the time, according to the Insurance Council of Texas, causing \$125 million in damage. Lendy Dunaway, a contract developer for Tivoli, had his Acura utterly destroyed while parked at the Home Depot at the corner of 183 and Great Hills Trail (now a Target). Not only did the storm destroy many cars in the Arboretum area, but also smashed through the skylights in Home Depot, causing shoppers and staff to scurry for cover, according to Lendy.

March 25 would later be known as the date of two more of the top three costliest hail storms on record in Austin. One caused \$100 million in damage in 2005 and

another in 2009 caused \$160 million, according to a Mark Murray blog entry. Mark's blog entry also noted the figures had not been adjusted for inflation, so it's possible that the 1993 storm was the worst.

I had never seen a storm like that before. Fortunately, my car was safely tucked away in the garage on Shepherd Mountain.



**Steve Basile:**

I heard the phrase “hail damage” for the first time in 1993 I think. I always thought that hail was fat snowflakes.

## DEMO TO BILL GATES

**I don't remember exactly when** this happened, but it was at a trade show in Vegas or San Francisco. I don't remember which. It was probably Comdex, but anyway, it doesn't matter. I'm fairly certain Paula Ellis (maybe Holly, too) saw this happen, so maybe someone can put a timeframe to it.

I was manning a workstation on the trade show floor, totally hung over from a typical evening of consuming mass quantities of food and alcohol, long before there was anything that resembled a per-diem. A man who's name I don't recall, but with a name badge that said Microsoft on it, came up to me and proceeded to grill me on just about everything about our product. We spoke for twenty or thirty minutes, at which time he thanked me and went on his way. That was shortly after the show opened as I recall.

Later in the afternoon, he walked up to my station with another man. I recognized both men immediately, the man I had met that morning and his colleague, Bill Gates. He introduced Bill to me, to which I responded nervously and very loudly, "Hi Bill!" I think I startled him, because he gave his colleague a somewhat annoyed look as if to say, "I thought you screened this guy."

Anyway, he asked me to give him an overview of the Tivoli suite, which I did. He listened intently, asking a few questions. I think we spent about fifteen minutes talking, and then he left and disappeared into the crowd. I remember thinking how little attention people paid to him as he walked away. Every once in awhile someone would recognize him and elbow or whisper something to whoever they were with, but that was it.

 *from:*  
**Jack Newton**

## GREAT GAS MILEAGE ON THAT 12-CYLINDER CLASSIC...

**Like a lot of old Tivoli people,** I first encountered Chuck when this guy in shorty shorts popped into my office to take my picture to put up on the wall. It was a fitting beginning to some exciting times, and Chuck was seemingly at the middle of it all. I was lucky enough to work with Chuck both at Tivoli and another company, one at which he recruited me and which was a very big deal to me. I had no idea he even remembered who I was, much less anything about my work.

This story is about the day at the start-up (post Tivoli), where Chuck had finally purchased this classic twelve-cylinder Jaguar. He proudly drove it into our garage and was talking about it with folks. Later that day, I looked out my window and

saw a tow truck with the very expensive car behind it, leaving the parking lot.

I asked Chuck what was going on and he was a bit frustrated after apparently spending quite a bit of effort and money to get it ready. I tried to cheer him up by pointing out that for a twelve cylinder, it is getting great mileage (by being towed rather than having the engine running). Chuck just looked at me with that look he sometimes had, not sure if I was an idiot, an asshole, or a lame comedian. Probably all three...

I'll sure miss his wit, his passion, and his vision.

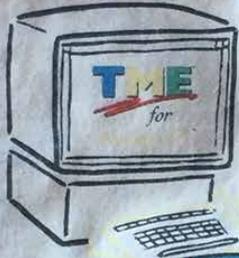
 *from:*  
**Michael D'Eath**

## JALAPEÑO CHUCK'S ROADKILL CHILI

**Tivoli never ceased to offer** opportunities to have more fun while marketing the company and its spirit to the world. One such opportunity was the Comdex Chili Cookoff. Held each year at Thomas-and-Mack (UNLV) Arena during the once-large Comdex show each spring and sponsored by Micrografx, vendors paid to have a chili booth, with virtually no-holds-barred marketing opportunities, and tickets were given away and sold to benefit the Missing and Exploited Kids non-profit. I am told by Micrografx folks that the event used to raise \$1 million per year for kids! I had participated in the event twice with Novell and felt it was both a great marketing tool and, of course, tons of fun for the folks attending the show!

Tivoli  
for  
TAE

Tivoli  
for  
TAE



Jalapeno Chuck's  
Roadkill  
Chili

Tivoli  
for  
TAE

TAE  
for  
Windows NT

Vendors could choose how to exhibit and how to submit a chili entry, but the rules were pretty strict as far as the cook off. Sterno heat only, one large cast iron pan, and a 10'x10' space to cook—but the sky was the limit as far as giveaways or items for sale. They even cooked your recipe and brought it in huge coolers in hot water. Amazing, but have you ever tried to make chili and then write down a recipe? We did it!

They awarded some of the usual categories of prizes: people's choice, blind taste, best booth, and so forth. There were even sponsored Armadillo races (which, rumor has it, Mike O'Rourke could not resist!). Well, in 1995 after deciding this fit Tivoli's marketing style (!), the next challenge was selecting the chili. Several folks wanted to try, so we had our own chili cook off (there were at least five entries) during a Friday Beer Bash at Shepherd Mountain. I was honored to be named the champion of that event, but never quite figured out why the curry-flavored chili didn't beat the heck out of my concoction.

The next challenge was naming the chili. I don't quite remember how we came up with it, but Jalapeno Chuck's Roadkill Chili was chosen. I am sure someone involved was thinking of our (in)famous engineering manager, Martin "Chuck" Neath. The bandana we sold to raise money for the event was white, featuring that Tivoli classic TME for Windows NT. We were, after all, no longer just a UNIX company, so we had to tell the world! Pictures of PCs and Armadillos featured on each bandana. I ended up with about 500 of the bandanas after the event because no one wanted them. I still use them today on our ranch! I am looking at the bandana in my back pocket with extreme sadness in light of the recent news.

Back to Las Vegas. I don't recall how well we fared in 1995. It could have been the year we won second place in the blind tasting, but the beer I consumed that night makes the evening's results somehow fuzzy! But, it was obviously a lot of fun as we went back the next year and won the "people's choice" award. Someone somewhere has the award that we brought home and placed proudly in the fifth floor lobby. That year, we had a 60s theme with tie-dyed t-shirts and bandanas, Sonny and Cher lookalikes, incense, and beads. Mike Turner and Carey Bengel



Another bandana.

wore wigs—I didn't need to ;-)

In 1996, I also remember something about a conga line going around the auditorium during a performance by The Village People—singing YMCA at the top of our lungs—and led (of course) by one Steve Basile. O'Rourke may have won the Armadillo race that year. Well, not Mike really, but his animal!

Such was competition at Tivoli. Gotta love it!



**Fran Costanzo:**

I added images of some goodies I found in my closet.



T-shirt and bandana.



Tie-dyed T shirt.

“ from:  
**Steve Goodison**

## JALAPEÑO CHUCK'S ROADKILL CHILI

**Vegas show...Honoring Chuck** every time I open a cold one! We handed these out to our massive RV BBQ 49er tailgater with McKesson who Chuck was instrumental in helping me win a multimillion dollar deal with. Not sure if anyone has any of these Jalapeño Chuck koozies from that show in Vegas or if you remember the boxes of these koozies we threw at anyone and everyone on the floor at the conclusion of that long week (hundreds of them).

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I will be proudly retiring this bad boy in honor of such a great man! Here's to you, Chuck. Thanks for helping me be so successful selling your badass software.





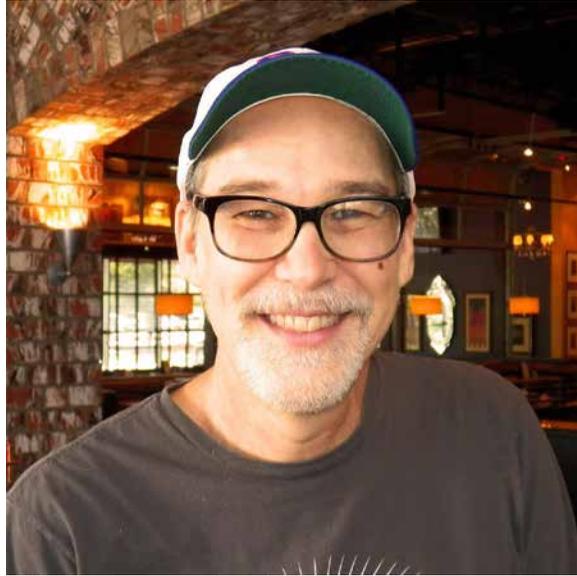
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GREG BOWMAN	MIKE O'ROURKE	

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Ric Fox started all this.

Ever the writer, he got the idea back in 2010 to put some of our stories down long before there was a web-enabled way to gather them. He did not live to see the fruits of his idea, but we are indebted to him for being the nudge that made this happen. He is sorely missed.

To all our contributors, all my friends and colleagues, all who shared stories, a beer or a hug, THANK YOU. Thanks too for NOT telling some stories. Jobs, marriages and runs for office may have been preserved by that selfless act.

Keep telling stories. Life is short, friends, sometimes shorter than we know. The banquet may end at any time and without notice.

Enjoy every sandwich, and hug the ones you're with.

—Basile

