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The
TEXACO
STAR

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TEXACO
CHINESE
CALENDAR
1925

1925

From an ancient painting, A. D. 960, by Tang Ying, one of the most famous artists of the Sung Dynasty, representing a gathering of seven celebrated scholars of the Chin Dynasty—A. D. 265.

The title at the top is literally translated: "A gathering of only first class and well known figures and none others."

THE REAL MEN

A real man never talks about what the world owes him, the happiness he deserves, and the chances he ought by right to have, and all that.

A real man is just as honest alone in the dark in his own room as he is in public.

A real man does not want pulls and favors. He wants work and honest wages.

A real man does not expect something for nothing, so the get-rich-quick people can not use him.

A real man does a little more than he promises.

A real man is dependable. His simple word is as good as his oath.

A real man is loyal to his friends and guards their reputation as his own.

A real man can not hurt a woman, physically or morally. He sticks to his wife. He can be loyal even if love is impossible.

A real man minds his own business. He does not judge other persons beyond sure knowledge—not presuming to “search hearts.”

A real man has excuses for others, never for himself. He is patient and charitable to others; to himself he is strict.

A real man does not hunt danger but never dodges it when he ought to meet it.

A real man is glad to live and not afraid to die.

*Anonymous,
as found by
this editor.*

The TEXACO STAR

PRINTED MONTHLY FOR DISTRIBUTION
TO EMPLOYEES OF THE TEXAS COMPANY

Vol. XII

May 1925

No. 5

"All for Each—Each for All"

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Houston, Texas

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"Doing Each Other's Washing"

Having observed many public expressions of disappointment that 1925 is not turning out as prosperous, as "booming," as optimists predicted, the editor is moved to answer briefly according to his lights as a business philosopher.

One doubter propounds the query: "Can we live by taking in each other's washing?" The right answer is: If by taking in each other's washing, you mean working for one another, then that is the main component and basis of all industry. For us, there is no limit to it.

It has been said that we shall have to meet sharp competition from Europe in our own and world markets. But that would mean enhanced buying power in Europe and we should gain more than the loss from competition.

Export markets are very important, and for unavoidable surpluses essential to stability, but no other industrial nation is so little dependent on export markets as the United States of America. We "do each other's washing."

The great problem for the managers of industry is to so direct labor and the investment of capital that commodities and service shall be provided in the needed proportions. That can never be perfectly attained; but it is the big thing to consider when business is "boom-

ing," with danger of unbalanced energy and inflation.

What good management and naturally energetic labor can accomplish, and have accomplished in this country, is evidenced by the statistics that in 1923 with 10% fewer manufacturers and 2.75% fewer workers production was 19% greater than in 1919, a year of inflation. The year 1923 was not for the most part a prosperous year—its last eight months were called a "depression"; yet during that year we exceeded all producing records.

The conditions in England make a sad contrast, caused partly by injurious legislation but mainly by the absurd conduct of the English trade unions. For instance, in spite of the grave housing problem, with 30% to 40% of the work on every house a bricklaying job, the number of bricks laid per hour grew smaller. In 1914, with a 10-hour day, the layers averaged 90 bricks per hour—and could easily have done better. In 1920, with an 8-hour day, the number of bricks laid per hour had fallen to 25! This willful, forced, stupid decrease in productivity by over 72% in the bricklaying trade was paralleled in many others. Such policies besides being economically absurd are morally vicious. They debase manhood in the perpetrators and impoverish alike the guilty and the innocent. As the output of the workers is decreased, the cost is increased, and as cost rises building ceases. The scheme to make more and longer jobs by doing as little as possible, necessarily resulted in no work at all for vast numbers in all trades.

The situation was aggravated by bad legislation. It is one thing to provide support during honest unemployment; it is a very different thing to provide that bricklayers, for example, who dishonestly loaf themselves out of jobs need not look for—or take offered—

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work of any other sort, but will be supported until bricklaying jobs are open to them again.

In this country the good outlook for business is due not only to skillful management but equally to the manliness of the majority of workers in disdaining mean schemes to reduce output. There are some trade unions with us whose rules reduce output to the ability of the weakest (thereby entailing heavy economic loss to all and sore distress to some), but we have not suffered from deliberate general 'sabotage' programs to reduce output in order to "make jobs." Our wastes and burdens in this sphere are imposed rather by *extravagances* enforced by the rules of some labor unions or by vicious legislation, such as requirements for useless "helpers" and interdictions against working on any but particular specified tasks. Nor do American workmen like these devices, which are enforced by the "walking delegates" of some unions against the natural impulses and honest judgments of the working members, —as far as the writer's personal observation has gone, which has not included any great manufacturing or mining operations but has included supervision of some millions of dollars worth of building construction and long familiarity with the printing and allied crafts.

I say, the business prospect for conservative management this year is as good as overburdening taxes and useless (but costly) reports to governmental agencies allow. Also, there are reasonable grounds of hope—which should encourage managers and workers to persevere—that at least the Federal taxes will be reduced to some approximation to legitimate needs for revenue.

Pernicious Misstatements

Some weeks ago a leading metropolitan newspaper published the following as the introductory paragraph of an editorial entitled "Oil":

The oil business from the beginning has been distinctly what might be called a sporting proposition. As a background for "movie" scenarios it was always exhilarating, but as an example in industrial organization it never seemed to be quite right. The spectacle of a business which produces a prime and by no means inexhaustible necessity of life, which contributes about a sixth of our annual mineral production and which holds one of the main keys to our future, being run on the general principles of the Louisiana Lottery was always somewhat disquieting.

Various reactions, on the part of employees of our Company, to this sensational pronouncement came to our notice. Surprise, indignation, resentment, discouragement—all were manifested. To some the falsity of the sweeping misstatement about the great industry to which they were devoting their lives seemed "maddening." Others were amazed at a stupidity that could suppose that the operations of great reliable companies in the petroleum industry are "run on the general principles of the Louisiana Lottery." One wrote:

One cannot but think that men who have such ideas believe that substantial companies in our industry care nothing for the future. A company such as ours represents an investment of hundreds of millions of dollars—thousands of acres of land holdings, buildings, chattels of all sorts, equipment such as pipe lines, tank steamers, tank cars, motor trucks, storage tanks, *etc.* All this is bound up with a loyal band of employees, the majority of whom are devoting themselves to perpetuate the Company. This band is limited to no special group; it includes all, from the pipe line layer to those who are devoting tireless hours to guiding the destinies of an organization they have learned to cherish. . . . We know the care continually exercised to insure efficient and economical administration. There are no intentional loose ends. There is as little preventable waste in operation as there is in production. We, and companies similar to our own, are eager and willing to co-operate with the industry as a whole to right evils. With so much at stake we would be foolish to be otherwise inclined. So we ask those who think our industry is made up of raggedy-organized units to realize that there are companies whose course of management and history of operation point to stability and strength.

It is all right for those on the outside to suggest remedies for evils they believe to exist, but those who know the business must be the ones to decide on what is practicable. It is not anywhere near right for those on the outside to offer remedies and when these are found to be impractical, to criticise existing conditions about which they have little knowledge and apparently less inclination to learn the truth.

Newspapers, in their avidity for startling headlines, tend to open every discussion with some sensational exaggeration. The habit is comparable to the mild hysteria which causes some persons to scream when they engage in earnest conversation. It is hard on the nerves of sober listeners, but need not be taken too seriously.

Newspaper editors are not unaware of the faults consequent upon methods adopted by the managers to increase circulation, and some-

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times speak candidly about them. For instance, a great Democratic newspaper on December 19, 1924, said editorially about its own handling of sensational news:

Page 14 of The News for Wednesday carried the news that the Republican slush fund story was officially and irrevocably dead. Examination into all the evidence and hints thereof revealed no *corpus delicti*. The slush fund was a myth.

This would be encouraging were it not for the fact that the charges which are now disposed of were so long permitted to parade themselves on Page 1. Page 1 accusations that turn out to be Page 14 hoaxes do neither politics nor journalism any good.

In this instance, as generally, the newspapers did not originate the misstatements, and it was quite legitimate to publish what a Congressional Committee gave out. The papers can be blamed only for Page 1 accusations and Page 14 refutations.

The attitude of the great majority of newspapers is not hostile to business, big or little. The American Oil Association at its Annual Convention in Kansas City adopted on March 19, 1925, a resolution thanking newspapers in general for their friendly and helpful attitude toward the petroleum industry.

Some government Commissions have been a prolific source of "pernicious misstatements" in their premature pronouncements. Such indiscretions of the Federal Trade Commission became notorious, and the whole country will give a sigh of relief when it learns that this Commission has decided to reform its ways. Read in this month's issue of *The Nation's Business* an authorized interview with Commissioner Humphrey. The descriptions of past wrongs will rouse your indignation, but the promise for the future will give great encouragement.

Passing over harrowing details of past injustices, we note here only one of the new rules. How strange, that it is new! It simply provides that no complaint shall issue against parties complained of until they have had an opportunity to be heard. Commissioner Humphrey describes the practice for years as follows:

The practice has been for the Federal Trade Commission to distribute among the newspaper correspondents mimeographed copies of a full statement of the Commission's side of the case. These announcements teemed with sensational phrases totally unwarranted by the facts set out, such as "bare-faced fraud," "indefensible profits," "preying with shameful avarice upon consumers,"

and so forth. This is printable and is accepted since it bears the official stamp of a department of the Government.

Usually after the case has come to trial—from six months to two years later—and the people indicted in the public press have had a chance to present their side of the case, and it has been proved beyond controversy that the charges were totally unjustified, it has been the custom of the Commission to send to these correspondents an announcement about as follows: "The Federal Trade Commission announces that case No. 16892, in which an order to cease and desist was issued against Blank, Dash & Co., has been dismissed." This gets no publicity. There is no news in it. But in the meantime worthy business men have been maligned.

Mr. Humphrey believes that the new rule not only will give the respondent a chance to be heard before he is condemned but that it will greatly reduce the number of complaints.

The Petroleum Industry

The petroleum industry is a big thing and it behoves us all to think about it in big, comprehensive, and discriminating ways.

The oil business is big not only in the sense in which agriculture is bigger, that is, as the sum of all the separate units engaged in it, but also in the sense that security in this industry is attainable only through big investments.

Natural conditions make any small investment in the producing end extremely hazardous. The newspaper writer referred to in the preceding discussion had this fact "at the back of his head" when he brashly declared that the oil business was "run on the principles of the Louisiana Lottery." Had he restricted his comparison to the man who ventures to dig just one well, it would have been a moderate statement. The Louisiana Lottery was honestly conducted and the odds against the player openly and mathematically known in advance, which is more than can be said for the venture of digging one well in unproved territory. An oil producing enterprise to be rightly regarded as a *business investment* must be large enough to allow the application of averages to its drilling operations.

In an address which was printed in the March 1918 issue of the *Star* the present writer used an expression which he has since often seen quoted or repeated: "To dig one well for

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oil is a bet; to dig a hundred is a business." Would you imagine you were investing in an insurance business if you joined in insuring the life of one man?

Two fundamental natural peculiarities of the petroleum industry inhere in the facts: (1) In the deposits of petroleum which can, as yet, be profitably exploited, the oil is in a fluid state; and (2) The economical means of primary transportation.

The consequences of these fundamental conditions are far reaching, especially under the laws of this country.

Crude oil in nature's reservoirs is migratory. Coal is fixed in position; one miner cannot take it from ground belonging to another. In a given locality, the owner of one oil well draws from the same reservoir that is tapped by wells belonging to others. Also, in this country legislative enactments (State and Federal) have forbidden producers to deal with this nature-established condition in reasonable accord with economic conditions. They would have been punished as criminals if they had "conspired" to adjust production in a field to demand or means of storage. Often every well in a field has been allowed to flow or has been pumped at times when the demand has not called for half of the output, because the producer had only the choices—sell for "a song" for extemporized wasteful storage, or let the "other fellow" drain the well.

The petroleum industry, in the second place, is peculiarly distinguished by the mode of transporting its crude material. As soon as the smallest adventurer wild-catting on the verge of an oil field strikes oil, he will within the next day or two see the line crew of the nearest pipe line laying pipe to take his supply. Thus all tributaries, large and small, are added together and combined to fill the great arteries whose throbbing pumps day and night drive the main streams to distant refineries and seaboard terminals.

The pipe line has been the main factor in the enormous development of the oil business and the marvelously low prices for petroleum products.

The great trunk lines, with their feeder lines from every point of production, give a surpassing promptness and completeness to transportation for this industry; but this, of course, has greatly increased the necessity for capital in the business and its costs for depreciation as oil fields are depleted.

Another essential condition of the petroleum

industry, which is shared by several other great businesses, distinguishes it from most. Ordinary manufactures can be safely conducted without investment for the production of their raw material. A cotton factory does not need to own or control cotton plantations; a shoe factory may be safely established without interests in cattle ranches. On the contrary, no large amount of capital could be safely invested in saw mills which did not own or lease timber bearing lands, or in iron foundries which did not control ore deposits. Likewise, an investment of many millions in oil refineries and tank ships and marketing terminals and stations would have a very precarious basis unless complemented by producing and pipe line departments or subsidiaries.

The employee who confines his interests and thought to one department of a complex business fails to develop a rich source of power and usefulness. This is especially true in a time when so many matters are referred to popular voting which, in their nature, ought never to be subjected to voting at all. Nothing is more frightful than active ignorance.

Everyone employed in any "end" of the oil business—if only because men in other businesses will talk to him so much about it—ought to understand his business at large sufficiently to correct any seriously erroneous assertion or surmise about it. Let each one judge himself on this responsibility.

Let me conclude these remarks by pointing to another reason why every employee of The Texas Company should understand the natural peculiarities and fundamental conditions of the petroleum industry. I would indicate opportunities for real helpfulness to your friends and acquaintances. The opportunity is open to every employee of an "oil company" simply because his acquaintances in other businesses are likely to talk with him whenever their imagination and desires are focused on any phase of the oil business.

The popular excitement attending the discovery of new oil fields always opens that old field for exploitation of ignorance and credulity by hair-brained enthusiasts and by unscrupulous promoters who know what they are doing. Like moths pelting against a light, men and women have bought stock in "oil companies" in which their money has been either lost through inexperience and insufficient capital, or absorbed by the promoters of 'fake' schemes.

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Also, enterprises which are honest and legitimate as venturesome speculations are frequently misconceived as opportunities for investment.

Exploring for oil is an extremely hazardous undertaking unless the investment of capital is large enough to average dry holes with producing wells. To dig a large number of wells is a business, provided the locations are made by competent geologists and the digging done by skillful drillers. To dig one well is not a business; it is a bet.

For venturesome spirits in a moral position to take the risks, it is an exhilarating venture to prospect for treasure; and it would not be well if such brave tempers should die out among us. But this opinion of all manly characters has nothing to do with the folly, or fraud, that leads to "investing" in such adventures money that the "lams" would sorely grieve to lose. I am merely warning against identifying either betting or speculation with *investing*. It is folly to stake on a hazard money you have saved for the protection of loved ones, or for your own old age; and it is much worse than folly to induce—or to allow if you can prevent it—innocents to "invest" such savings in a gambling chance for big profit.

In fine, there is no such thing in this world as an investment, properly so called, offering promiscuously valid assurance of extraordinary profits.

Summer Course—Tractors and Autos

The A. & M. College of Texas will hold its Seventh Annual Tractor and Automobile Short Course during 8 weeks beginning June 17.

The object of this course is to train young men to select, operate, and repair tractors, gas engines, and automobiles. The work is done in both class room and laboratory. As much practical shop work is included as it is possible to put in a course of such length. Enough theory, or class room work, is included to enable the student to understand the practical work.

Those taking the course are furnished with all the tools needed and also with instruction books.

A special bulletin describing the course may be obtained by writing to the Department of Agricultural Engineering, A. & M. College, College Station, Texas.

Around the World with Texaco

The serial articles entitled *Around the World with Texaco*, by Charles Stuart Dennis, which appeared in *The Texaco Star* in its issues February 1924 to October 1924, have been reprinted in a handsome bound volume.

Many teachers regarded this description of a trip around the world, illustrated by engravings made from 359 photographs, as excellent matter for supplemental reading by classes in geography. In response to numerous suggestions and inquiries from such teachers we have reprinted the story in book form.

As long as the limited edition lasts, any school may obtain a copy (or two copies if especially desired to facilitate reading in class) by writing to *The Texaco Star*, or requests may be made at any office of the Company to be forwarded to this office.

A Credit and an Apology

We are indebted to Editor D. L. Lindsay of the *Texaco Order Book* for the idea of the design on the back cover of this issue, which was adapted from a very good ink-line drawing made by Mr. Lindsay for the front cover of the March issue of his Sales Department Southern Territory journal.

Mr. Lindsay's idea is nowise to be blamed for the poor engraving result obtained by us. Our engraver undertook to make color plates from a simple wash drawing we provided as copy. The failure is evident. The vignetting of the red and blue plates was found to be very faulty, so much so in the blue plate that for the major part of its run we had the whole plate routed out except to print T on the yellow to get our "Green T." The phantom of the Ford car could not be properly brought out. The result was a disappointment to all of the craftsmen concerned; but the plates could not be delivered until the press was waiting to go on the runs for the cover, the front design of which required four-color process printing, and we could not wait to have the plates for the back made again.

"Do you ever worry, old man?"

"Never."

"How do you work it?"

"In the daytime I'm too busy and at night I'm too sleepy."

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Recent Sales Department Changes

W. W. BRUCE, Vice President in Charge of Sales

Effective April 1, 1925, by Executive approval, the Northern and Western Sales Territories were merged, to be known as the Northern Sales Territory. Prior to this merger the El Paso District, formerly part of the Western Territory, was transferred to the Southern Sales Territory, and the State of Kansas was transferred from the Southern Sales Territory to the Northern Sales Territory. This practically divides the United States equally between the two domestic sales territories, north and south of a line running from coast to coast, starting at the northeast corner of South Carolina and ending at the northwest corner of California. Jurisdiction over the Republic of Panama has been transferred from the Northern Territory to the New Orleans District of the Southern Territory.

On April 7, 1925, Mr. H. W. Dodge, formerly Manager of the old Western Sales Territory, was appointed Manager of the Northern Sales Territory, succeeding Mr. C. E. Woodbridge, elected Treasurer.

The Pittsburgh District having been discontinued as a District and its territory divided between the Philadelphia and Chicago Districts, Mr. H. W. Dodge will have nine districts in his enlarged territory with a District Manager in direct charge of each:

Boston District.—Mr. J. W. Hopkins, Boston, Massachusetts.

Chicago District.—Mr. S. B. Wright, Chicago, Illinois.

New York District.—Mr. D. L. Keys, New York, New York.

Norfolk District.—Mr. Williar Thompson, Norfolk, Virginia.

Philadelphia District.—Mr. Chas. R. McCarthy, Philadelphia, Pennsylvania.

Billings District.—Mr. F. N. Brees, Billings, Montana.

Denver District.—Mr. R. T. Herndon, Denver, Colorado.

Omaha District.—Mr. G. H. Seawell, Omaha, Nebraska.

Spokane District.—Mr. J. D. Barton, Spokane, Washington.

District Manager is the new title of the District Superintendents, which became effective April 15, 1925; and their assistants are now known as Superintendents (Sales) and Superintendents (Operations). In the territorial offices, assisting Mr. H. W. Dodge, will be:

Mr. W. E. Bradford, Assistant Manager, with headquarters in Denver.

Mr. J. P. Gruet, General Superintendent (Sales), New York.

Mr. W. R. Ellwood, Assistant to the Manager, New York.

Mr. G. R. Rowland, Superintendent Lubricating Sales, New York.

Mr. F. J. Shipman, Superintendent Government and Marine Sales, New York. Mr. Shipman has been appointed to the same position in the Southern Sales Territory, so that government and marine business for the United States, Central America, and Panama now come under his supervision.

Mr. F. C. Kerns, Superintendent (Sales), Denver.

Mr. G. W. Schwert, Superintendent (Operations), Denver.

Mr. G. M. Worthington, Department Agent, New York and Houston. Mr. Worthington by Executive approval, April 1st, was appointed Department Agent for both Northern and Southern Territories.

In the Southern Territory, the addition of the El Paso District gives Mr. C. P. Dodge, Manager, seven Sales Districts, from the Florida District in the east to the El Paso District (which includes California) in the west, as follows:

Atlanta District.—Mr. J. S. Jones, Atlanta, Ga.

Dallas District.—Mr. Will Carroll, Dallas, Tex.

Florida District.—Mr. C. P. Dodge, Jr., Jacksonville, Florida.*

Houston District.—Mr. S. E. Monroe, Houston, Texas.

New Orleans District.—Mr. M. A. Dyer, New Orleans, Louisiana.

Oklahoma District.—Mr. L. H. Daniel, Oklahoma City, Oklahoma.

El Paso District.—Mr. Hugh Bonham, El Paso, Texas.

*Succeeding Mr. E. H. Browder, who resigned effective May 1st, to go into other business.

In the territorial office at Houston, there have been some changes, or, more properly, promotions, that have been recognized as necessary to properly handle the enlarged territory and increased volume of business which all districts have done this past year and are continuing to do. Mr. W. H. Wagner was promoted from Assistant to the Manager to Assistant Manager; and Mr. W. H. Noble from Representative, Lubricating Division, to

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General Superintendent (Sales), both with headquarters at Houston.

Mention has been made of the appointments of Messrs. F. J. Shipman, Superintendent Government and Marine Sales, and G. M. Worthington, Department Agent, who are now serving both domestic territories in their respective capacities.

Another change in title to make the positions in both territories uniform in name, is the designation of Special Agents in the South as Representatives, which is the title of this position in the North and is thought to more accurately describe the duties of these field men.

Having outlined the more recent changes in territory and personnel, I am going to take this opportunity to ask the support of our stockholder readers who are not otherwise connected with the Company, as well as those who are, in the promotion of the Company's interests among their friends and neighbors and business acquaintances, in the various sections of the country in which they reside. There is a total at this time of 33,000 names on our stock books, and every stockholder is, or can be, a means of increasing the use of Texaco products. Do you say a good word for

The Texas Company when you get a chance? Do you use Texaco products yourself and encourage others to do so? Remember we make an oil for every purpose, and in using Texaco products in your home, in your automobile, in your office, in your factory, or in whatever place an oil is usable, you are not only serving yourself in getting the best oil for the purpose, but at the same time you are serving and promoting the interests of the Company of which you are a stockholder.

I should like to feel that instead of there being only a comparatively limited number of employees of the Sales Department directly interested in selling Texaco products, there will be 33,000 salesmen of Texaco products scattered all over this country and abroad, all "sold" on the use of these products and all taking advantage of every opportunity that offers to interest others in trying them out.

We are proud of our Company and we are proud of its products. It is a well justified pride, and while we have no desire to be the largest oil company in the world, it is our ambition to be the *best*. Best in service rendered, best in value given, and best in all those things that go to make a company great in every sense of the word.

Advantages of the Employes' Stock Allotments

C. W. HORAN, Chief Clerk Riverside Fullers Earth Plant

It has been my observation that very few employees, even among the better informed, appreciate the actual financial advantages of our Employes' Stock Allotment Plan or know definitely how much their stock allotments mean to them.

I have kept a detailed record of my stock and I believe the results are worth passing on.

Especially at this time, when stock allotments under Series 25 are being made, I believe it may be of interest and benefit to submit to all employes my individual experience of the financial advantages. Many subscribers to former allotments may be tempted to decline the Series 25 allotment because of the increased price of \$35 per share, whereas Series 25 at \$35 a share may be a more advantageous investment than previous allotments at \$25.

I am therefore giving a brief summary of transactions on each of the Series 19, 20, 21,

and 22 issues, these four being all that have matured since the Plan was announced.

Series 19 was announced March 1, 1919. This stock was increased 50% by "rights" on June 30, 1920, 10% by stock dividend on March 31, 1921, and 15% by "rights" on June 30, 1921. Interest charged to my account was \$1.03 per share, on which I collected \$5.29 per share dividends, making the actual average cost to me for shares issued, \$18.77. Incidentally, I sold this stock and invested the proceeds in a home, which was sold at an additional profit when I moved from Port Arthur.

Series 20 participated in the 10% stock dividend and the 15% issue of "rights." I paid at the minimum of fifty cents per share per month until February, 1922, when the plan of applying all payments on stock to the oldest issue was adopted. On this issue I paid

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\$1.70 per share interest and drew \$6.48 per share dividends, and the actual cost of my stock was \$18.38 per share.

Series 21 participated in the 15% issue of "rights." I paid the minimum, with payments on Series 22 and 23 applying to pay out Series 21, interest charges being \$2.03, dividend credits \$8.24, and net cost per share \$19.69.

Series 22 did not participate in any increases, and as I paid only the minimum requirement this issue is fairly representative of the average employee's account. Interest was \$3.60 per share, dividends \$9 per share, and cost per share \$19.60.

It will be noted that when I refer to "cost per share," I mean the actual amount of money furnished by me by deduction from salary or in cash payments. Taking Series 22 as a representative example, the cost per share of \$19.60 is comparable with a present market valuation of approximately \$45. Surely an appreciation in value from \$19.60 to \$45 in three years is a good enough investment for anyone.

The Texas Company has each year offered such an investment to its employees. Moreover, payment in lump sum is not required, but may be made by deduction from pay earned at the rate of fifty cents per share per month, with three years' credit allowed in which to pay it out. The employee's stock pays twelve per cent dividend. His interest is figured at six per cent. As payments are made monthly and the dividends are credited every three months, the balance on which interest is computed steadily declines. Surely no man entitled to this privilege can afford to pass it up.

EDITOR'S NOTE: In calculating the cost to him of his stock allotments, Mr. Horan takes the total of the cash periodically deducted from his pay check and the cash he paid in exercising his "rights" to buy at par, and divides the sum by the number of shares allotted to him increased by one-tenth of that number in the case of an allotment which participated in the 10% stock dividend.

The systematic investor would view the same facts differently. He would say he paid \$25 for every share in each allotment and for every share acquired through exercise of the "rights" to purchase at par. Had he sold his rights, he would regard the proceeds as an addition to the regular dividends on his investment. The 10% stock dividend he would estimate at a conservative market value as an addition to the cash dividends.

For example, he would view Mr. Horan's experience with Series 19 as follows:

Avoiding minute adjustments for his payment of the price by installments, he would regard his investment of \$25 a share as having averaged for each of the three years of the Trustee's custody of the allotment one-third of the total yield. The total yield for the three years of each share of Series 19 was: Net cash, \$4.26; plus 50% of the excess of an assumed market value over \$25, on account of the 50% issue of "rights," say \$0.50 (taking the market price 44 as a fairly conservative estimate); plus 10% of the same market value for the 10% stock dividend, \$4.40; plus 15% of the excess of the same market value over \$25, on account of the 15% issue of "rights," or \$2.85. The total of these returns is \$21.01, and one-third of that sum gives an annual yield of \$7.00 for each share, or a return of 28% per annum on the investment during its custody by the Trustee. Subsequently, in the absence of stock dividends or the issuance of "rights," he would regard his investment as paying 12% per annum as long as the 12% on par rate of dividend is maintained by The Texas Company.

No way outside of our Employees' Stock Allotment Plan was open to this editor whereby he could have gotten anything like 12% from an equally safe investment, not to mention the other benefits received in particular years which so greatly increased the yield. At the present price to employees of \$35, the cash dividend of 12% on par, to say nothing of other probable benefits, would yield over 8.5% which is much above the basis of the present market value of this or any other equally sound security.

What the Officers Must Think About

1. The Capital Stock Tax on a business.
2. The Personal Property Tax on a business.
3. The Real Estate Tax on a business.
4. The Income Tax on a business.
5. The plant and equipment investment.
6. The depreciation of equipment.
7. The interest on borrowed money.
8. Waste due to employees' carelessness.
9. Fluctuation in demand and losses due to business depressions.
10. Cost of Employers' Liability Insurance.
11. Loss of employees' time through illness.
12. Losses on bad accounts.
13. Other non-productive expenses such as fire insurance, sales expenses, legal counsel, fees to public accountants and auditors, time wasted in making out countless governmental reports and so on.

—National Industrial Council.

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Successful Selling

H. W. DODGE, Manager Sales Department Northern Territory

In the sale of any commodity there are two fundamental steps: first, desire; second, satisfaction of desire through ownership of the thing desired. These two steps, briefly, embody the entire field of salesmanship. While the two steps are in evidence in any sale of petroleum products, there is a difference from some other industries in their application. Oil is an industrial necessity. Whenever a man buys an automobile or builds a power plant, there is created a desire for fuel and lubricants. Hence the basic desire for petroleum products is created by other industries. The task of an oil salesman, therefore, is not to create a desire for petroleum. Rather he must create a desire for a particular company's products. When this has been done, satisfaction will be secured by a sale of that particular company's products. Let me illustrate. John Brown owns a lumber mill. He needs lubricants and fuel. He sends inquiries to five oil companies, stating his requirements and notifying them that bids will be opened at a given date and time. Each oil company sends its representative, and he is given ample opportunity to be heard. Each salesman in his talk attempts to create a desire for his company's products. Some salesmen emphasize low prices; others, quality products; some, good service; others, friendship; in fact, five good oil salesmen with a big contract in sight will just about run the entire gamut of desire producing emotions. Each is attempting to produce desire for his particular products. One is successful. He struck a responsive chord in his play and produced a desire on Mr. Brown's part for his company's products. He has the pleasure of satisfying that desire to his company's and, we hope, Mr. Brown's profit. Mr. Brown's desire for petroleum and its products was created when he built the mill. The salesmen spent their allotted time in attempting to direct his choice of petroleum to their particular brands and not in creating a desire for petroleum itself.

Just as we may trace, psychologically, the steps followed to produce a sale, so we may enumerate certain characteristics, which are present in and essential to successful selling. There is an old saying that a salesman is born, not made. This, I think, is a bromide of the first water. Given the other essential

characteristics, nearly any intelligent person, if he will follow known principles, can be fairly successful in sales work.

These essential characteristics I believe to be: (1) Personality, (2) Intelligence, (3) Energy (4) Enthusiasm.

1. Personality

Every individual is gifted with or has produced, through environmental processes, what is known as his personality. This thing we call his personality is an ethereal, invisible, intangible radiation of his character on other individuals. The reaction can always be analyzed as a favorable or unfavorable impression. There are many persons who, without realizing it, and paying no attention to the matter, radiate an unfavorable reaction among those they have contact with. Such a personality is fatal to a salesman. He must radiate at least a favorable reaction. Personality impressions may vary from extreme pleasure at the sight of a person to one of intense hatred. But we require, as an essential, only such a personality as does not produce an unfavorable reaction. If you want to analyze personality reactions, you can do so each time you have contact with your fellow beings. If you are seated at your desk and some one comes into the room, there is immediately a reaction on you. It can be analyzed or diagnosed as either favorable or unfavorable, pleasant or unpleasant. Sometimes the press of other duties renders the personality reaction unfavorable, when with more leisure the reaction would have been favorable. This, of course, is beyond the control of the salesman unless he can choose the particular time of his entrance to suit his and the prospect's needs. There are other factors which might render temporarily unfavorable a personality usually favorable. Given normal operating conditions, a personality which is ordinarily favorable is the type found necessary for successful salesmen.

2. Intelligence

Never has the need for brains in selling been emphasized as much as in present-day sales work. We can all remember the "drummer" of twenty years ago who came through with a string of new stories and who could,

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under emergencies, put his foot on the shining rail and be a good fellow generally to all whom he had business with. The Eighteenth Amendment and improved purchasing power have caused the passing of this commercial tourist. Today goods are bought not so much on personality and fellowship as for good, sound, logical business reasons. We are witnessing a transition in selling. More every day the necessity for intelligent headwork rather than intensive footwork is noted. The buyer of today wants to know *why*, and a thorough knowledge of products is the second essential in successful selling. Not only must the salesman be able to present a logical and orderly review of the strong points of his particular wares, but he must be equally capable of overcoming objections which might be raised by the prospects. Intelligence, therefore, with all that it connotes, is one of the four essentials for successful selling.

3. Energy

It is self-evident to even the most unobservant that energy is a prime requisite for successful selling. Let me illustrate. Suppose a college professor, highly learned in all academic and scholarly pursuits, desires to become a salesman. Through intensive study he masters the complete data on the products he is to sell. Having done this, he calmly awaits, at his home, the arrival of customers. Emerson says "If a man can build a better mouse-trap or write a better sermon than his neighbor, the world will make a beaten pathway to his door." That may have been true in Emerson's time, but with the tremendous force of advertising, creating a desire for particular products, we find less and less beaten pathways to sellers' doors. The beaten pathways lie now to the buyer's door. Advertising is doing part of the footwork for the salesman. It is going into every one's home, into their places of business, and into consciousness wherever there is ability to read and write. It is carrying the message of this or that commodity ahead of the traveler, so that when the salesman arrives, equipped for an intelligent discussion of his commodities, he finds a receptive and usually responsive mind to deal with. The point is, our college professor, however learned in his work, unless he bestirs himself and moves among the trade energetically, will accomplish nothing. It is evident that energy is one of the high points of selling, and without it sales will be rare, if any. If I had the choice between a more

intelligent less energetic, and a more energetic less intelligent type, I would choose the latter. Many times the advertised products of a reputable company, even with less intelligent representation but where vast energies are expended, will out-sell commodities represented by a more intelligent group of salesmen who are less energetic. Energy, therefore, is a prime essential for successful distribution.

4. Enthusiasm

A man may have a pleasing personality, intelligent knowledge of his products, and great energy, and yet fail because of a lack of enthusiasm. Every salesman radiates, in his talk, sincerity or insincerity. Sincerity is born of the feeling that the salesman has the right commodity for the prospect to use advantageously. It springs from a conviction of the value he is selling. It results in enthusiasm. An enthusiastic salesman bubbles over with the message that he brings. His spirit overflows to the prospect. It is highly communicable, and when intelligently directed it is all compelling and irresistible.

In conclusion, therefore, successful selling can usually be analyzed into the four characteristics noted. With a fair personality, a reasonable amount of energy, and an intelligent knowledge of the commodity, vitalized and made interesting by enthusiasm, we have four cardinal qualities for successful selling.

Aftermath

The following in the April issue of *The Look Box* was reminiscent of recent experiences in the Refining Department, but its humor may apply to retrenchments accomplished in some other departments:

The efficiency man had passed away, and as the pallbearers approached the casket to carry the remains to the cemetery the corpse suddenly sat up.

"How many pallbearers are there?" he asked.

"Six," replied the startled men.

"Cut out four of them," said the corpse with a sigh.

All joking aside, these intelligence tests really do indicate those who have brains. Those who have, don't take them."—*Purple Parrot*.

Two kinds of men never advance far in a business organization: those who can not do as they are told, and those who can do nothing else.

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A Word from Yesterday

WILLIAM H. GILLAM, Order Clerk, New York Sales District

In June of the present year I shall have completed my first twenty years with The Texas Company. I have an irrepressible impulse to rush into print with a few reminiscences of the New York office in the year 1905.

One bright Monday morning in June 1905 I applied for the important post of office boy. Some ten minutes later I had been initiated into the mysteries of my duties and was doing business like a veteran.

At that time the headquarters, in fact the entire works of the Northern Territory, were on the sixth floor of the Maritime Building, Number 8 Bridge Street. The office consisted of three rooms, one of which, the private office, was occupied by Mr. Arnold Schlaet, the resident Vice President of the Company. The second was assigned to the stenographic contingent and the Accounting Department, while the third was used by the assistants of the Executive Department. Mr. C. E. Woodbridge, who had lately come with the Company to represent its local legal and sales affairs, shared Mr. Schlaet's office, if I am not mistaken.

Among other members of the office were the Assistant Secretary of the Company, Mr. A. C. Miglietta, and Mr. Schlaet's stenographer, a young lady named Miss Berth Zoesch, who had been with the Company since it started in the North, and who subsequently married and lived happily ever after. Miss Hermine Peiter was stenographer-secretary to Mr. Woodbridge. The readers of the *Star* will recall that she retired from active service about a year ago. Finally the Accounting Department and the Purchasing Department were handled by Mr. F. J. Beale. He also had enough time on his hands to enable him to take care of the bookkeeping of a neighboring concern, through a salary arrangement between the two corporations. Such was the office roster when I made my initial bow before this public. The work had been increasing. No doubt they felt they could use the services of an office boy, so I came to be the first lad to hold that position in the Northern Territory.

The office furniture then in use may be described roughly as: three or four roll top desks, several chairs, one tall bookkeeping desk which was shaky on its legs, a small

safe, an ancient letter press, one hat tree, and two typewriter desks equipped with old lumbering Remington machines, which when in operation gave forth a sound resembling the rumbling of empty ash carts over cobblestones.

The duties of my new position were many and varied, perhaps best stated in the words of the advertising columns of the newspapers as "making oneself generally useful." Mornings I opened the incoming mail and sorted it. This operation often consumed from ten to fifteen minutes as occasionally there were from twenty-five to thirty letters, though scarcely any of them contained orders. Our facilities for making deliveries in and about New York were limited, as I shall explain further on.

I was telephone operator or the equivalent. We had one trunk line with two instruments, one of these being a wall telephone in the accounting room and the other a desk phone in the private office. The calls came in on the wall instrument. If anybody was wanted on the desk telephone I turned a crank which gave the signal on the other phone.

I was expected to assist the stenographers in comparing documents which they had copied, and often I read aloud various legal pieces and other documents while they typed them. During my lunch hour I made the necessary purchases of stationery at a store in Broad Street, sometimes buying at one time three typewriter erasers, a quart of ink, a dozen blotters, a box of pens, and two typewriter ribbons. Such large purchases took place only rarely. More often they were limited to one article at a time. I also procured the postage stamps at Station P, then located in the Produce Exchange Building, a hundred or so twice a week. If I had time on my hands I attended to other matters to keep myself busy, made the bank deposits, cleaned and polished a brass railing outside of the private office, and dusted all the office furniture in a more or less perfunctory manner.

The dispatching of the outgoing mail was, of course, one of my principal duties. In 1905 there were certain complicated ceremonies attached to this branch of the service which have since been suppressed in modern offices. It will be borne in mind that the stenos made

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no carbon copies of their letters. A record of them was kept in books with tissue paper leaves. These books were known as copy books. All letters were written with copying ribbon. Damp and ill smelling rags were applied to the letters, which were then placed in the tissue books and the whole put in the hand press, where they had to be squeezed with more or less vigor, after which a perfect impression of the letter or document was supposed to remain on the tissue sheets. There were two copy books, one labeled General and the other Miscellaneous. Between these somewhat vague designations I was often at pains to distribute the letters properly. I did not always treat the cloths so that they obtained the proper degree of dampness, sometimes with appalling results. When, the next day, I began to index the books, the letters were often either too faint to read, or were a glaring purple or green smudge equally illegible. All this had to be adjusted to a nicety in order to run my job with any degree of success. And there were other things to do, too numerous to set down here. And all for \$4 a week.

The main question which was being agitated at the time, through correspondence and otherwise, and which was to prove the first real advance in the introduction of Texaco products in this part of the country, had reference to the proposed building of our first northern terminal. The site was chosen some time later at Marcus Hook, near Linwood, Pa. Building operations commenced shortly afterward.

It must be considered that in 1905 there was not a single terminal or refined station in the northeastern part of the United States. The Company was entirely unknown throughout the district. Not a tank wagon was in operation. Not a gallon of gasoline was sold. Not a tank car was assigned to the Northern Territory. It was impossible to obtain shipments from any point nearer than Port Arthur, Texas. Freight rates from Texas to the Metropolitan Territory were almost prohibitive. Under the circumstances, it will be understood that the orders received by us were not numerous. If we placed requisitions for twenty barrels of oil a month it was considered good business for our territory.

Orders were handled in an informal manner, no regular routine having yet developed. This was quite natural in view of the fact that it was an event to receive an order then. Long letters were sent to Beaumont, Texas, at that time the Company's home office, instructing how goods were to be shipped. Minute details

were furnished as to comparatively unimportant features and omitting the important matters of rates and routings, markings, style of package, and other necessary directions. When an order had been entered it was stuck on a spike file, as a sort of trophy of war, much as the Iroquois strung the scalps of their enemies on their belts. When an old order had to be referred to, the whole collection was removed from the spike and search made from beginning to end of the papers. Afterwards they were spiked again at hazard. At the end of a month with this process constantly repeated, orders were in a sad state—as full of holes as a sieve.

I trust I shall be pardoned these somewhat trifling and commonplace remarks, and that it will be understood that what I wish to bring out is the great contrast between conditions of twenty years ago and those of the present day. As an office boy my vista was of necessity limited, but it is only through such eyes that I can present conditions of those days, leaving the reader to compare them with the present day.

Even in 1905, with conditions so unsettled, there was already some interest being awakened in Texaco products. Those who knew, the forward looking people in and about New York, began to make inquiries, then rather cautiously to place small orders. From these beginnings grew the colossal trade, the almost unlimited credit, the remarkable prestige in the business world, in a word, the confidence which the Company has come to enjoy throughout the entire country as well as in numerous foreign nations.

It has always been a pleasure to me to look back on the old days when the Company was making its splendid drive for its place in the sun. It seems in retrospect an almost impossible achievement. It is a real romance of Business, the story of how we advanced and branched out and finally reached our present magnitude. It reminds me of the small boy, who having been friends with a pup Saint Bernard in the country one summer, had not seen him for a year. Surprised, he gazed at the great hulking full grown dog and exclaimed: "I knew him when he was a pup and now look at the darned thing." There is some false note in most analogies and unlike this small boy, I have not been absent. I have seen the Company grow month by month and year by year, and hope to see the process continue.

The word is *Forward*. Here begins my second twenty years of service.

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Help the Cotton Farmer

W. H. NOBLE, General Superintendent (Sales) So. Territory, in The Texaco Order Book

EDITOR'S NOTE.—While our new product Texaco B Q in its use against the cotton boll weevil is confined to Southern Territory, all departments of the Company and its stockholders should be interested in this notable scientific achievement and business enterprise. Also, as knowledge of the properties of this insecticide becomes generally disseminated, its use will spread all over the country in combating many other plagues of agriculture and horticulture. The number of different insects that may prove vulnerable to it is unlimited. Its effects upon ticks and fleas may add stock and poultry raisers to its customers; if effective against ants and other household pests, domestic uses will open up.

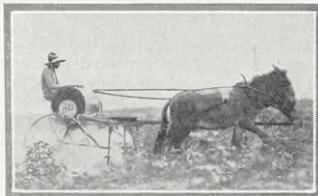
The cotton season is just beginning. The tender plants that are now springing up mean clothing to millions of people—cheaper clothing and prosperous farmers if the cotton is plentiful—high clothing and failing farmers if it is not produced in large quantities.

It is in the power of every Texas Company Agent or Salesman in the cotton belt and cotton raising localities to assist the farmers in bringing forth good cotton and that in abundance.

Outside of unfortunate weather conditions, the boll weevil is the cotton farmers' greatest concern. You can help the farmer combat and control the boll weevil. In B Q you have a product that will positively control and kill the boll weevil. B Q is past the experimental stage. It is a proved death dealing means of eliminating the cotton farmers' greatest enemy. It is the very thing the farmer is looking for. He may not know it. It is up to you as a sales representative to convince the farmer that he need not look further for a product to aid him in producing a 100% crop of cotton.

You know the points to stress, but here they are again:

- Not poisonous to man or beast.
- Kills the weevil by contact.
- Acts as a repellent.
- Resists rain or dew.
- May be applied any hour of the day.
- It may be applied with hand or power spray.



It is for the man that farms on a large scale and the man that has but a small acreage.

The Texas Company has a number of experienced men who are devoting their entire time to assisting the cotton farmer in his fight against the boll weevil. Stress this point. If the presence of one of these experts is required in your territory, notify your District Sales Superintendent.

The boll weevil does yearly \$200,000,000 damage to cotton in this country. Think of it! Isn't this enough to make you get out and fight the pest shoulder to shoulder with the farmer?

Texaco B Q for Other Pests

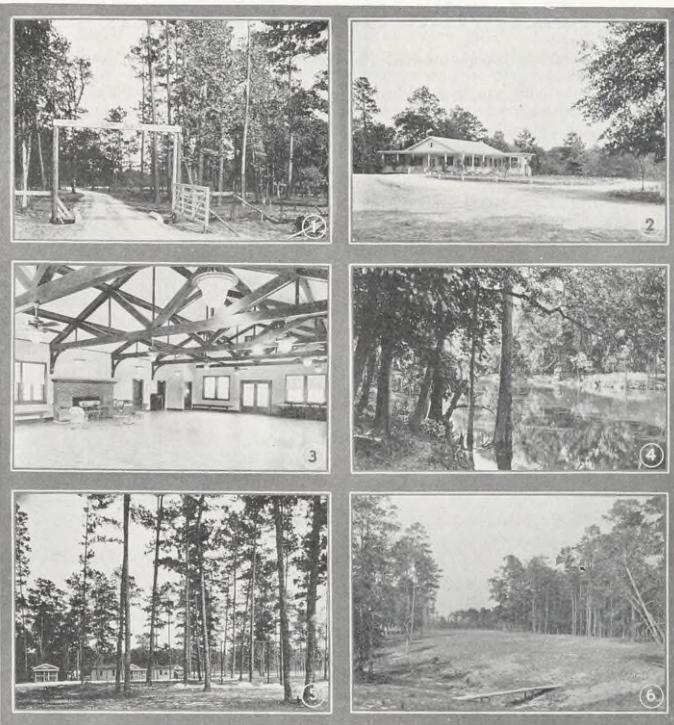
Tests conducted with Texaco B Q for control of a number of common insect pests have demonstrated its efficiency as an insecticide. In spraying citrus it has been found that Texaco B Q will control white fly, scale, and citrus aphid. It will also control the more serious armored scales of fruits. In spraying plum trees, it has completely eradicated the plum aphid or rusty brown plum louse, a very serious pest. In controlling the tent caterpillar, which attacks most fruit and shade trees in the United States, it has been found that one application is usually sufficient to kill the caterpillars when properly applied. Texaco B Q must always be applied as a fine fog to secure the best results.

It requires more than 10,000 cattle to furnish one pound of adrenolin, a gland extract used in the stoppage of bleeding and as a remedy for hay fever.

Many schoolgirls who have been marrying of late to escape school will find that their education is just beginning.

—*Philadelphia Public Ledger.*

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Camp Beaty—The Texas Company Employees' Country Club near Houston

1. Entrance to Camp Beaty. 2. Club House. 3. Corner in Club House—hardwood dancing floor.
4. Green's Bayou a navigable stream, where water sports are enjoyed. 5. A few of the cottages which
may be reserved. 6. No. 1 Fairway of the Golf Course.

Camp Beaty

Camp Beaty, The Texas Company Employees' Country Club, on Green's Bayou, Harris County, Texas, ten miles from the Home Office Building in Houston, covers 112 acres, with 1320 feet frontage on the bayou which affords a navigable course, 15 feet depth, to Houston by way of Buffalo River. The pictures show some of the natural beauties and fine improvements of these attractive pleasure grounds.

The management of the Club have recently offered to employees of the Company, wherever

they are, exceedingly liberal terms for non-resident membership. You may become a Non-Resident Life Member, without any dues whatsoever, for the nominal fee of \$10. The non-resident member is entitled permanently to all the privileges of the Club except voting. For the one payment of \$10 you may visit the Club at any time—including the wife and children.

There are no extra charges unless you occupy a cottage while spending a vacation at Camp Beaty. Or perhaps you would prefer, in such

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Locker and Shower-bath House at left—Club House at right—Lake Bob John in foreground.

a case, to pitch your tent on some shady spot among the many giant trees. All the cottages have electric lights, water, and sanitary conveniences (the larger cottages have also baths), chairs, tables, and steel cots with mattresses. Nearby are playgrounds for children. The charges for cottages are from 50 cents to \$1 a day.

Application cards may be obtained from Chief Clerks at various offices. Ask for one, fill it out, and send it to Mrs. M. G. Jones, Secretary, The Texas Company, Houston,

Texas. If the Chief Clerk does not have cards write to the Secretary, who will send you by return mail a non-resident membership card. The Secretary will also furnish further particulars upon request. It would be well to make cottage reservations early.

You are invited to come to Camp Beatty this summer and enjoy in a most economical way a real vacation—golfing, tennis, boating, swimming, dancing, or lounging around a Club House with broad verandas supplied with easy chairs.



Some of the cottages for use of members (resident or non-resident), all having electric lights, water, and sanitary conveniences (the larger cottages have also baths) chairs, table, and steel cots with mattresses.

We dislike people who are counting on a ticket to heaven because they "don't do" things.

The trouble is, when you get a man with no bad qualities whatever, you don't seem to have much of a man.—*Through the Meshes*.

We do not despise all those who have vices, but we despise those who are without virtue.

—*French Proverb*.

"Women have keener minds than men." This wins the annual prize in the faint-praise contest.—*La Grange Reporter*.

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LAW CURRENT

Rob't A. John

FORFEITURE OF LEASE—REMOVAL OF FIXTURES.—While holding that the right of lessee to remove the machinery, pipes, and other trade fixtures from the lease in question was provided for in the contract, the court, nevertheless, holds that the right to remove such fixtures from leased premises, even though not specially stipulated in the lease, accrues where the lease has been adjudicated as forfeited, in the case of *In re Midland Oil Co.*, 3 Fed. (2d Ser.), page 112.

CITY ORDINANCES—PROHIBITING THE USE OF PRIVATE PROPERTY FOR LAWFUL PURPOSES.—A gravel pit within the corporate limits of a city may be operated in such a manner as to endanger public health, safety, comfort, or welfare; but where property is operated so as to protect the public, it is not a nuisance, and an ordinance prohibiting its operation is arbitrary and unconstitutional.—*Stone, Mayor, et al. v. Kendall et al.*, 268 S. W. (Tex.), 759.

STATUTE ON FRAUDS—STANDING TIMBER.—The Court of Appeals of Georgia, in the case of *Norman & Griffin v. Shealey*, 126 S. E., 887, applies the rule of statute of frauds to an oral agreement to sell standing timber located upon a tract of land; but as the contract had been partially performed, damages were allowed purchasers based upon the part of the contract which had been performed, regardless of the fact that the contract, being in parol, was unenforceable.

OIL WELL CASINGS—FIXTURES.—The Commission of Appeals, with the approval of the Supreme Court of Texas, in the case of *Moore et al v. Carey Bros. Oil Co. et al.*, 269 S. W., page 75, holds that the lessee in an oil lease is an owner of no part of the soil and sub-soil, except the oil and gas, and has only the right to bed the casings in the solids of the earth. Therefore the casings are the property of the lessee, and do not become affixed to the soil and become the property of the lessor, and for that reason a conveyance of the premises in no particular affects the title to the casings in the well.

GASOLINE TAX—EXCISE TAX.—Holding that a tax of one cent a gallon levied by the City of Kansas City upon each gallon of gasoline sold by a merchant within said city was

an excise tax, and further holding that an excise tax is of the nature of an occupation tax, the Supreme Court of Missouri, in the case of *Viguesney v. Kansas City et al.*, 266 S. W., 701, holds that the tax, not being a property tax, is not contrary to the provision of the Constitution of the State of Missouri, requiring that all property be taxed in proportion to its value and uniformly as to all property.

FILLING STATIONS—FIXTURES.—The fee to the lot was conveyed to one party by the owner of the filling station, and the appliances, constituting the filling station proper, were conveyed to another party. The filling station consisted of a tank buried under the sidewalk with a pump connected with the tank on the outside edge of the sidewalk. Both were used in connection with the filling station located on the lot.

It was held that the appliances, tank and pump, were fixtures to the land, and title to them was passed by the deed to the grantee and was not acquired by the purchasers of the appliances, treating the same as trade fixtures.—*Dent v. Bowers*, 265 S. W. (Ark.), page 636.

OIL LEASE REQUIRING REASONABLE DILIGENCE IN DEVELOPMENT.—Lessee is only required to exercise in good faith his best judgment as to whether he will drill further wells on the land, and how deep he shall sink the wells, and whether the same will be profitable to him or not, is the old rule reiterated in *Texas & Pacific Coal & Oil Co. v. Stuard*, 269 S. W. (Tex.), page 482.

SUPREME COURT OF TEXAS—JURISDICTION AS TO QUESTIONS OF FACT.—The case of *Owens v. Thedford*, Supreme Court of Texas, February 25, 1925, 269 S. W. 418, Southwestern Advance Sheets, April 15, 1925, reflects the attitude of our Supreme Court with reference to its jurisdiction as affected by questions of fact.

It has been the rule that whether the evidence is sufficient to sustain a particular issue of fact does not present a question of law within the statute defining the jurisdiction of the Supreme Court, and that the holding of the Court of Civil Appeals upon such question is final. But the bar has contended that where the application for writ of error asserts, as a proposition of law, that the evidence is insufficient as a matter of law to sustain an issue of fact, the proposition so asserted is a propo-

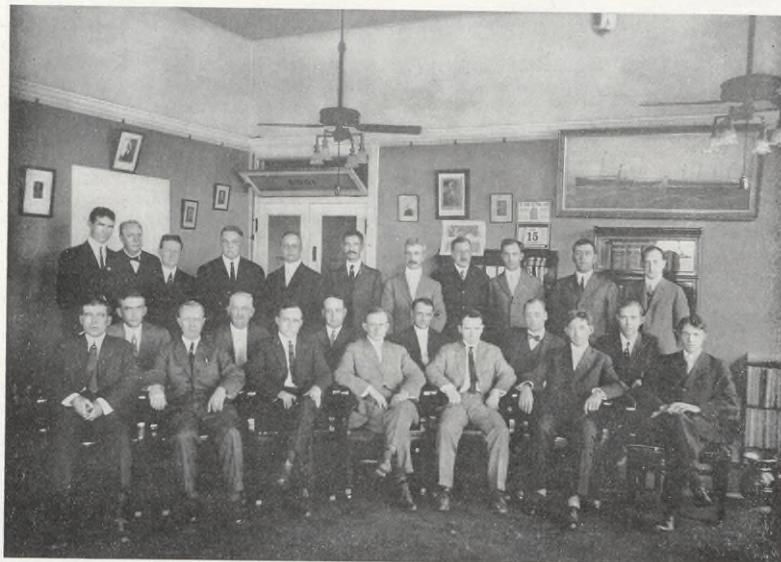
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sition of law and not one of fact and calls upon the Supreme Court to determine whether or not the evidence is insufficient as a *matter of law* to sustain the issue of fact. Of course if in passing upon the application for writ of error the Supreme Court concludes that the evidence is not insufficient as a *matter of law* to sustain the issue of fact, that is an end to the matter and the application is refused.

The recent opinion above cited seems to indicate that the above suggested proposition is not one of law but is one of fact, that if an application for writ of error asserts that the evidence is insufficient as a *matter of law* to sustain an issue of fact, this presents no legal

question within the meaning of the jurisdictional statutes governing the Supreme Court and the court need go no further except to use the "d. w. j." In other words, if there is a scintilla of evidence, so to speak, to sustain the issue of fact, the question of whether it is legally sufficient to warrant the finding in favor of the issue cannot be considered by the Supreme Court on an application for writ of error.

Where the proprieties and music do not flourish, punishments will not be properly awarded.—*Confucius*.



Joint Meeting Sales Department, Houston, May 13-17, 1913

Left to right—standing: R. E. Armstrong, Superintendent Houston District; *Jas. L. Autry, General Attorney; W. H. Wagner, Superintendent El Paso District; G. L. Noble, Manager Fuel Oil Department; W. F. Parish Manager Lubricating Division N. Sales Department; C. P. Dodge, Manager Southern Sales Department; L. E. Thorpe, Manager Lubricating Division S. Sales Department; W. C. Wallace, Manager Export Department; *A. F. Garrett, Secretary to L. E. Thorpe; W. H. Noble, Superintendent Dallas District; David Brown, Manager Insurance Department.

Left to right—sitting: Jno. P. Cook, Assistant to Manager N. Sales Department; Ira McFarland, Comptroller; M. Ellsworth, Superintendent Oklahoma District; W. T. Leman, Representative N. Sales Department, Chicago; F. D. Gatchell, Superintendent Norfolk District; T. J. Donoghue, Vice President; H. N. Cook, Superintendent Atlanta District; H. T. Snell, Superintendent Chicago District; Harry Tipper, Manager Advertising Division; C. H. Parker, Assistant to Superintendent Lubricating Division N. S. Department; R. C. Galbraith, Superintendent Pueblo District; *M. G. Jones, Superintendent New Orleans District; F. C. Kerns, Chief Clerk Lubricating Division S. Sales Department.

*Deceased.

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DEPARTMENTAL NEWS

The managers of the respective Departments have assigned to the persons whose names are here given the duty of sending to *The Texaco Star*, so as to be received by it before the 25th day of each month, departmental news, photographs, and other items of general interest. Material for this purpose should be sent to *them* before the 20th of the month. All are invited to coöperate.

Refining Dept.,
Natural Gas Dept.

C. K. Longaker, Houston
W. H. McMorries, Jr.,
Fort Worth

Ry. Traffic & Sales Dept.

J. A. Brownell, New York
H. Hassell, Port Arthur

Marine Dept.

H. N. Clark, New York
H. Tomford, Houston

Legal Dept.,
Treasury Dept.

H. G. Symms, Houston
R. Fisher, New York

Comptroller's Dept.

B. E. Emerson, Houston
P. A. Masterson, New York

Insurance Dept.,
Governmental Reports

C. M. Hayward, New York
Miss E. Marshall, N. Y.

Sales Dept. S. Territory

R. G. Galbraith, Houston

Sales Dept. N. Territory

Geo. W. V., New York

Asphalt Sales Dept.

J. I. Smith, New York

Export Dept.

J. B. Nielsen, New York

Purchasing Dept.

J. A. Wall, New York

Producing Dept.

J. E. McHale, Houston

Pipe Lines

T. H. Rankin, Denver

T. T. Co. of Mexico S. A.

Otto B. Borchert, Houston
Fred Carroll, Houston
C. W. Pardo, Tampico

EXECUTIVE DEPT. We regret to announce the death on April 9, 1925, of

Miss A. L. Clark. All those who knew her will remember her cheerful smile and ready wit.

Nearly fifteen years ago Miss Clark entered the employ of The Texas Company. In 1911 she came to the Executive Department and remained there until her death, at which time she was Secretary to Mr. E. C. Lufkin.

Throughout her long years of service she exemplified the highest type of loyalty to the Company with a spirit of willingness and friendliness that endeared her to so many of the employees of the New York office.

To her family we extend our deepest sympathy.

True friendship is like sound health, the value of it is seldom known until it be lost.

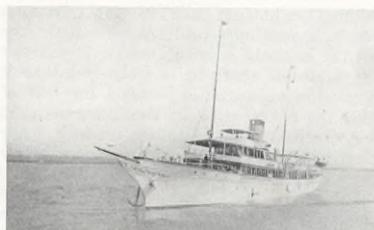
—Colton.

REFINING DEPARTMENT

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF APRIL, 1925

Refined—Coastwise.....	1,211,410 bbls.
Refined—Foreign.....	253,988 bbls.
	1,465,407 bbls.
Crude—Coastwise.....	307,217 bbls.
Total.....	1,862,624 bbls.

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Charleston, S. C., Terminal.—Yacht "Lyndonia"

Owned by Cyrus H. K. Curtis, publisher of the *Saturday Evening Post* and other magazines. Mr. Curtis stops with this yacht at Charleston each year on his way to Miami, and then makes another stop on his way north, for a supply of Texaco Diesel Engine Oil Distillate.

LEGAL DEPT. On April 16, 1925, effective immediately, Judge Robert A. John was appointed Associate General Counsel, and Judge T. J. Lawhon was appointed General Attorney, with offices at Houston as heretofore.

SALES DEPT. **S. TERRITORY**

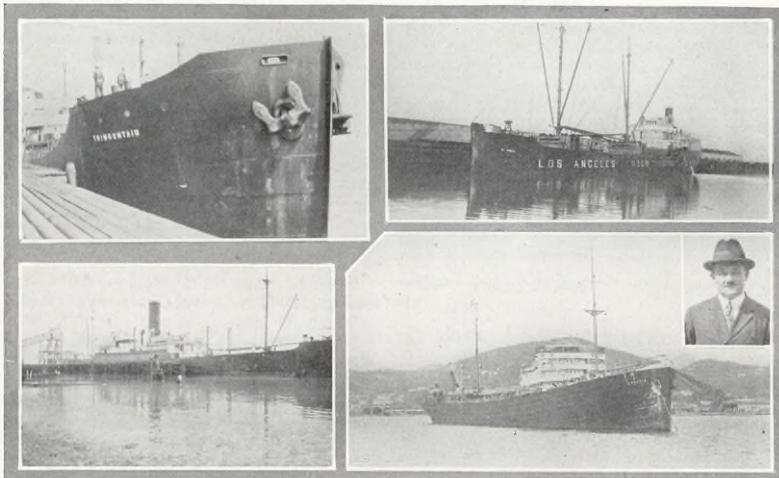
Houston District. Effective May 1, 1925, Superintendent (Sales) C. P. Dodge, Jr. was transferred from Houston to Florida District as District Manager. Mr. Dodge is sorely missed by a host of friends, but our loss is tempered somewhat with gratification in his new assignment which we know will be filled to the utmost satisfaction of all. We console ourselves with the reflection that Houston District's loss is Florida District's gain.



Yoakum, Texas

A new customer's place of business, the Lott Street Filling Station owned by Colley & Whittington. Standing by the pump are (left to right) Walter Pruetz, station employee; Agent W. A. Rittner of Yoakum Station; R. B. Colley. This handsome filling station is doing a gratifying Texaco business.

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Marine Sales.—Above: 1. American S. S. "Trimountain" owned by McAllister Brothers, New York. Mr. Burgess, chief engineer of this vessel has declared that Texaco Marine Lubricants have always given him perfect satisfaction. The entire fleet of McAllister Brothers is Texaco lubricated and the same satisfactory lubrication prevails on all vessels of this line. 2. American Steamship "El Abeto" owned by the Los Angeles Lumber Products Line of San Pedro, California. Mr. D. Ticknor is chief engineer. This vessel is lubricated with Texaco Marine Products throughout.

Below: 3. British S. S. "Kintyre" owned by the McMurphy & Greenlee Line of Glasgow, Scotland. This vessel is lubricated with Texaco Marine lubricants throughout, and Mr. Walter, the chief engineer, has expressed himself as highly pleased with their efficiency. 4. Italian M. S. "Lanuvio" owned and operated by the Societa di Navigazione Roma. Chief Engineer Borrione Alessandro (inset). This motorship has experienced perfect lubrication throughout with Texaco Marine Diesel lubricants. The satisfactory results obtained are indicated in a letter of commendation on the action of Texaco Marine lubricants presented to us by Mr. Borrione.

We are fortunate in having Superintendent (Operations) J. H. Glass assigned to position of Superintendent (Sales) *vice* C. P. Dodge, Jr. Mr. Glass is well fitted to carry on the good work and we are all glad to work under his able guidance.

Other changes and assignments in Houston District are P. H. Burger to Superintendent (Operations); G. D. English, Representative, transferred from Zone 12 to Zone 10 *vice* J. K. Sullivan resigned; Agent A. B. Fields, Austin, to be Representative Zone 12; I. D. Furlong, Salesman, Houston, to be Agent at Austin, Texas; Agent R. W. Patten, Houston, to be Representative Zone 1 *vice* W. L. Massie resigned; Representative A. H. Halverton, Zone 14, to be Agent at Houston. We wish all new incumbents the very best success in their new fields of endeavor.

We have had with us for the last sixty days Auditors Davis and Willett. It is always

a pleasure to have these gentlemen with us.

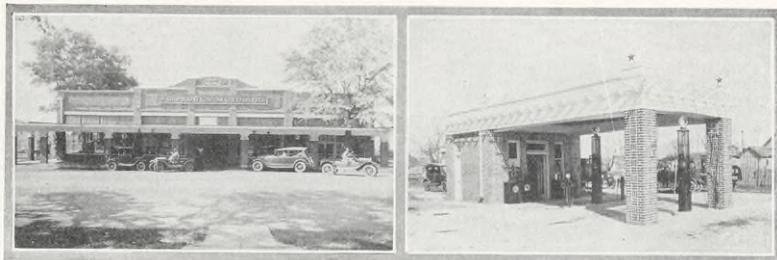
Motor Inspector T. W. Bradfield has a new Inspector in his family. A baby girl arrived on March 27. Our congratulations to Tom and Mrs. Bradfield.

Dallas District.—We enjoyed very much the visits of Mr. and Mrs. W. W. Bruce and Mr. G. W. Vos of New York, and Mr. W. H. Noble of Houston, on April 10-11; of Mr. and Mrs. G. M. Worthington on the 13 and 14; and of Mr. Dattner and Mr. Currie, of Houston, on the 17 and 18.

The District Manager and some of the D. O. staff and Dallas Station employees were recently guests of E. L. Haskins of Public Service Station, Dallas, on a trip to Coon Creek Fishing Club. All report a most enjoyable trip and the fishing fine.

The many friends of E. H. Browder in Dallas District extend sympathy for the loss

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J. G. Pegues Motor Co., one of our best customers in Longview, Texas

Whiteway Service Station, Garland, Texas, 100% Texaco

of his mother. Mrs. Browder passed away in Dallas on March 30, the remains being sent to Leonard, Texas, for burial.

Mrs. Ella Vinson, of the D. O., who had been ill for several months, passed away on April 9. The hearts of her host of friends were grieved over the loss of this true and faithful woman, and our sympathy for the bereaved husband is deep and sincere.

We extend sympathy to Representative W. R. Scott for the loss of his brother, who died suddenly at Wimber, Texas, on April 5.

El Paso District.—We take pleasure in announcing the marriage of an old timer, Louis Ezra Ruffin, on April 7, to Miss Rolloff of Santa Fe, N. M. They slipped off to Taos and took the life sentence. We have previously accused Ezra of homesteading Santa Fe, but now we understand why. The entire El Paso organization extends to the newlyweds sincerest congratulations and wishes for a long life of increasing happiness.

Oklahoma District.—We notice in the April issue of *Motor Oil Medium* a picture of an old time friend, Mr. H. W. Dodge, our ex-Superintendent. When we lost him from Oklahoma he went to Houston, climbing a step up the ladder; Houston lost him to Denver for the same reason; and now New York City claims him as their own. Mr. Dodge's example only goes to show that our slogan, "It Can Be Done," is a winner; for *it has been done* in this case, and we wish to announce to all that H. W. Dodge was the man who originated the slogan for Oklahoma when he was our Superintendent. Success is inevitable for you, Mr. Dodge, and you can rest assured that Oklahoma District will coöperate in every way.

We note *Pep's* welcome to Oklahoma Dis-

trict's lost child, the State of Kansas, and the encouragement offered that they are coming out to where "The West is Best" and Denver District is the "Best of the West." Of course there was a typographical error in the latter slogan, in that they meant to say, "Best of the Next." Our Kansas boys all know that Oklahoma is best. We wish to say adieu to the boys in Kansas, we know the "West" will not be disappointed in them in any undertaking they may wish to put on. Success to each and every one of you!

Here's what Creditman Shirley has to say on collections: "The best field organization of the best unit of the best company on earth has certainly shown some speed in the handling of collections during the last month (mean-



Oklahoma City Station

You've heard about whirlwind campaigns, but you never heard of or saw one like the performance which recently took place at our Oklahoma City Station. White collars, ties, vests, and other wearing apparel of the Special Agent, Agent, Salesman, Clerk, Cashier, and Drivers were discarded, and the fighting squad armed themselves with hoes, shovels, rakes, and a lot of pep and went after Oklahoma City Station to make it the "Station Beautiful" of the District. When Chief Accountant Lauman and Superintendent H. J. Dougherty went down to take a look at it they exclaimed in amazement. It was a work of art. Congratulations are due all the participants and we wish to thank them one and all.

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ing March), having set a new record of efficiency in Oklahoma District—12 stations made 100%—51 stations went over 75%—8 stations were between 70% and 75%—only 12 stations below 70% and 6 of these were mighty close to the mark. We hope next month we can report, "Not a station below 75%"; if we can do this, we shall claim the prize. Warning: Watch out, Florida, Creditman Shirley is framing a way to scale the fence and steal Florida's Pet Goat out of its corral, and what he goes after he just about gets.

Special Agent C. L. Thomas of Zone 5 has the distinction of having collected 100% of outstanding accounts for his entire zone, every station showing the 100% mark. The stations assisting in this feat were Ada, Holdenville, Sulphur, Wetumka, and Wewoka.

We welcome an old timer from Dallas District: meet Mr. M. D. Brazile, our new commission agent at Waurika, Okla. Mr. Brazile was formerly commission agent at Cooper, Texas.

New Orleans District.—We have had the pleasure of entertaining the following visitors: Messrs. W. H. Wagner, C. P. Dodge, C. P. Dodge, Jr., W. W. Bruce, Will Carroll, L. H. Daniel, S. E. Monroe, L. A. Ramage, E. A. Rulfs, and H. W. Dodge. Their presence was highly appreciated.

Honor stations in collections last month: Corinth, Yazoo City, Philadelphia, Vicksburg, Laurel, Ruleville, Lexington, Logansport, Jennings, and DeRidder, in the order named. The first three attained 100%.

It is our sad duty to record the passing of Representative J. A. Morson's brother in Jackson, Miss. Everyone joins in extending sympathy.

Our baseball team has passed through the stages of spring training and is getting under way with vim. The schedule provides for a game every Saturday afternoon. Two games have been played, both won by the Texaco Stars—the first 27 to 8, the second 20 to 4. The boys were anxious to be photographed for the *Star*, but decided to wait until the arrival of their new uniforms. The players are C. Modinger, Manager; B. J. Rice, Catcher; J. A. Bergstrom, Pitcher; B. J. Capella, 1B (Capt.); H. O. Aime, 2B; L. Stadler, 3B; F. V. Ryder, SS; R. H. Flower, LF; H. B. Grannen, CF; Geo. Artigues, RF; E. T. Salathe, Pitcher and Utility; DeShazo, Utility; J. Zimmer, Utility; J. O'Brien, Utility.

Atlanta District.—Vice President W. W. Bruce, of New York, and Assistant Manager W. H. Wagner, of Houston, were our guests on March 28.

Superintendent of Motor Equipment H. E. Spear, of Houston, held a meeting of Motor Inspectors in Atlanta March 31-April 3.

Born, on March 22, to Mechanic J. F. Goff and wife, of Columbia, S. C. Station, a son J. F. Goff, Jr.

Born, on March 31, to Salesman Hill Snyder and wife, of Columbia, S. C. Station, a daughter named Mary Ann.

Born, on April 2, a daughter, to Agent E. F. Thompson and wife, Vidalia, Ga.

Mrs. Bessie Bell Wingate, aged 30, wife of Tank Motorman M. A. Wingate, Columbia, S. C. Station, passed to her reward on April 16. She is survived by her husband and five small children. We realize that in this hour of sorrow nothing can alleviate suffering to any great degree, but we wish to express to

Ruston, La. Station

Left to right: Agent J. S. Harris, Asst' Agent R. W. Tucker, Jr., Driver G. A. Land, Driver O. H. Land.



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our comrade and fellow employee our sincere sympathy. Employees of the Company sent a beautiful wreath marked, "From The Texas Company Employees."

Florida District.—In the process of individual evolution within an organization ties of friendship are formed which bind us strongly to our associates and co-workers, whether their positions in the common endeavor be on a subordinate, equal, or superior plane to our own. As time rolls on and years are written into history, those of us who have been so fortunate as to work with him will recall in pleasant reminiscence their association with our former Superintendent, Mr. E. H. Browder.

With feelings of regret each employee of Florida District received the information of Mr. Browder's resignation, effective May 1, —an action on his part taken to enable him to accomplish still greater things in a different branch of commerce. In his long and continuous service with The Texas Company, beginning in an obscure capacity seventeen years ago, Mr. Browder has made hundreds yes, thousands of friends within the Company and with the Company's trade clientele in whose hearts there will always remain a tender feeling for him. It is with tear dimmed eyes that we bid him goodbye, and with this farewell is our genuine wish for his unlimited success in his new venture.

We are very grateful to learn of the appointment of Mr. C. P. Dodge, Jr., as District Manager for Florida. While many of us have not had the pleasure of knowing Mr. Dodge



R. McCall's Store and Filling Station at Santos, Florida, on the Dixie Highway.

A few of the interesting facts concerning this picture are: Texaco Motor Oil E. H. and Texaco Gasoline were used in the trucks and rollers that built the rock base of the Dixie Highway shown here.

Texaco Motor Oil E. H. and Texaco Gasoline were used in the trucks that applied the asphalt and slag rock to this road. The asphalt used on this road was purchased from the Texas Company.

Mr. McCall is doing an excellent (Texaco) gasoline and motor oil business, considering that his station is out in the country.

personally, from the accounts we have heard of him we feel that we are to be congratulated upon his appointment. Just take the helm, Mr. Dodge. You will agree with us that the "Florida" is a wonderful ship, and its crew are determined to perpetuate the slogan adopted on its launching: "Make Florida First in Everything!" We welcome you!

Out of 45 stations in the District 7 went 100% on Collections during March and 22 averaged above 90%. Florida District has been leading the Southern Territory for the last four months, and every man has determined that first place belongs to Florida. We



Palm Park Service Station, South Jacksonville, Florida

Paul K. Reid, an old Texaco booster, formerly at Arlington, across the river from Jacksonville, has recently opened an up-to-date station in South Jacksonville, known as Palm Park Service Station. Texaco Products coupled with the excellent service Mr. Reid maintains for his customers continue to make them more and more numerous. The first day he opened this new station his sales of Texaco Motor Oil ran over 300 gallons.

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anticipate breaking all records during April.

Agent Snead of Sarasota, Agent Chadwick of Punta Gorda, and Agent Hirth of Fernandina are running a race for long distance championship. Each makes 100% on collections every month.

The average collections for the nine Zones in the State shows 5 Zones with an average above 90%, 4 Zones with an average above 84%.

During March there were only 3 Stations that fell below the required percentage, 2 of these being the smallest in the District.

Assistant Agent M. F. O'Brien of Lake Wales, Fla. Station is the proud father of an 8½-lb. baby girl. To Mr. and Mrs. O'Brien we extend congratulations.

Agent Sam Stalls, Ft. Myers, Fla. Station, is a hard worker; but here comes a message from him stating that he can now go to work harder, having become the father of a sweet little eight-pound black-headed daughter. Congratulations!

The man who is dependent upon his next week's pay for his next week's meals is afraid to strike out for himself. He cannot afford to take any chance, to run any risk, to enter any new field. To escape from this,—save.

The secret of contentment is not in doing what one likes, but in liking what one has to do.

SALES DEPT. **New York District.**—
N. TERRITORY It was with deep regret that we learned of the death of Agent Robert Lahy at Patchogue, N. Y. Our sympathy is extended to Mrs. Lahy and daughters.

Catskill, N. Y.

The filling station of Carmine Sarro, 100% Texaco.

This station was erected last summer at a cost of \$4,600 exclusive of the lot. It contains both ladies' and gentlemen's rest rooms and a room for refreshments. The ladies' rest room is carpeted with a heavy rug and is prettily furnished with wicker rockers and table.

The wide well planned drives are notable, and the exterior appearance of the station is such that much comment has been made by tourists, some asserting that it

is the best seen after leaving the South. It may be safely said that it is the best by far for many miles.

This station is located on the right-hand side of the New York-Albany state road on the west side of the river, at the south entrance to Catskill village.



Ogdensburg, N. Y.

This loyal Texaco force made it possible for Ogdensburg, N. Y. Station to secure the fourth Quarterly Prize in the New York District and the second National Grand Prize. When you consider the territory which they have to cover and the bad weather conditions to overcome, they certainly are deserving of more than honorable mention. They assure us that they are going to continue to make every effort to keep in the winning class. They will not be contented to rest on past laurels.

Left to right, standing: Chauffeur Roy Jacques, Ass't Agent J. J. Cunningham, Chauffeur Edmond Montroy. Seated: Agent L. E. Cleland.

Philadelphia District.—District Manager C. R. McCarthy and Superintendent (Sales) H. B. Joseph are wearing their new titles very becomingly.

Auditors Breeding and Yeatman of the Houston Office have been with us for some time. We hope they have enjoyed their visit as much as we have enjoyed having them with us.

C. T. McCurdy has been appointed Representative in the Pittsburgh Territory. Welcome to our District, Mr. McCurdy. We are pulling for you.

Our friend "Ray" Byrnes, Superintendent (Operations),—new title and all—had a mis-



The TEXACO STAR

hap the other day. Someone ran into him, crushing him up against his car and badly injuring his knee. Fortunately no bones were broken and but for a limp Ray is the same as ever.

Every good story has its hero. Yardman J. R. Johnson at our South Washington, Va. Station entered the Hall of Fame by way of a recent fire at this Station. On April 5 he was loading a truck when suddenly it burst into flames. He immediately closed the two quick-closing valves, sounded the fire gong, called the Fire Department, and with others began to fight the fire with the apparatus at the Station. By this time the whole loading platform was in flames, which prevented the removing of the trucks in the garage. When the fire companies began to arrive it looked like curtains, and even more so when the force of the water opened the valve levers permitting the gasoline to run wild and creating an additional hazard. Here is where Mr. Johnson rose to great heights. Creeping beneath the storage tanks, with flames sweeping all around he closed the wheel valves. The result is we still have a plant and Mr. Johnson has our thanks and admiration for his bravery and loyalty. Other members of the organization at South Washington also performed important services, if not so conspicuous. Good work, we say.

"Judge" McCann of Trenton, N. J., has taken the fatal step. Miss Clara Dennish finally consented, and now it is "Judge" and Mrs. George J. McCann. Accept our congratulations.

Norfolk District.—Our able Representative at Rocky Mount, N. C., L. G. Katz by birth but Louie by name, has asked the writer to broadcast to the World that his territory won the Lubricating Cup for 1924. I believe the *Star* will fill the bill. How's that for a starter for Norfolk District news, Louie?

The recent visit of Messrs. H. W. Dodge and J. P. Gruet was enjoyed by our District. Somehow or other, visits from our New York officials seem to add new life to us and we hope they won't make it so long between drinks.

Lee Dongan, former Ass't Agent at Greensboro, N. C., has been made Re-Sale Salesman in that Territory. Best wishes to you, Lee. We know you will make good.

Salesman S. J. Noreck, who recently resigned, will be replaced by W. M. Stroud.



Truck A-1292, Greensboro, N. C.

The officials are high in their praise of the appearance and condition of this truck. It is operated by R. H. Fulton, who takes pride in the appearance and operating efficiency of his truck.

Mr. and Mrs. Stroud, and their little son, Graham, will make their home in Rocky Mount.

Salesman J. H. Crockett has been transferred from the Roanoke Territory to the Rocky Mount Territory, to take the place left vacant by Salesman Stroud.

We were sorry to lose W. D. Denby and J. A. Kitchen, the former placed on the Disability Roll for injuries received in an accident last year, and the latter laid off in our campaign to reduce expenses.

"Married life is fine, but single life for mine," did not sound very well to our Steno-Clerk Miss Elizabeth Cox. She picked off one of those good-looking traveling men coming through Rocky Mount and before he could say "No" she had answered the minister, "I will." Congratulations.

C. G. Papenfus, Traveling Mechanic in Norfolk Territory, is also going to try the rest cure by getting married and staying in nights. A word to the wise is sufficient: if you will listen to the writer, Pap, old boy, you will join all the lodges in the city. You have the wishes of the entire District for a long and happy married life.

We extend our sympathy to the family of the late G. W. Hamilton, formerly of the crew of the Barge *Anna*, who recently passed into the great beyond.

Our sympathy is extended to Chauffeur G. G. Hambrick, Princeton, W. Va., for the loss of his father.

Speaking of deaths, which is not a pleasant subject to write on or to read about, but which is always given space in the newspapers, the writer recently received this item that would call for bold type headlines in the papers. On March 15 Chauffeur D. T. Hannon, of

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Beaufort, N. C. Station

1. Office. 2. Sidewalk pump in front of the office. 3. Storage tanks on the wharf.
A little water, such as a flood, does not mean anything to our Beaufort force. They kept right on selling Texaco products.

Henderson, N. C., received a wire that his sister had died at Carthage, N. C. On his arrival home he not only found the sister dead, but his mother and father and two other sisters ill with pneumonia. The two sisters died while he was attending the burial of the other sister. He returned to work on March 10, and on March 26 received a wire that his father was dead, and while he was attending the burial of his father his mother died. Mr. Hannon certainly has the sympathy of The Texas Company in its entirety.

Chicago District.—We were honored by a visit from Vice President Bruce on April 14. We are certain that all *Star* readers wish him every success in his new position.

We have lost our next door neighbor, the Railway Sales Department having moved to the next floor above where more space was available.

We intended to give honorable mention last month to Agent Bero and Twin Cities Station for the sixteen Special Car Loads (some moved as club cars) sold during February.

We welcome A. F. Kadlec, formerly of Pittsburgh District, who will act as Assistant Creditman for Chicago District.

W. H. Perry, formerly Chief Accountant, Pittsburgh District, was a caller in D. O. today. We wouldn't be at all surprised to see "Bill" every day from now on. It took his "Leaping Lena" just 19 hours to hop from the Smoky City to the Windy City.

L. D. Wood, formerly Agent at Louisville, has been transferred to Representative, Columbus, Ohio.

J. G. Vedder, formerly Salesman at Kingsbury Station, Chicago, has been promoted to Agent at Kansas City *vice* A. J. Sewing transferred to Agent at Milwaukee.

Ye Scribe has just looked over Kingsbury Station, which is now under the supervision of Agent E. C. Woodin, and is pleased to say it is looking fine and is ready to handle the summer business in good style.



Dirt Roads in Spring

To show those who may think all deliveries are made from hard roads just what dirt roads in springtime look like, we send a picture of Chauffeur B. Tasdal, Morris, Ill. Station, and his Ford truck. Like the mail—"The Gas has to get there, regardless."

Omaha District.—Our former Assistant Superintendent, T. E. Goodwin, who has been in the employ of The Texas Company for

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seventeen years, severed his connection with us on March 31. This was a surprise to all and it goes without saying that Mr. Goodwin leaves us with regret in his heart and ours. Mr. Goodwin came to the Omaha District in its infancy, joining Superintendent Seawell in June 1923, to assist in pioneering this District. He departed on March 31, headed for Dallas, Texas, where he is going into a manufacturing business. The entire Omaha District wishes him health and prosperity, and may the time come when it will be our good fortune to talk over with him the days of yore.

Our former creditman, P. R. Walker, or just plain "Phil," has tendered his resignation. Mr. Walker has intimated that it is his intention to go into business in Dallas, Texas. We shall miss you, Phil, and we want you to know that you have the good wishes of the entire District.

Omaha District is holding its own on collections, and what's more, they are going to carry on.

Agent H. L. C. Ofe of Plattsmouth, Nebraska, and Agent E. H. Wray of Humboldt, Nebraska, visited our D. O. on April 8. Very glad to see you.

L. C. Ingram, Lubricating Engineer, gave a remarkable address to seventy young ladies and four young men at the High School in Ainsworth, Nebraska, on the Texaco School Exhibit samples which had arrived that day. Superintendent G. H. Seawell was present at the lecture and he speaks words of praise for "Sox" on his address. It is also worthy of mention that Mr. Ingram convinced a very exacting Ford dealer in the Ainsworth territory on our Motor Oil Ford.



Plattsmouth, Nebraska

Agent H. L. C. Ofe's filling station on the K. T. Trail.

Denver District.—We enjoyed a visit from F. L. Rawls, on his first official visit since Kansas was made a part of this District. We

were all pleased to meet him and are glad to have him a part of our District.

We recently had the pleasure of a visit by A. J. Hill of North Platte, one of our good customers. We were also favored with a visit by T. H. Walker of Leadville.

We welcome F. Kohlenberg, our new Agent at Evanston, Wyoming. We feel that Texaco will be well represented in that section of Wyoming.

D. H. Green, formerly Agent at Haxtun, Colorado, has taken charge of the Sidney, Nebraska Station, succeeding M. H. Robineau. We are looking for great things from Sidney. J. C. Blake succeeds Mr. Green at Haxtun.

On the evening of April 18 members of the Texaco Club and their families enjoyed a Minstrel Show and Dance at the Woman's Club. This affair proved very enjoyable and was well attended. Many of our members demonstrated their ability as entertainers. Talents were displayed which the actors were not previously known to possess. Those who were responsible for the promoting of this delightful affair are due much credit, and may such good times be often repeated.

Denver District mourns the passing of T. F. Coppinger, on April 16. Tom, as he was known to his associates, came to The Texas Company in 1917 as Filling Station attendant. He rose rapidly to Filling Station Supervisor, City Salesman, and Zone Salesman in Zone 4. Tom leaves a host of friends. He is survived by his wife and two children.

Congratulations are extended to the following Utah stations for exceeding all their February quotas: Ephriam, Nephi, Provo, Price.

Special mention is deserved by Provo's Feb-



Trinidad, Colorado

Filling station operated by C. W. Seely, one of the largest dispensers of motor products in Trinidad. A splendid outlet where quality is foremost.

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ruary Crystalite sales. By concentrated effort Agent Hischier and Assistant Brockbank brought their Crystalite sales from almost the lowest in the District to the leading station on this product. Instead of using the alibi "There is no demand for Crystalite," these boys said "There is a demand for Crystalite and someone is selling kerosene." If other agents wish to know the methods used, Agent Hischier and Assistant Brockbank will be glad to inform them.

Bob Timms of Brigham City, after a tough winter, is showing what a 100% Texaco Agent can do if the elements give him a chance. He has gone Crystalite crazy, and in a short time will shatter some Salt Lake records. Bob can always be depended on as a "pinch hitter."

Agents Hischier of Provo and Hansen of Logan are after the laurels of Agent Miles of Grand Junction, Colorado. Each of these old reliables have sold two carloads of Nabob Oil for spraying purposes, and they both say, "You ain't seen nothing yet." We believe them.

Spokane District.—The following agents achieved notable collection percentages in March:

J. J. Boyle	Blackfoot, Idaho	100%
T. J. Stockstill	Davenport, Wash.	100%
F. P. Shoemaker	Deer Park, Wash.	100%
F. L. Erdman	Rexburg, Idaho	100%
C. B. Palmer	Rosalia, Wash.	100%
S. E. Allen	Tacoma, Wash.	100%
L. C. Wilson	Wallace, Idaho	99%
M. E. Duncan	Nampa, Idaho	96%
J. W. Teipner	Lewiston, Idaho	94%
J. W. Holmes	Idaho Falls, Idaho	94%
W. H. Hiatt	Mountain Home, Idaho	94%
E. M. Rogers	Boise, Idaho	94%

We commend the following agents for their March Lube Sales, the percentage being against quotas:

M. E. Duncan	Nampa, Idaho	223%
R. D. Sherrod	Tekoa, Wash.	183%
Carl Smith	Moscow, Idaho	160%
E. E. Johnson	Newport, Wash.	152%
E. E. Ostrander	Twin Falls, Idaho	150%
J. W. Teipner	Lewiston, Idaho	148%
J. W. Holmes	Idaho Falls, Idaho	146%
J. J. Boyle	Blackfoot, Idaho	144%
F. P. Shoemaker	Deer Park, Wash.	143%

When a man does all he can, though it succeeds not well, blame not him that did it.

Show not yourself glad at the misfortune of another, though he were your enemy.

—George Washington.

ASPHALT SALES DEPT.

Our latest review of cities and towns east of the Rocky Mountains which have Texaco Asphalt pavements reveals a total of 1,102. Don't pass by that figure too quickly, you might not appreciate its scope. These are the cities and towns thus far recorded at New York. The actual total is undoubtedly between 1,150 and 1,200. Another talking point for the quality of Texaco products.

All sorts and quantities of evidence of the exceptional quality of Texaco Asphalt are to be found throughout the country, but a recent communication from Representative L. W. Gay of Buffalo contains about as convincing proof as any. Mr. Gay invites attention to the fact that Whitmore, Rauber & Vicinus, one of the leading contracting organizations in New York State, has used Texaco Asphalt exclusively for the last four years.

In certain sections Texaco "All Asphalt" paving, in which the foundation course as well as the top contains Texaco Asphalt as a binding medium, has attained great popularity. In North Carolina, for example, there are, completed and under contract, more than 150 miles of this type of construction. In the municipalities of Texas there are 607,000 square yards of Texaco "All Asphalt" paving. Mercer County and the city of Passaic in New Jersey and Oil City in Pennsylvania are other localities in which this pavement has been adopted.

O. F. Reynaud of Houston is so filled with enthusiasm over compliments he has received about Texaco Road Oil that he wants to tell us all about them. Here is a quotation from a letter sent to him by the W. S. Delery Engineering Company of San Antonio, Texas: "I firmly believe that Texaco Road Oil has solved the problem of economical road maintenance, as well as overcoming the dust nuisance that is very abominable and dangerous to health and property. I will be glad to advocate at any time the use of this valuable commodity for permanent roads."

After an association of ten years, R. R. Barrett, Assistant Superintendent of our Eastern Division, resigns, effective April 30, to go into the paving contracting business. He will be a member of the firm of Gilligan, Barrett & Cahill, with headquarters in Newark, N. J. During his connection with this Department Mr. Barrett has filled with exceptional ability the offices of Representative, Engineer of Eastern and New England Divi-

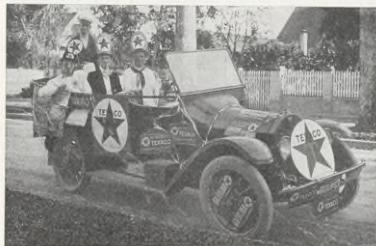
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sions, and Assistant Superintendent of the Eastern Division, in addition to his active membership on our Engineering Committee. Although the material loss to the Department through Mr. Barrett's resignation is great, many of those who have been closest to him feel a personal loss at least as great. He goes to his new venture with the best wishes of all.

We note in a recent issue of *Trap Rock Chats*, a publication put out by the Texas Trap Rock Company, an item of particular and timely interest. Those who have heard of the prowess of Col. A. D. Stivers, Southwestern Division Superintendent, with the golf clubs will find it of especial interest. We quote from the *Chats*: "Having heard Col. A. D. Stivers talk about his golf playing, we played a game with him the other day in Dallas. His golf clothes fit him, and he has a nice set of clubs. He has as much chance of ever being a golf player as the Editor of *Chats* has of being chosen State Highway Engineer." This is mentioned merely as a matter of information for the Colonel's friends. Kindly do not tell him its source.

The month of March brought two new arrivals into the homes of members of this Department. The baby girl who arrived at the home of M. J. Fitzgerald, one of our New England go-getters, put in her appearance on Friday, March 13, in spite of all the ominous predictions associated with such a day. The second arrival was also a baby girl, and the proud father was Eldon B. Smith, Assistant Engineer of our Western Division.

EXPORT DEPT. R. C. Dare of the Sydney office arrived in New York on April 11. Johnston Tighe, Superintendent of South African Lubricating Division, sailed from New York on April 25.



Joinville, Brazil

Combining pleasure with usefulness Inspector G. J. Helfenberger arranged this method of advertising Texaco Products during recent carnival festivities at Joinville, Brazil.



Hankow, China

The Texas Company's Hankow district office is on the third floor of this up-to-date office building which is owned by the Asiatic Trading Company and occupies one of the most favorable locations on the Bund.

H. Butler, who has been working in the New York Office for the past year, sailed for Capetown by way of London on April 4.

Manager Max Everaert of the Continental Petroleum Company has been on a short visit to the United States.



A stop for gasoline

With more than 1200 miles already covered of a trip from Porto Alegre to Rio de Janeiro, Brazil, this Ford car stopped at this street pump in São Paulo for gasoline. The entire journey was completed without mishap. Texaco products were used exclusively and received considerable spontaneous publicity.

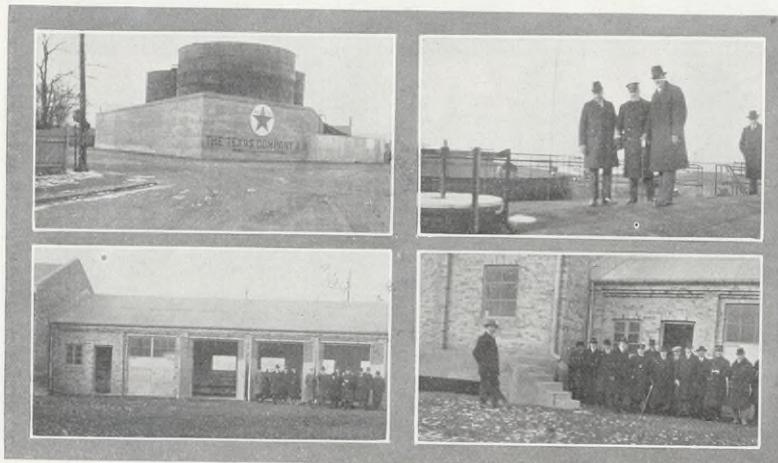
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Meeting of Regular Agents and Salesmen of The Texas Company, S. A. I., Rome, Italy, January 23-24, 1925

Seated, left to right: R. Corsi, Agent Rome Territory; T. Theodoli, Manager of The Texas Company, S. A. I.; H. A. Hurt Marketing Assistant; S. Di Somma, Agent Naples Territory; G. Gambaro, Agent Genoa Territory.

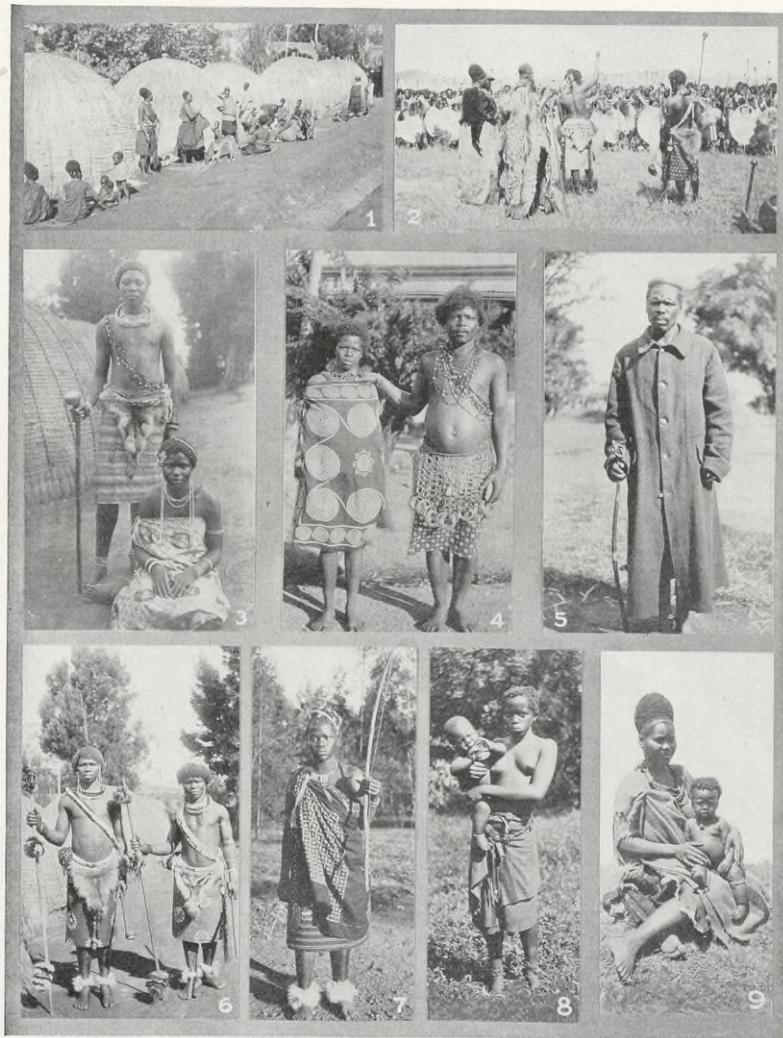
Standing, left to right: A. Catani, Salesman, Rome; F. Kusterman, Salesman, Rome; L. Gambaro, Salesman, Genoa; F. Ponte, Salesman, Genoa; M. Colombo, Salesman, Turin; G. Marconi, Marine Salesman, Genoa; D. Chioldo, Agent for Piedmont Territory, Turin; G. Righini, Chief Accountant; E. Siniscaleo, Salesman, Naples; G. De Cargo, Salesman, Naples; C. Poccetti, Salesman Accounting, Central Office; A. Robino, Stocks and Transfers, Central Office.



New Terminal of The Texas Company, A. B. at Malmö, Sweden

First snapshots received. We hope for more views. Here are shown: 1. Storage tanks for kerosene and gasoline. 2. Mr. S. Hallager, who supervised construction; Mr. Eklund, Fire Chief; Mr. Feilitzen, Chief of Combustibles for Sweden. 3. Garage and mess hall. 4. Corner of warehouse.

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From Swaziland

1. Swaziland native kraal. 2. Swazi Queen and Chief in leopard skins. 3. Prince Mlumbi and girl. 4. Chief Dinabantu and girl. 5. Chief Mandanda. 6. Swazi warriors. 7. Swazi woman. 8. Girl and baby. 9. Mother and child.
For these photographs we are indebted to Mr. H. de Jong, Representative of T. T. Co. (South Africa) Ltd.

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Swazi impi (regiment) on the march

The gardener trims back the rose trees to improve the blooms; do you suppose we are given our trimmings for a similar reason?

—*Through the Meshes.*

The firmest friendships have been formed in mutual adversity, as iron is most strongly united by the fiercest flame.—*Colton.*

PURCHASING DEPT. WESTERN TERRITORY.—Miss Otto Marian Robertson, stenographer, latest addition, past sixteen and willing—to work.

PRODUCING DEPT. WHO'S WHO IN THE PRODUCING DEPARTMENT.—J. L. McMahon, General Superintendent, North Texas Division, whose picture is here shown, is a product of the oil industry, having been born at Karns City, Pennsylvania, and having entered the industry at the age of thirteen—between school terms. It is said that he was red headed for two years, between the ages of eleven and thirteen, from carrying rusty junk rivets in his hat to be sold to the junk man. At thirteen he was employed by the National Transit Company to clean out steel storage to be salvaged, as pipe line walker, and as telegraph operator. He was employed by the Buckeye Pipe Line Company in various capacities until he was fifteen, after which, for fourteen months, he was employed in various superintendents' offices of three Western Pennsylvania railroad companies, returning to the Buckeye Pipe Line Company in Ohio. He was finally transferred to the Prairie Oil & Gas Company, headquarters in Tulsa, in 1904 and remained with that company until 1907. After that date he operated independently oil and mining properties in the Mid-Continent field and in the Joplin (Missouri) mining district.

His connection with The Texas Company dates from 1912, as Assistant General Superintendent, North Texas Division, and has been continuous since that time except from October 1, 1915, until July 1, 1918, when he came to Wichita Falls as General Superintendent, North Texas Division. During the period 1915

to 1918 he was again an independent operator in the production of oil and the gasoline manufacturing business in Oklahoma.

From those who have known him long, the worst "blunder" he ever pulled was during his employment as gauger, telegraph operator, boiler cleaner, and general roustabout at Mt. Cory Station. Adgate Station at Lima was pumping 1,000 barrels per hour to Mt. Cory. Johnny, as everyone called him at that tender age, was charged with the responsibility of changing streams (lines)—switching tanks. Everything went well until one morning, with gauge reel in hand, he stepped from the bottom step on the stairway of a 37,500 barrel tank. He had always been a keen rabbit hunter (with a club usually), and a rabbit jumped from the bottom steps. Johnny forgot to open the gate on that tank, but did close the gate on another tank, or partially close it. He thought immediately of the gate he had not opened; but the gate he had not opened, by



J. L. McMahon
General Superintendent
North Texas Division

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the time he thought of it, had such a pressure against it that it could not be opened by him, and he witnessed a sight that he has never seen since. Gaskets were blown out and many geysers were apparent in the immediate locality. Wrenches were brought to the rescue and the damage was hurriedly repaired.

It might have been at this particular time that he went to "railroading." We rather think it was. Our information, however, is that he quit two months later to go back to school, and that it was after going to school again that he went to "railroading"—but not until he had been placed "on file" many times.

Mr. McMahon has gone through, in a practical way, every branch of the pipe line, producing, and office ends of the oil business.



T. T. Co., Reagan No. 2, Live Oak County, Texas

This well blew in while pulling drill stem out of hole. Estimated at 4,000,000 cu. ft. of gas; depth 873 feet. Drilled with a small gasoline rig. Driller: R. D. Rowley.

This was a "wild-cat" test. We are drilling Reagan No. 2 to be a deep test.

We are very sorry to announce the death of C. D. Meider, an old employe at Sour Lake, Texas, who died March 31, 1925, after a short illness. Mr. Meider entered the service in 1905 and was always loyal and faithful.

Old Church
at
San Luis
Potosi
in the
State of
San Luis
Potosi
Mexico

Begun
in 1747
Completed
in 1790



Around the World with Texaco

If you have friends who are teaching geography in the schools, call their attention to the book described in the editorial paragraph under the above heading. It is available for them as long as the limited edition lasts.

Confused Memory of First Page News

A well known bishop, whose benevolent aspect does not belie his real character, tells this story on himself. While waiting at a railway station he observed that he was being eyed with keen interest by a shabby but cheerful individual, who finally shuffled over and accosted him:

"Scuse me, mishter. You don't know me, but I know you. I've sheen your picture in the paper, but dam 'f I c'n 'member what it wash you wash 'rested for!"—*Nuggets*.

CRUDE OIL PRICES AT WELL

April 30, 1925

Penna., Bradford	... \$3.40	Homer	... \$1.45 to 1.80
Other Penna.	... 3.30	Caddo	... 1.70 to 2.05
Indiana	... 2.03	DeSoto	... 1.90
Canada	... 2.88	Bull Bayou	... 1.55 to 1.85
Ragland, Ky.95	Crichton	... 1.70
California	... 1.25 to 2.40	Gulf Coast	... 1.75
Kan. & Okla.	1.35 to 2.35	Mexia	... 2.00
N.&N.C.Tex.	1.35 to 2.35	Luling	... 1.15
Eldorado	... 1.60 to 1.70	Currie, Powell	... 2.00
Smackover40 to 1.30	Wortham	... 2.00
Haynesville	... 1.60 to 1.70	Wyoming	... 1.28 to 2.15

SUGGESTIVE INDEX OF CURRENT ARTICLES

Journals cited are gladly loaned, if in our library to persons connected with the Company. The journal or journals called for will be sent by return mail, unless in the hands of some one who has made a previous request—and in the latter case, as promptly as possible. Please give full and exact mailing address.

EXECUTIVE. How to Design Effective Business Forms. J. Eigelberner.—*Industrial Management*, April 1925.

PRODUCING. Electric Drive Proves Successful for Drilling. Jay Harris.—*The Oil Trade*, April 1925.

LABORATORIES. Corrosion Symposium. Series of papers presented before the Division of Industrial and Engineering Chemistry, American Chemical Society Meeting, Baltimore, April 6 to 11, 1925. Copies of the Symposium are available in the New York and Houston libraries of the Company.

Gaseous Explosions. I. Initial Temperature and Rate of Rise of Pressure. G. G. Brown, E. H. Leslie, and J. V. Hunn.—*J. Ind. & Eng. Chem.*, April 1925, page 397.

Examination of a Turbine Oil Sludge. Albert Salathe, Research Laboratory, General Electric Company.—*J. Ind. & Eng. Chem.*, April 1925, page 414.

Reclamation of Automobile Crank-Case Oil. Charles van Brunt and P. Schuyler-Miller.—*J. Ind. & Eng. Chem.*, April 1923, p. 416.

The Behaviour of Lubricating Oils under Oxidising Tests. J. B. Hoblyn.—*J. I. Pet. Tech.*, February 1925, page 1.

Hydrogenation in the Petroleum Industry. H. I. Waterman and J. N. J. Perquin.—*J. I. Pet. Tech.*, February 1925, page 36.

FUEL OIL. The Domestic Oil Burner—Past, Present, and Future. C. H. Chalmers.—*The Oil Trade*, April 1925.

SALES. Causes of Loss in Marketing Gasoline—How to Hold Them Down. Paul Truesdell.—*National Petroleum News*, April 8 and April 15, 1925.

Dress Your Station Up with Flowers—Here is How to Go About It.—*Nat'l Petroleum News*, April 1. Lists, with descriptions and instructions, selected by gardening experts for this purpose, of (1) Perennial Shrubs, (2) Perennial Flowering Plants, (3) Tuberous Plants and Bulbs, (4) Early Spring Bloomers from Bulbs, (5) Hardy Annuals, Blooming from Seeds, (6) Hardy Climbing Vines.

LUBRICATING. Lubricating and Cooling the Cutting Tool. Allen F. Brewer.—*Industrial Management*, April 1925.

GENERAL. The Underlying Trend. A. W. Shaw.—*System*, April 1925.

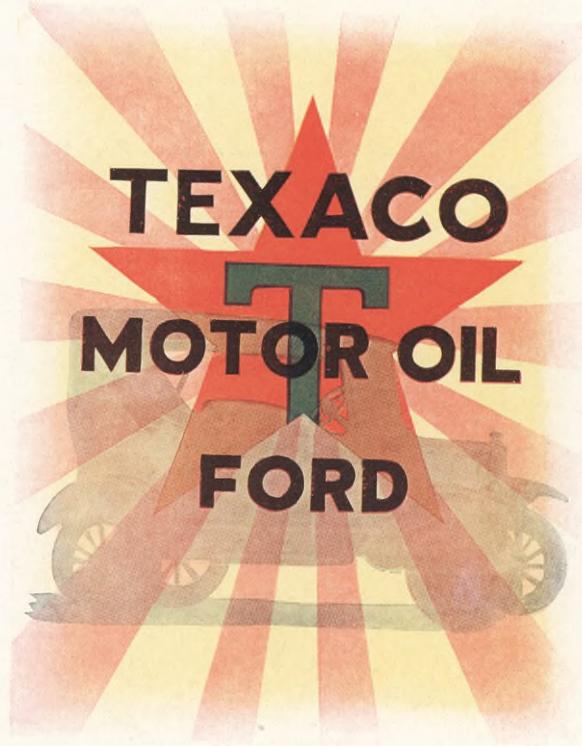
Brothers in Lenin. Nikolai Burkharin.—*The Living Age*, April 18, 1925.

BOOK Industrial Ownership. Robert S. Brookings.—*The Macmillan Company*, New York. \$1.25.



Ulricehamn, Sweden

This is The Texas Company's Agency at Ulricehamn, Sweden, J. W. Engstrom, proprietor. Note the swing arm fixed above the round Texaco sign against the wall. The swing arm is made necessary by municipal regulations prohibiting curb pumps.



TEXACO
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MOTOR OIL
FORD