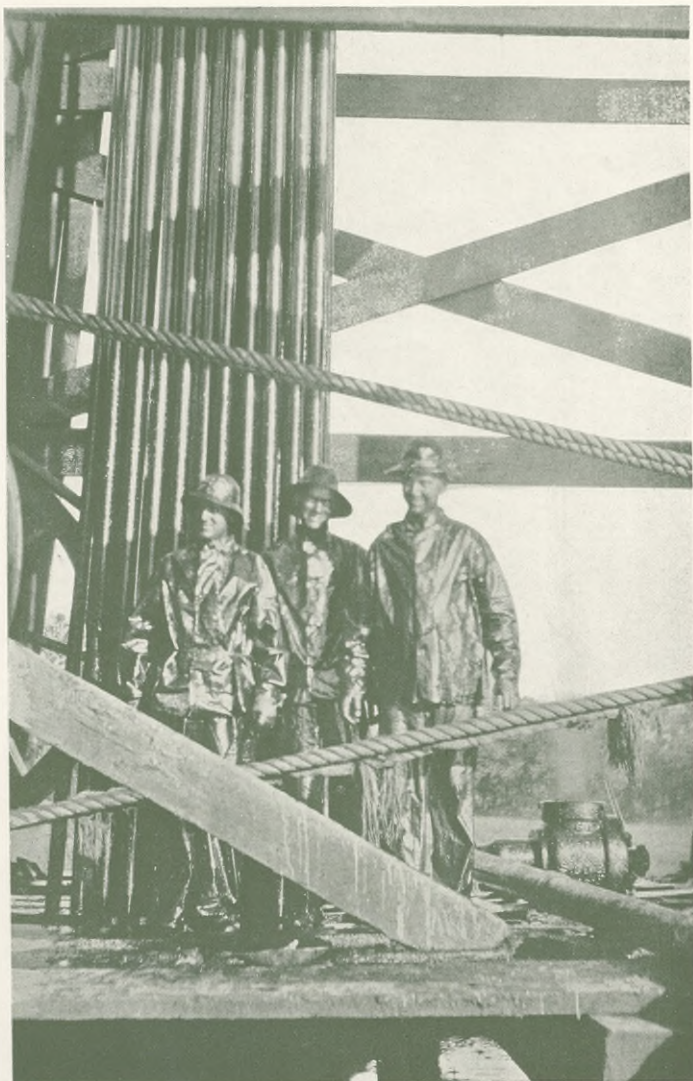


The TEXACO STAR



OIL-SOAKED ROUSTABOUTS AFTER PULLING TUBING



BIG business is a steamship bound for a port called Success. It takes a large force of men to operate this boat. Eternal vigilance is not only the price of liberty, but it is the price of every other good thing.

To keep this steamship moving, the captain requires the assistance of hundreds of people who have a desire to do the right thing and the best thing in order that the ship shall move steadily, surely, and safely on her course.

Curiously enough, there are men constantly falling overboard. These individuals who fall off, and cling to floating spars, or are picked up by passing craft, usually declare that they were "discharged." They say the Captain or the Mate or their comrades had it in for them.

I am inclined to think that no man was ever "discharged" from a successful concern—he discharged himself.

When a man quits his work—say, oiling the engine or scrubbing the deck—and leans over the side calling to outsiders, explaining what a bum boat he is aboard of, how bad the food is, and what a fool there is for a Captain, he gradually loosens his hold until he falls into the yeasty deep. There is no one to blame but himself, yet probably you will have hard work to make him understand this little point.

When a man is told to do a certain thing, and there leaps to his lips, or even to his heart, the formula, "I wasn't hired to do that," he is standing upon a greased plank that inclines toward the sea.

And the way the plank is tilted is this: the man takes more interest in passing craft and what is going on on land, than in doing his work on board ship.

So I repeat: No man employed by a successful concern was ever discharged. Those who fall overboard get on the greased plank and then give it a tilt.

If you are on a greased plank, you had better get off from it. Loyalty is the thing.—*Elbert Hubbard.*

The TEXACO STAR

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Gasoline Prices

Recently *The Christian Science Monitor* sent to the chief executives of a number of oil companies a questionnaire on the gasoline price situation, and has been publishing in serial form the answers received.

To give readers of *The Texaco Star* the benefit of the views of President Amos L. Beaty we print the questions propounded to him and his answers:

1. Why does the price (gasoline) go up at a time when demand is lowest?
2. Who decides that the price shall advance? Is it one person or a group?
3. On what factors does the decision rest?
4. How does the decider reach his decision?
5. How is it that prices are generally so uniform?
6. If it is demand why does the rise come when consumption is lowest?
7. If supply regulates the price why does the rise come when production is far in excess of demand?
8. If the rise is regulated by the reserve stocks, why is the present rise necessary when 1,179,503,7185 gallons are in stock as reported on Dec. 31, 1924?
9. If the reported reduction of 10,000,000 barrels produced in 1924 compared with 1923 is true and used as a basis for the increase in price, how does the tremendous reserve stock figure in the

price advance? That is, what should the reserve total?

10. How far does the fluctuation of a few million barrels figure in the price if there is still a surplus stock on hand?

11. How much does capping of oil wells or slowing down production figure in this situation?

12. How is it economical and commercially possible to maintain rising prices when profits are reported as high as they are?

13. If there is competition, is it in buying from and by producers at mounting prices rather than competitive selling to the ultimate consumer at reduced prices to get business?

14. Is not the 56 per cent increase in retail price greater than the advance in crude oil and why?

1, 6-10. The price goes up because those who have the product can see consumption in excess of production next summer and are unwilling to sell their stocks at distress prices. Those who know the business are not fooled by the drop in consumption during the winter. The stocks on hand are a factor but only a factor, and moreover they are not large comparatively. Stocks, production, present and prospective consumption—all of these are factors. Whenever in trade and commerce we are able to say whether it is time to sell or time to hold we have reached a conclusion as to whether prices will be lower or higher. The prospect of future prices, either lower or higher, operates upon the volition to sell or hold, which in turn becomes reflected in current prices. The simple test of whether it was time to sell or time to hold gasoline or crude petroleum stocks should be sufficient here. It is easy to see that if all the stocks had been in the hands of companies or individuals not engaged in marketing at retail, when more than two months ago it became apparent that we were headed for underproduction and over-

The TEXACO STAR

consumption, prices would have advanced immediately and sharply. But most of the large refiners market at retail, or, in a measure at retail, through numerous small dealers. In consequence of this fact, and because they have a more or less fixed expense in sales organization and marketing facilities, with established trade to preserve, they are not quick to act upon appearances; they are not so free to adopt a policy of holding and not selling their stocks. Yet finally and in the last analysis the advantage of holding as against selling is the thing that causes a price change to be initiated.

2-4. It is not a matter of edict. On the contrary, it is the result of an inexorable law. True, the marketers must and do decide what they will do, and so far as I know each decides for himself, but the decisions are induced by considerations somewhat similar to those which would induce one to leave a railroad track upon the approach of an express train. They are inevitable decisions. If a company is selling gasoline at a low price, and foresees a diminished supply and better prices in the near future, meaning also a higher price for the new stocks which it must have, it will naturally prefer to hold for the future market rather than continue selling at the low price. It accordingly increases its price, being perfectly willing to forego sales at the old price and thereby accumulate or conserve stocks. It is the exact reverse of the picture when increased supply and lower prices are foreseen, when the effort is to realize on prevailing prices and go into the low price period with small stocks. The general market outlook affects virtually all marketers the same way. Having the same sources of information, they see the same picture, especially if it is plain. So when one makes a price increase others are likely to follow. There may exist the thought and the hope that this will occur, but the initiative is seldom taken except that the mover is willing to forego sales at the old price.

5. It would be surprising if prices were not somewhat uniform as between the various marketing companies. If one company increases its price such action is based upon the fact that it is willing to lose sales at the old price in order to accumulate stocks, which is another way of saying that it is unwilling to longer sell at the old price. Other companies are naturally anxious to improve their revenues and are therefore willing to receive higher prices. It usually happens, moreover, that

they are in the same position as the company which initiates the advance in that they would rather accumulate stocks than continue selling at the old price. Being in that position, if they did not increase their prices the trade would drift to them and they would lose stocks at a price considered too low. When the tendency is downward, if one company reduces its price others must do likewise or the latter will lose their trade to the former. It would be anomalous indeed if a number of marketers could sell the same product, assuming that the quality is virtually the same, in the same territory at different prices and each retain its trade.

11. The capping of wells or slowing down production does not figure in the present situation. Wells might be capped and production slowed down under certain conditions, but this can not occur when anything like a fair market exists.

12. Profits on the whole may or may not be high. Many companies, for the last two years at least, would not "accept the soft impeachment." But really the matter of profits is not the controlling factor. Supply and demand control. Good profits, of course, invite additional competition. The oil business today is thoroughly competitive. That may mean that it has been profitable in the past.

13. When the market is going up the very things that cause it to go up stimulate competition in buying from producers even at mounting prices, which in turn reduces competition between producers in selling. When prices are going down the things which cause them to go down stimulate competition between sellers and give consumers increased opportunities to buy. In the one case it is a sellers market and in the other it is a buyers market. At the present moment we have a sellers market. Until recently we had a buyers market.

14. The recent increase in the retail price of gasoline does not seem to be out of proportion to the increased price of crude. The charts of the Federal Government on this point are illuminating. If there is disparity in prices gasoline is too low.

The Federal Trade Commission

During the year 1924 the Federal Trade Commission made an investigation of the oil industry and submitted its report to the

The TEXACO STAR

President who referred it to the Department of Justice. In response to a Senate resolution this report has been submitted to the Senate and has just been given publicity.

The report as published makes no charge of violation of law against The Texas Company, but it is charged that The Texas Company "hindered the investigation by refusing to give access to their files."

In order that our stockholders and employees may be advised respecting this charge we give the following facts.

Under date of February 9, 1924, the Federal Trade Commission armed its agents with a roving commission "to demand and have access to, for the purpose of examination, and the right to copy any and all documentary evidence in the possession or control of any petroleum producing, refining or marketing company."

There was no charge specific or general against The Texas Company. The Commission was not investigating any specific charge against any other company. But under this roving commission its agents came to our offices at various places in the United States with a blanket demand not for any specific paper or for information relative to any specific subject but for an examination of all our contracts and correspondence from January 1, 1923, together with lists of our customers and particularly all correspondence between our sales department and branch offices and stations.

The Commission did not present this request to the chief executives of the Company but to agents at various places. To have furnished this information would have taken much time and involved considerable cost and much confusion in the orderly transaction of our business.

At that time there had been five decisions of the courts holding squarely that the Federal Trade Commission was not authorized to make any such demand and that such a demand amounted to an unreasonable search in violation of the Constitution of the United States. Counsel therefore advised the Company that the demand of the Commission was not justified by law, and it was decided not to permit a general search and seizure of our files; but we did advise the Commission that we would exhibit to its agents any document or paper specifically requested and identified.

Shortly after we took this position a decision of the Supreme Court of the United States plainly held that the position we had taken

was correct. Notwithstanding this decision of the highest court in America the Commission in its report has charged that we hindered its investigation.

It has been and will continue to be the policy of The Texas Company to give the Commission all the information which it has a lawful right to request, and we do not think the Commission ought to demand what the law does not permit it to demand or criticize a law abiding company for demanding that its constitutional rights be respected.

The Tax Problem

Without reference to any controversial detail, there are some principles of taxation to which everyone, at this juncture of affairs, should give careful consideration. The present need for public attention to these matters is peculiarly urgent by reason of the failure of legislatures, State and National, during the last decade to act prudently in either the spirit or the methods of taxation which they have imposed upon the country.

On this point President H. B. Hayes of the American Telephone and Telegraph Company reminds us:

The people of this country, certainly in latter years, have paid too little attention to the previous records and the capabilities of those elected to make the laws of the country. Legislation is the most important function of the government. Laws exist until they are repealed. The influence of executives lasts only during their administration. To my mind, therefore, more consideration should be given to the choice of legislators than even to the choice of executives, and the future of national self-government in this country depends upon the choice of our legislators.

The injuries suffered by the commonwealth, and necessarily by every inhabitant of the land, through mistaken tax legislation have originated more from the erroneous spirit and intent of the laws even than from ignorance of economic principles or disregard of economic conditions.

The only legitimate purpose of taxation is to secure revenue to meet the necessary cost of wise government through methods of levy and collection the most just and least wasteful that are practically possible.

Legislatures thoroughly misconceive their duties when they imagine that they should operate as some sort of divine providence and undertake to adjust the fortunes of individuals

The TEXACO STAR

by levying taxes, not for revenue but to confiscate a surplus which they jauntily opine may be in excess of what it is good for the owner to possess. But this has been done and is being done systematically, even to the government's loss of revenue through the diminishing returns from such confiscatory taxation.

They talk as if this punitive taxation of large properties tended to "redistribute wealth" more equally. It would not have that effect if what is taken from one-tenth of the population were actually doled out to the other nine-tenths in the *pro rata* of one cent to each of 100,000,000 people for every million dollars seized as surtaxes and inheritance and estate taxes. Excessive taxes of this kind are capital levies and are dissipated in more or less extravagant current expenses. Nothing but a dire necessity in time of war could justify a capital levy for current expenses.

The property-less man suffers the worst from such policies. If capital is dissipated which would otherwise be invested in plants, machinery, equipment, transportation facilities, etc., then industry and commerce are proportionally curtailed. This throws men out of work, or lowers wages; for in the long run we must earn our wages plus fair return to capital, or employment must cease. There is no escape from this necessity. A communist state could not help the worker; it would largely destroy him. Successful business requires good management. If all industries were operated by government bureaus and employees of the state, none of them would pay their way,—and there would be no private industries to tax to make up the deficits.

Speaking before the National Conference on Inheritance and Estate Taxation, President Coolidge said:

To pay inheritance and estate taxes in cash, executors often must sell the property which comes into their hands at what is equivalent to a forced sale, with the usual consequences of loss in value. I venture to say that for executors to pay a 40 percent tax they would have to realize in cash, in the ordinary large estate, probably 60 percent of the appraised value of the estate.

And this productive (unless the estate consisted of government bonds) capital is not re-invested anywhere, but dissipated in the expenses of government.

In his inaugural address this month the President said:

The wisest and soundest method of solving our

tax problem is through economy. We do not any longer need war-time revenues.

Under this Republic the rewards of industry belong to those who earn them. The only constitutional tax is the tax which ministers to public necessity. The property of the country belongs to the people of the country. They are not required to make any contribution to Government expenditures except that which they voluntarily assess upon themselves through the action of their own representatives. Whenever taxes become burdensome a remedy can be applied by the people; but if they do not act for themselves, no one can be very successful in acting for them.

The time is arriving when we can have further tax reduction, when, unless we wish to hamper the people in their right to earn a living, we must have tax reform. The method of raising revenue ought not to impede the transaction of business; it ought to encourage it. I am opposed to extremely high rates, because they produce little or no revenue, because they are bad for the country, and, finally, because they are wrong. We cannot finance the country, we cannot improve social conditions, through any system of injustice, even if we attempt to inflict it upon the rich. Those who suffer the most harm will be the poor.

This country believes in prosperity. It is absurd to suppose that it is envious of those who are already prosperous. The wise and correct course to follow in taxation and all other economic legislation is not to destroy those who have already secured success, but to create conditions under which every one will have a better chance to be successful. The verdict of the country has been given on this question. That verdict stands. We shall do well to heed it.

The following was received too late to be properly placed in the Producing Department's section of Departmental News:

Mrs. Luella Bell, wife of Mr. A. H. Bell, Geologist employed in Kansas, died peacefully in Wichita on March 3, 1925.

She suffered from tuberculosis, which necessitated her removal to a hospital in November. Her remains were taken to her old home in Madoc, Ontario, and were buried on March 7.

During all her long illness, she put up a courageous fight, and because of her nobleness of spirit she became endeared to those who knew her here. Her gratitude to those who offered her words of comfort and encouragement will always be remembered.

She departed with a prayer for those who remained, and she will rise to heights only to be attained by those who have played the true game of life by the standard of the Golden Rule.

—Alan Bruyere.

Wichita, Kansas, March 7, 1925.

The TEXACO STAR

Truth

Truth is within ourselves, it takes no rise
From outward things, whate'er you may believe,
There is an inmost center in us all,
Where Truth abides in fullness, and "to know"
Rather consists in opening out a way,
Whence the imprisoned splendor may escape,
Than in effecting an entry for a light
Supposed to be without.

—Robert Browning.

Conscience

Yet still there whispers the small voice within,
Heard thro' gain's silence and o'er glory's din;
Whatever creed be taught or land be trod,
Man's conscience is the oracle of God!

—Byron.

Waiting

Serene, I fold my hands and wait,
Nor care for wind, nor tide, nor sea;
I rave no more 'gainst time or fate,
For, lo! my own shall come to me!

I stay my haste, I make delays,
For what avails this eager pace?
I stand amid the eternal ways,
And what is mine shall know my face.

Asleep, awake, by night or day,
The friends I seek are seeking me;
No wind can drive my bark astray,
Nor change the tide of destiny.

What matters if I stand alone?
I wait with joy the coming years;
My heart shall reap where it hath sown,
And garner up its fruit of tears.

The waters know their own and draw
The brook that springs in yonder height;
So flows the good with equal law
Unto the soul of pure delight.

The stars come nightly to the sky;
The tidal wave unto the sea;
Nor time, nor space, nor deep, nor high,
Can keep my own away from me.

—John Burroughs.

At last the truth came home to me, after
I had been knocked groggy a hundred times.
And this is the truth: Life is full of trouble,
and wisdom lies in being prepared for it, not
in clamoring that it doesn't exist. It will
help you to be an optimist; for if you are
prepared for trouble, you can stand up bravely
when it comes.—Walt Mason.

Little minds are tamed and subdued by
misfortune, but great minds rise above it.
—Irving.

The Ways

To every man there openeth
A Way, and Ways, and A Way,
And the high Soul climbs the high Way,
And the low Soul gropes the low,
And in between on the misty flats
The rest drift to and fro.
But to every man there openeth
A High Way and a Low,
And every man decideth
The Way his Soul shall go.

—John Oxenham.

LIFE WISDOM

The wisdom of the wise and the experience
of ages may be preserved by quotation.

—Benjamin Disraeli.

It is the calling of great men, not so much
to preach new truths, as to rescue from oblivion
those old truths which it is our wisdom to
remember and our weakness to forget.

—Sidney Smith.

Do not think that what is hard for thee
to master is impossible for man; but if a thing
is possible and proper to man, deem it attain-
able by thee.—Marcus Aurelius.

Every person is responsible for all the good
within the scope of his abilities, and for no
more, and none can tell whose sphere is the
largest.—Gail Hamilton.

Choose always the way that seems best,
however rough it may be. Custom will render
it easy and agreeable.—Pythagoras.

Let every man be occupied, and occupied
in the highest employment of which his nature
is capable, and die with the consciousness that
he has done his best.—Sidney Smith.

The more things thou learnest to know and
to enjoy, the more complete and full will be
for thee the delight of living.—Platen.

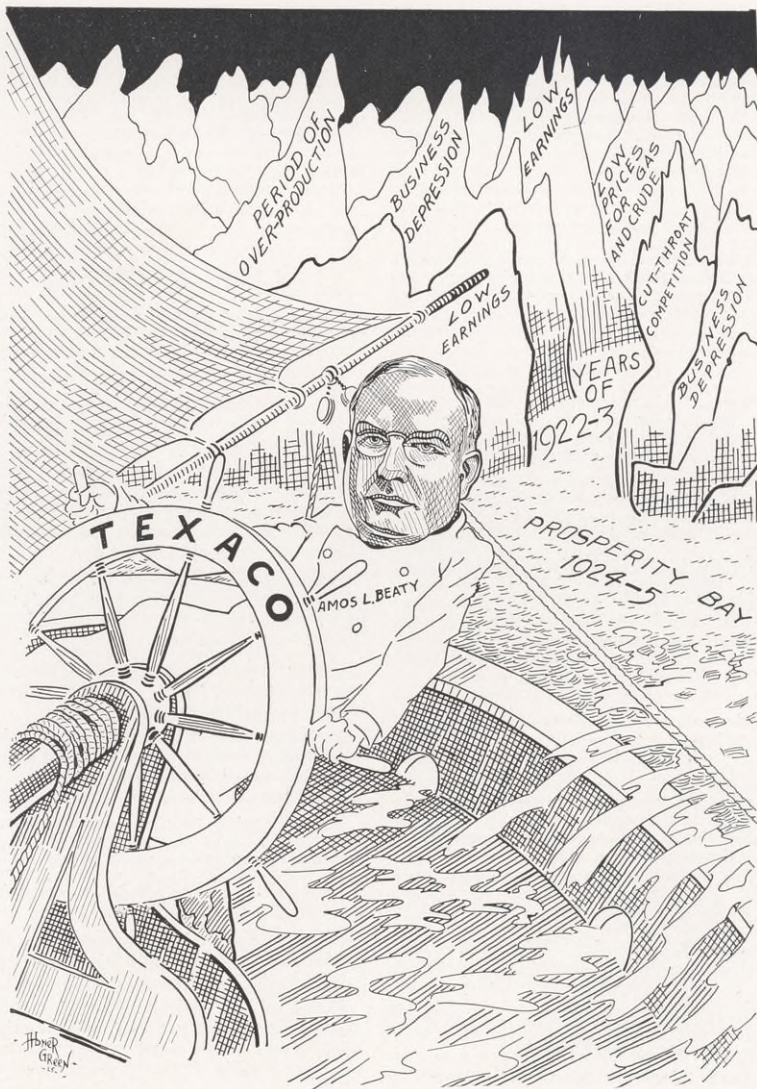
They are never alone who are accompanied
by noble thoughts.—Sir Philip Sidney.

Such as are thy habitual thoughts such also
will be the character of thy mind, for the soul
is dyed by its thoughts.—Marcus Aurelius.

If you want to be miserable, think about
yourself, about what you want, what you like,
what respect people ought to pay you, and
what people think of you.—Charles Kingsley.

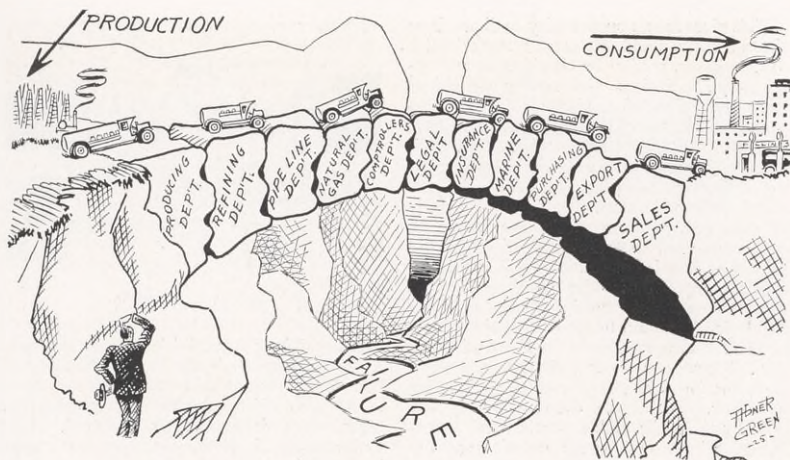
God offers to every mind its choice between
truth and repose.—Emerson.

The TEXACO STAR



Safely steered through the icebergs into an open sea

The TEXACO STAR



Would not cooperation smooth the road?

Further Observations of a Secretary

JOE H. THOMPSON, Secretary to Manager Producing Dept.

Gee! but I have been almost bursting for an opportunity to give expression to some thoughts I have had in continuation of my "Observations of a Secretary" in the April 1923 issue of *The Texaco Star*. And Mr. Lefevre has graciously called upon me to liberate these pent up feelings.

I have kept my telescope trained on the happenings within the company since the time of writing my last observations. In the hall ways, on the elevators, at the front door, and at Camp Beaty observations have been made. In these places where a man most glibly states his case, one gets a thrill at the line of talk overheard. The gist of the matter is that we are molding our organization more and more into a unit, discarding interdepartmental lines, and working for the general good rather than credit for any particular department. The Texas Company is out to make a showing, and its competition is with others in the oil industry. But the showing the company finally makes depends more upon conditions within the organization than upon those outside. One gets the impression that all employees are pulling at the oars with more enthusiasm and

spirit than ever before in the history of the company. Their efforts are aimed indirectly at making a creditable showing for their department, but finally at placing the Texaco boat in the lead of others in the industrial race. It is realized that coördination of movement in the race, or coöperation between departments, will of necessity have to function smoothly to get the greatest results from the efforts expended. For if there is not united action, a weak stroke on one side will turn the boat from its charted course.

I believe that we employees are about to tell our stockholders that we have, by unified effort, successfully weathered one of the most severe storms in the history of the petroleum industry. Our acts have been properly tempered with progressiveness and conservatism to a point where our balance sheets will reflect one of the best years in the company's history. The oar which in a humble way I have helped energize and harmonize in stroke with other departmental activities has been somewhat deterred from the whole benefit of our man power due to being enshrouded in the continuous cry of overproduction.

Page seven

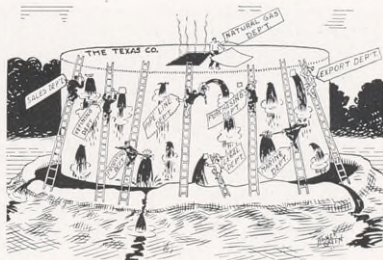
The TEXACO STAR

This gives me an opportunity to divert from the subject in hand, for some remarks which can, however, readily be classified as an "observation." Various and sundry definitions have been offered for this term "overproduction." Regardless of these sources, I still have my own little theory about this matter. It is acknowledged that the whole industry is made up of many ramifications, petroleum, its products, and by-products. Indicate the localities of overproduction and I believe it can be easily discerned that the grade of oil in that particular area is not suitable for all phases of refining. My point is this: Yes, there has been overproduction of certain grades of crude highly localized and beyond the limits of economical transportation for uniform distribution. The success of our business is dependent upon the foresight of the executives directing its affairs. We watched the unstinted growth of the automobile, public service, and manufacturing in general, which are all large consumers of petroleum and its products. Evolutions of feasts and famines in oildom will not permit meeting such growths, as oil under ground is an indeterminate quantity, and oil above ground is insurance for smoothly conducted operations. Thus the foresight.

My idea would be to push the statistician to the background, preparing ourselves for ultimate economic demands, playing the game as practical oil men, and carefully meeting the situation as we see it. Bare our utterances of selfish motives and ambitions. Remove the wood pile so we will not have a chance of "hiding a nigger" in it.

Gosh, I must get back to earth again. Although my telescope enables me to take in that situation after a fashion, I feel as though I have been soaring among the "Big Boys." Such notions subject one to goose pimples; but candidly, I feel better now that I have it out of my system. Since my last dissertation in these columns I have been joined in the holy bonds of wedlock, and this naturally gives me some formidable ideas of my own. I guess that is enough apology for the digression, so I will proceed with what I started to say.

The privilege is mine to sit daily in a meeting made up of representatives from the legal, executive, and operating divisions in Houston. We call it the Producing Department Committee. There we have an opportunity of reviewing reports pertinent to producing operations originating with Pipe Line, Refining, and



Plugging up the leaks

Sales, and from our Division headquarters in Tulsa, Wichita Falls, Shreveport, Cisco, and Houston. I might add that these are open meetings to which any official of the company, regardless of his department, is invited. First: Consideration is given to current happenings in the various producing fields. Second: Rentals on leases that are due for payment are approved or disapproved. Third: Requisitions are approved for transfer of material or purchase of new material. Fourth: Recommendations of field men are read, and a study of these recommendations is made as they effect the various departments and their facilities, and a study is made of what bearing the recommendations may have on the general situation before the party making the recommendation receives approval to act. Fifth: Trades involving the purchase and sale of leases are hatched, releases or assignments are signed, and development and prospecting is reviewed. Each man attending these meetings is allowed to say his piece.

This is the best picture of coördination that I can give. Certainly, coöperation is inferred by the representation. This is also a message to those who are continually voicing their opinions from the outside, and who wonder what happens to their recommendations as they are received in Houston. Our officials in the Divisions have become fully conversant with this procedure, and have established in their offices a similar system, which has the effect of eliminating unending correspondence on matters that could be killed immediately were all the facts known, or passed to the general office in such form that will get quick action, generally requiring only a Yes or No.

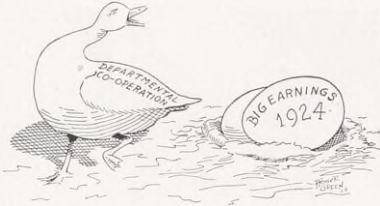
I shift my telescope around to take a glimpse of the personnel, and again in the corridors

The TEXACO STAR

and in the elevators and under the porticos of the building I hear resounding more or less the same story. We are gaining in individual recognition of work well done in consideration of happenings that currently take place, where promotion voices progress and the realization of ambitions. In fact, there is a notion in the back of my head which demands a hearing, namely, I believe we, as individuals, can be seen better now because there are not as many here as formerly. We are not hampered by the inefficiency of some in the grading of all. With the enormous elimination of reports, copies, and files, my mind seems to work better. I am really getting an idea of the important things passing through my office, and have a better opportunity to follow them to conclusion. I am sure others in the organization get the same reaction, and as a result our work seems to be more thoroughly done. I do not need to confine myself to my particular office; I can say the same thing of the Division offices and of other Departments because of my fortunate contact.

Speaking of contact, I have in the past found myself being critical of certain men and of the activities of other departments, which has been removed largely by a study of what they were endeavoring to accomplish, and above all, by a better acquaintance with the men. There are still some I want to meet, but, thank goodness, I have developed the faculty of withholding judgment until I do meet them. I am frank enough to say that I do not believe I have been the only one guilty of this crime, for I have a record of several confessions along this line. Sometimes a condition like this exists for years between individuals and between departments. It is a most effective means of creating inefficiency in the company. The passing of such a condition is evident and is reflected in many ways.

Just a minute until I get my telescope in proper focus. This is a hard one to see. We here are employed for a specific need. How we were favored with the employment is entirely out of the question; it is purely one of justifying our stay. Our business requires executives, managers, superintendents, geologists, engineers, drillers, tool dressers, roughnecks, roustabouts, gang pushers, and so on. Each man is labeled, through his experience, education, or natural ability, to fit into our scheme of things. Each is an important and necessary adjunct for the successful conduct of our affairs.



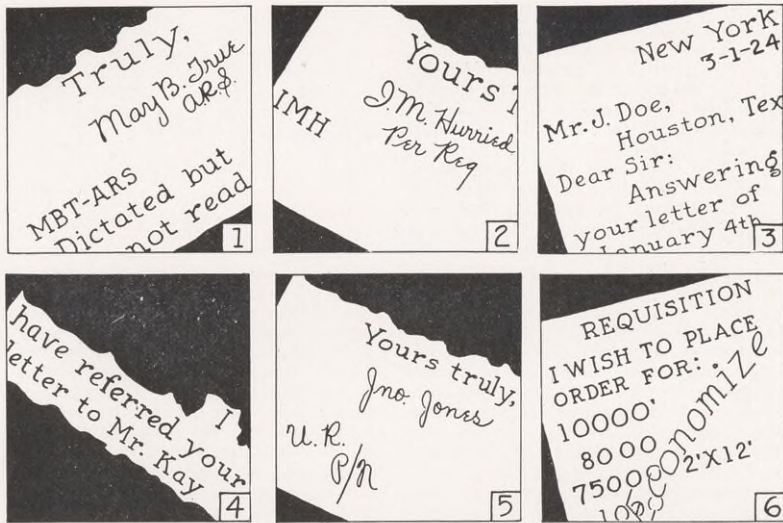
The goose that lays the golden eggs

However, I still see a few professional prejudices which seem periodically to light on some one man's shoulders. I have heard on numerous occasions some one over me say: "Refer that matter to so and so, he has made a special study of it; get his slant on it." Sometimes a matter so referred elicits the side remark: "What's the use? He does not know anything about it, he is only an engineer," or, "He is only a geologist," or, "He is only a lease man," or, "He is only a scout." All of these men have had special training, and the Company should derive an advantage from it. The information and experience that has accrued to them is what assures their stay.

On the other hand, there are those in a supervisory capacity, fortunately the majority of them, who give the credit of knowing something to every one employed. They collect all the advice obtainable in order to back up the recommendations they are preparing to make. With them it is simply a process of training their men for the future of The Texas Company. Broadly speaking, and not considering the necessities of each particular situation, this is what these executives have in mind when asking for opinions. Quite often they do this even when an opinion is not needed, feeling that it creates a healthy condition whether the advice is followed or not. If nothing else, it trains the men and builds an organization which will at least function in a manner when the most important part is absent.

Such a motive may have prompted Lincoln at his cabinet meetings to discuss and take votes on certain questions already settled in his mind; for it is said that on numerous occasions when all others voted "No," he would vote "Aye," and then announce the ayes have it. As with Lincoln, so it may be with our modern executive. He is placed in a position where he gets a broader vision and a

The TEXACO STAR



A New One in Cross Words.—(As you like it.)

1. Price of a signature. 2. Name of a good secretary. 3. Antonym of promptness. 4. Passing of the (Fill in with word meaning male deer.) 5. Another way of answering important mail. 6. Economy in theory but not in

clearer view of the situation from an angle not visible to others, and which furnishes him the necessary perspective to pass on some matters more intelligently than anyone else. With all these advantages many do not wish to be exclusive in the exercise of their power, but ask the assistance of others who should know something about the matter in hand.

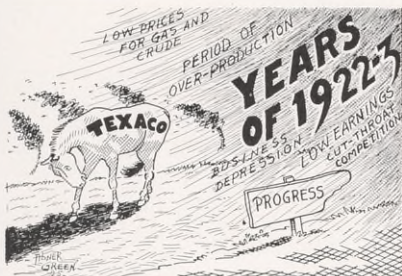
Even at the best and no matter how capable, a man in a supervisory capacity can only touch the high spots, having but a superficial idea of daily routine affairs. He must depend upon those under him to get relief from burdensome details. To this end certain specified work is delegated to those particularly trained to handle it in order to eventually realize the greatest returns and cover the allotted territory. This gives a golden opportunity to some who are desirous of assuring their stay.

Summarizing, I would say that each man, no matter what his classification, is an important cog in our machine of accomplishments. The company is so large and the ends desired are so great that no one man can carry

all the burden. Each is necessary, and we can not throw into the discard technical or practical advice; it must all be correlated, and the sum total be our plan of action.

Concluding, I hope those who take the time to read this article will not feel that I have tampered with things that should be outside my realm of endeavor. I hope too it goes without saying, that I have had no particular man or department in mind when giving expression to my observations. Surely, one can not be indicted, no matter how young or how old, for observing, and the editor of *The Texaco Star* has the privilege of knocking this article into a 'cocked hat,' so one can see that I am not even guilty of its publication. I have tried my darndest to say something that sounded intellectual, voicing, incidentally, what is passing through my mind at various times. If there is any good in my biennial contributions, I offer them to what I think is the most outstanding organization and one to which I hope to be eternally attached, The Texas Company.

The TEXACO STAR



1924-5



Tacks

A Radio Talk on a Pointed Subject

GEO. W. VOS, Superintendent Advertising Division

Let us consider the tack. It is a little thing with a large head and small point. Consequently, with such inefficient characteristics, it can be understood why tacks must be driven, why they are trod on, and why they have things hung on them.

All tacks, like all Gaul, can be divided into three parts: Thumb tacks, Brass tacks, and Traditional or Orthodox tacks.

Thumb tacks are generally purchased by and delivered to the Art Department, or Drafting Room, but they never stay there. Statistics show that out of every thousand thumb tacks, 98 are used to hang up "Do It Now" signs and other wall mottos; 3 are used to hold down drawings; and 889 are carried out embedded in the heels of visitors and office boys.

The Brass tack, however, has a higher repute in business. It is frequently the salvation of the Big executive. Whenever a conference discussion becomes too much for the Executive he pounds on the boardroom table and says: "Gentlemen, let us get down to brass tacks. Now, then, Mr. Smith, the secretary, will make a report and we will all come together and vote on it at our next meeting."

We then come to the Orthodox tack. Again I must bore you with statistics. Out of every thousand of these, 811 are used by cartoonists as a substitute for ideas. Seventy-two enter the rural schools and are employed in the elevation of unliked and untried pedagogues. Many a

rural teacher has been spurred to a sudden rise by the influence of a lowly tack. Seven are used by housewives to tack down the edge of the rug after the titular Head of the House has fallen over it, on a nation-wide average of 34.67 times.

Then we come to the predatory, or nocturnal tack. All day long it lies in hiding, but when darkness falls it emerges. Its alarm clock is the first faint whimper of the baby. This arouses the tack to a frenzied bloodlust and a pertinacity that makes it altogether unconquerable and unavoidable. I know! having assisted two children through the teething stage. I can tell you that this strikes deep. It has pierced my soul. And so, if with faltering feet I approach it—if with reluctance I take the next step—I trust you will pardon me if I close without coming to a definite point.

CRUDE OIL PRICES AT WELL

February 28, 1925

Penna, Bradford.....	\$3.85	Homer.....	\$1.45 to \$1.80
Other Penna.....	3.75	Caddo.....	1.70 to 2.05
Indiana.....	2.13	DeSoto.....	1.90
Canada.....	2.98	Bull Bayou.....	1.55 to 1.85
Ragland, Ky.....	1.30	Crichton.....	1.70
California.....	1.25 to 2.40	Gulf Coast.....	2.00
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
Smackover.....	1.30 to 1.60	Wortham.....	2.00
Haynesville.....	1.60 to 1.70	Wyoming.....	1.28 to 2.00

The TEXACO STAR

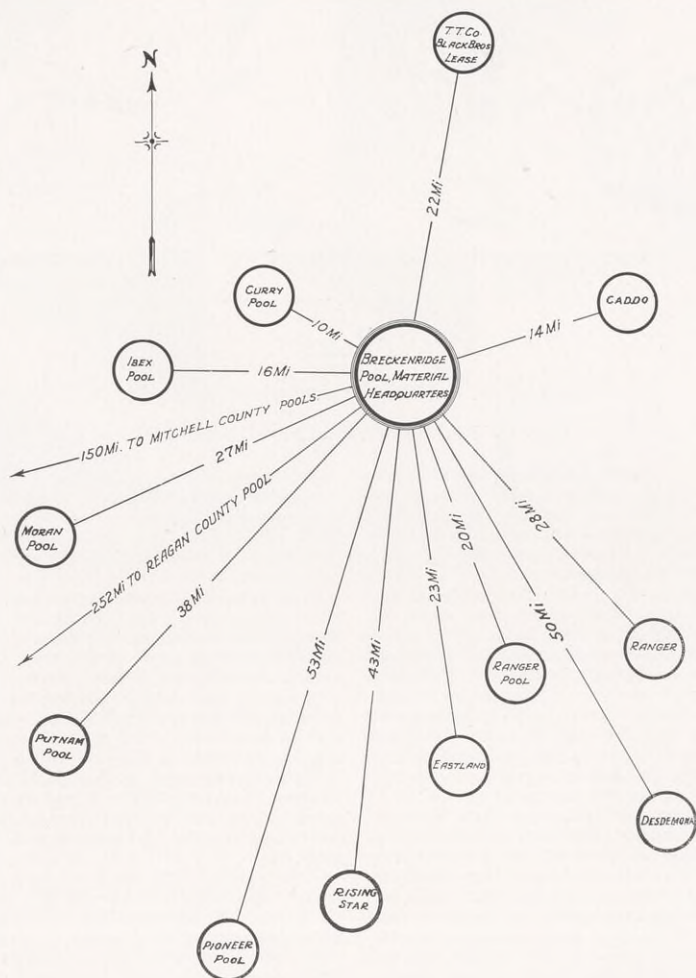
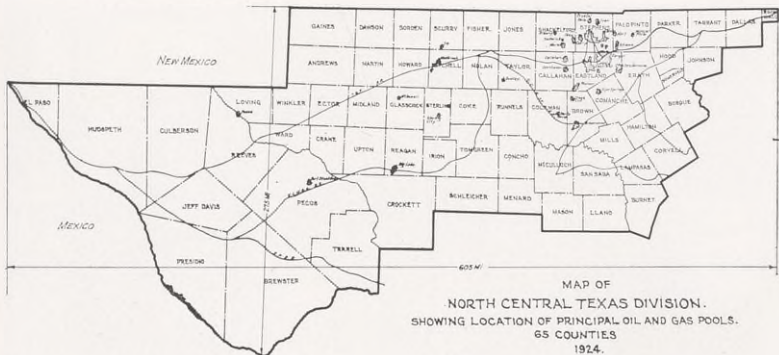


Diagram of directions and highway distances of the active producing areas with respect to The Texas Company's center of operations in the North Central Texas Division

The TEXACO STAR



The Problem In North Central Texas

L. E. BARROWS, General Superintendent, North Central Texas Division, Producing Dept.

Our company, through its Producing Department, is actively engaged in the production of crude oil in the states of Kansas, Oklahoma, Arkansas, Louisiana, and Texas.

To facilitate handling the daily matters requiring immediate attention and first hand personal knowledge in the field, five Divisions have been formed, each having a specified area under its jurisdiction and each having its own operating organization, all under the direct supervision of the Department head in Houston.

Of these, the North Central Texas Division, located as its name implies in the North Central and Western part of Texas, embraces sixty-five counties, including Dallas County on the east and El Paso County on the west, with a combined area about equal to that of all the New England States adding West Virginia for good measure.

The maximum air line distance across the Division east and west is about 605 miles, equal to that between New York and Indianapolis, the north and south distance is about 275 miles.

There are but few railroads in the Division, and most of the highways are dirt roads, affected by rain to such an extent that after a heavy precipitation many of them are impassable for several days.

It is perhaps fortunate from the standpoint of present oil production that not all of this

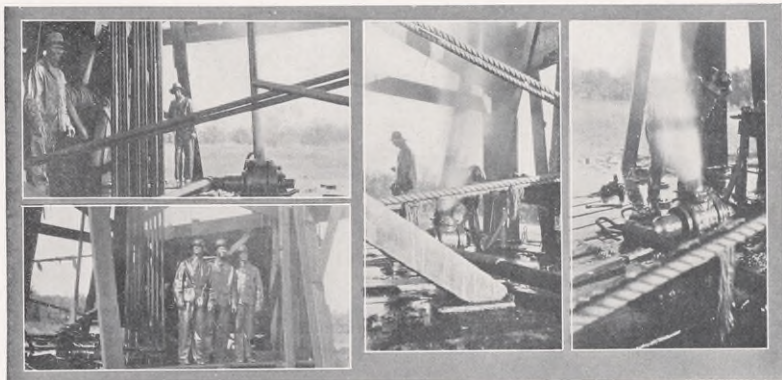
vast area has as yet produced oil in paying quantities, but it is interesting to know that only three counties of the sixty-five have never had a well drilled in them for oil and at least sixteen have had showings of oil in greater or less amount. At the present time nine counties may safely be classed as important oil producers. Of these, Stephens, Eastland, Shackelford, Callahan, Reagan, and Mitchell are easily the leaders.

In many of the oil producing fields of the world production is found in sand of varying porosity and thickness, but in this field by far the greater part of the oil has been produced from a very hard limestone of fine texture, the oil occurring in crevices, fissures, and comparatively porous spots in the lime. It is this condition which not only distinguishes oil production in North Central Texas from most other places, but results in its exploration being attended by financial hazards not found to such a degree in other fields.

Illustrative of these conditions are instances where a well drilled into the lime had barely a show of oil in the hole before exploding a large quantity of nitro-glycerin, which resulted in breaking up the hard close grains of the limestone or opened passages from the hole into crevices allowing the well to produce considerable quantities of oil. More often the result has been a dry hole.

If the drill happens to penetrate a porous

The TEXACO STAR



T. T. Co. Jno. Black Well No. 4, Breckenridge Pool, Stephens County: Pulling tubing—a messy job in this case. Oil soaked roustabouts—these are white men when their faces are free of oil. At right: Working on jammed control head, and a clean out operation—tubing and rods just pulled.

spot or a fissure in the lime, then good production may result. A near neighbor, not so fortunate, may have only the large investment in a well for his share. Many instances of this kind could be mentioned.

Large initial or flush production sometimes results from these porous spot wells, but after a few days the well may cease producing altogether and the investment be practically lost.

It has been said the oil business is a hazardous one (it is especially so for the inexperienced and improperly equipped) and that of all its branches the producing part is the most hazardous. It might well be added, deep lime production is the most hazardous in the producing end.

Oil is being produced in comparatively small amount from sand in this territory from depths ranging from 120' to 2800'. Lime production comes from depths of 3000' to 4000', the producing lime formation varying in thickness from 20' to 200'. Usually the most prolific lime wells find the oil and gas within 100' from its top.

The geologist, who plays an important part in the oil producing business, classifies the various formations of which the earth's surface is composed according to their relative age. In this category the limestone formations which carry oil in Stephens and Eastland Counties are of Pennsylvanian age, which is younger than the Trenton limestone carrying oil in Ohio and Indiana, and older than any

of the other prolific producing formations in Texas.

By studying the surface of the ground and carefully correlating the various strata and identifying them by their minute fossil life a great deal of valuable information is obtained leading to a greater degree of success in exploring for oil.

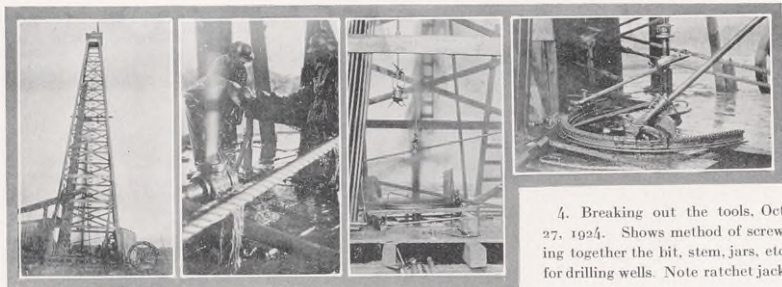
This work is made of greater value if combined with a study of accurate records and samples taken from wells already drilled.

It is for this information that all well organized oil companies find it desirable to maintain a corps of experienced geologists.



Large fossil of a snail found on the surface in West Texas, where a truck load of them could be gathered at one place. The live snail existed when this ground was sea bottom. This snail lived many years ago. The rock strata in which he was preserved is the same one producing oil at Luling, Texas, about 300 miles Southeast and about 2900 feet under the surface of the ground. To make this clear to the layman his name is "Desmoceras Brazoense."

The TEXACO STAR



1. T. T. Co. J. Groseclose Well No. 4, Breckenridge Pool, Nov. 10, 1924, flowing during clean-out operation—tools coming out of hole; this well sometimes flows over the derrick during clean-out operations. 2. Gas escaping with force from stuck control head during clean-out operation. 3. Oil saver held up by well flowing gas and oil during clean-out operations—makes a messy job—Nov. 6, 1924. 4. Breaking out the tools, Oct. 27, 1924. Shows method of screwing together the bit, stem, jars, etc. for drilling wells. Note ratchet jack.

North Central Texas lends itself to detailed geological study. This is not the case with respect to all parts of the oil country.

Formations carrying oil thousands of feet under ground may be identified by the fossil life peculiar to them and studied at the surface with the eye and suitable instruments in their relation to those above and below them where they outcrop many miles from the point of production.

About 100 miles South of Stephens County, in McCullough and San Saba Counties, the lime which carries oil at about 3200' below the surface in Stephens County has been elevated to the surface by a deep seated uplift. This uplift produced a broad under-ground arch, the center of which extends through Brown, Eastland, and Stephens Counties, and on this arch are found the older producing fields of North Central Texas.

The Texas Company was the pioneer in this field. As early as September 1909 it was drilling a well on leases which it had taken in the vicinity of Moran in Shackelford County. That well produced gas. In 1913 our company had oil production in the same field. In 1916 The Texas Company completed the first oil well in Stephens County, and the first well to produce oil from "Black Lime" in North Central Texas.

The Texas Company's development at Moran and in Stephens County, coupled with the discovery well of the Ranger Field completed in the fall of 1917, started the ball rolling towards the Ranger boom, which extended through Eastland and Stephens Counties. Its

greatest momentum occurred during 1919, 1920, and 1921. It is now barely holding its own, and will in the next few years have settled down to a grim effort to recoup the losses suffered by many during the days of excitement.

The boom days are over. The period of large flush production has past. The problem which faced us in the North Central Texas Division was that of deflation to get back to normal and on a plane commensurate with our present day operations.

It is very easy to expand and we all like to do it. Who does not like to see plenty of work and the fine results that come from honest labor? It is difficult, however, after passing through a period of inflation to get back to mother earth again. It is difficult to reduce our organization. We naturally dislike it. Pride is taken in having surrounded ourselves with capable men and a smooth working organization, and our natural tendency is to hold it together hoping something will happen to permit its full utilization.

Here in North Central Texas we passed through a strenuous boom period when conditions were abnormal. The highways were in fearful shape. It cost more to move 100 pounds of material from the nearest railroad point to the center of operations in Stephens County than it did to move that same 100 pounds from the Pittsburgh Pipe Mills to Texas. Our company had hundreds of teams and trucks working for it, as did every one else.

We had more than 100 drilling wells at one

The TEXACO STAR

time. Many of them were being drilled with company tools because competent contractors could not be obtained.

Through necessity large stocks were accumulated of everything necessary to the drilling of wells at points far removed from supplies. There was keen competition all the way from the purchase point of material in the East through to its final destination.

Just at the period of greatest development it so happened that we had a large number of leases the terms of which compelled us to start development in a short time or forfeit, and because of the uncertainty of the probable producing areas we dared not forfeit. This condition added its burden.

Everyone was under high pressure, and our problem now, since the field has settled down and is on its normal decline, with the flush period past, is to reduce pressure.

We found ourselves with a large quantity of pipe on hand, some of it odd size and no longer used generally in wells, and we were continually adding to this stock due to the necessity for abandoning and salvaging non-productive wells from time to time.

Fortunately, as the boom oil period passed, the casinghead gas business picked up and has steadily increased, and this made a market for large quantities of second hand pipe suitable for gas lines but not suitable for oil wells. Advantage has been taken of this situation with the result that our stock of obsolete pipe has been depleted, our own company helping us out in this respect in many Divisions and through its Pipe Line Companies.

It was found advantageous in many instances to trade this pipe to others who were doing exploration work in other parts of the country, and in exchange accept leases on close in acreage, or sometimes we took an over-riding royalty interest in the well itself, and in this way got a play on the other fellow's development without any cash expenditure by ourselves.

Our stocks of drilling engines, wire lines, bits, bailers, boilers, and similar equipment were large after the boom, and our Warehouse department was organized into a sales organization which proved itself very efficient in working this stock off at fair prices to those who needed it.

In one case where we had a large stock of old tank sheets which were not suitable to be fabricated into their original tank sizes, a deal was made with a local tank concern to fabri-

cate these sheets into tanks of smaller size having gas tight roof, arranging to pay for 50% of the cost of the tank after their work was done and for the balance when the tank was set for use in the field. Through this arrangement we not only worked up all our old tank sheets which otherwise would have had a junk value only, but such a demand developed for these tanks that we have sold and transferred practically all of them.

In another instance, to show to what extreme we have gone to avoid the expenditure of cash, a trade was worked up in which two small field houses and three old automobiles were exchanged for two new automobiles which were badly needed, and for which only a very small part of their cash value was expended.

We had on hand practically all the old automobile equipment which went through the trying days of high excitement and intensive drilling when little time was available for the necessary care which all such equipment must have. As a result it was in bad condition. After a careful analysis of that situation we were able to trade eighteen old junk pieces of such equipment for twelve new pieces, with a minimum cash expenditure, and we have since released seven of those twelve new pieces to other Divisions of our company.

Trades of many kinds have been made, all with the idea of carrying on at little or no cash outlay. In some, credits were set up which have been used by other departments of our company.

Sometimes the chances seemed too long, and we did not wish to drill a lease ourselves when others were willing to do so. Subleases were made to them, retaining an interest of some kind for ourselves, either on the remaining acreage or in the well to be drilled. We are batting a good average so far.

We have, then, through our own organization, and with the very material help of our Houston Office, disposed of a vast quantity of left over material of no use to us, and have secured something of value in return. The actual volume of our business in this respect would far exceed that of many established oil well supply houses.

For similar reasons it has been necessary to reduce our organization which was at one time capable of handling ten times the volume of business we have before us now.

Our oldest and most valuable men have been retained, and we now have the nucleus of an organization which could expand on

The TEXACO STAR



1. T. T. Co. J. F. Kenedy Well No. 4, Breckenridge Pool, flowing during clean-out operation, Nov. 18, 1924.
2. Same day: Well making a flow when tools were being removed from hole. 3. T. T. Co. J. W. Parks Well A 31, Breckenridge Pool—a clean-out crew, Nov. 18, 1924. 4. Drilling equipment for shallow wells in Moran Pool—good for about 800 feet.

short notice to meet almost any emergency, and yet in its present size is only sufficient to handle satisfactorily the routine work from day to day.

As would be expected, the principal revenue to the Division is from oil, but in addition to this there is some from other sources. Of considerable importance is our casinghead gas sales and the utilization of casinghead gas ourselves in the manufacture of gasoline.

At many points in the field the company is not interested in utilizing the gas itself because the volume is small or at least not sufficient to warrant the construction of a plant for our own gas only, and others already have plants in the vicinity, or in some instances have been induced to build plants. At this time practically all our gas is being utilized either by ourselves or others, to our profit, and our total revenue from the sale of casinghead gas is a considerable item with us.

Added to this is also the revenue from the sale of residue gas for fuel after the extraction of gasoline; or where no fuel market exists then for carbon black making purposes, which has become an important industry in the Stephens County field.

During the period of intensive drilling it was necessary to provide an adequate water supply, and we have a comprehensive system radiating from a dependable source of supply. Through this it has been profitable to sell water to others in considerable amount.

The foregoing briefly covers our principal sources of revenue, which in spite of our most

careful efforts sometimes does not meet the heavy expenses incident to producing oil in deep lime territory under the peculiar conditions which have existed here, and under the low crude oil market which has prevailed for the past few years.

Our greatest efforts have been directed toward reducing the cost of operation, and while these costs are just as important in their relation to the reduction of surplus stocks and unnecessary investment with the resultant decreased taxes and depreciation, our biggest problem has been with the individual well and the individual operator.

The cost of drilling any well is materially affected by the amount of pipe necessary to shut off water or to protect against caving formations. An average 3200' to 3500' lime well in this territory requires six strings of casing, starting with 15½" pipe weighing 70 pounds per lineal foot, and finishing with 5 3/16" pipe weighing 17 pounds per foot. The total weight of the six strings will approximate 350,000 pounds, or 175 tons, costing about \$18,000.

Some of these continuous strings of pipe will extend down into the earth over 3000', and will weigh 75,000 pounds, 37½ tons, and it is this load which must be carried by the wooden derrick and be handled by the engine and hoisting mechanism. This load sometimes becomes much more when it is necessary to remove the pipe after earth may have settled around it. All of this weight must be transported from the nearest supply point (some-

The TEXACO STAR

times 50 miles or more) together with the derrick lumber weighing about 81,000 pounds, boiler weighing about 10,000 pounds, engine, miscellaneous pipe, fittings, tanks, buildings, etc.

The usual contract price for the drilling labor only is from \$3 to \$4 per lineal foot, to which may be added the cost of fuel and water and their pipe lines.

It is easy to see how the initial expenditure for one well may amount to \$35,000 or \$40,000, and much more if trouble is encountered (and this is frequent) during the drilling operations.

Dry holes are expensive here. Small wells have very little chance to return the initial cost of investment.

No more do we have the large flowing well with its low cost of production. Our average well in this Division is producing less than 15 barrels a day, which means that many are producing a less amount. In fact, a recent survey indicated a large number of wells which were not paying their bare net operating cost, and these have been abandoned, and from time to time others will fall in that same classification. Some of them have not returned their original investment to us, and their unearned depreciation is of course an expense item.

It is said exceptions prove the rule. There are some exceptional wells producing from deep lime, but they are relatively few.

We have a well four years old which still flows 100 barrels every day. Another one about three and one-half years old flows about 100 barrels of oil every day, and is making nearly 400 barrels of salt water at the same time.

A well producing from sand at 2100' is over ten years old, and still pumps about 20 barrels of oil each day.

On the other hand, exclusive of dry holes which are ever with us, we have plugged and abandoned more than sixty-five wells during the past year due to unprofitable operation, and the oldest of these was six years. The average life of these wells was a little over four years.

The experienced oil man would immediately appreciate the statement that we have but 3 wells to the pumper in this Division. Also that every well has a derrick, engine, water tank, belt, and is an individual pumper, or in some few cases still flowing.

Some wells are so located that the pumper goes several miles by automobile each day to give them the necessary attention.

In some fields it is very economical to oper-

ate a number of wells from a central power plant, but this economy cannot be used in this Division because of the distance between wells and because of their depth.

It is obvious that we have had to resort to strenuous measures to save every penny in connection with well operation expense, and to reduce the occasion for expense of any kind to the minimum.

Each well has been studied individually as to its requirements for pumping equipment, to the end that it gives the least trouble and the maximum return.

To assist in this study a tabulation is sent to each Farm Boss twice a month showing not only his own wells but those of the other Farm Bosses which have had attention during the period, and the causes for interrupted service, with the number of hours the well was out of service expressed in percentage on the basis of 100% being twenty-four hour operation for the entire period, and each well giving trouble is expressed in percentage as well as the group of wells under each Farm Boss, and in turn each District and the Division as a whole.

Since inaugurating this comparative percentage tabulation the results have been truly wonderful, and they go to show what a fine operating organization we have here.

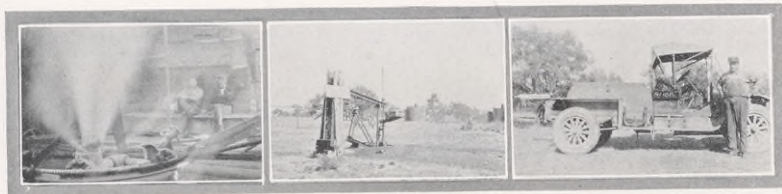
Each month a statement is received from our Houston Office showing the expense of operating each property, itemized in sufficient detail to permit of careful study. This information is transmitted directly to our men in the field in order that they may see what it is costing the company to produce oil on the leases over which they have direct supervision.

The interest in and value of these figures is indicated to us every day in the intelligent questions from our men, and in the interest they show whenever a charge appears which in their opinion is subject to criticism.

As a well gradually declines in its production there comes a time when the expense and the revenue about balance, and just before this period there comes a time when the well cannot bear any major expense item which would eat up its profits for a period longer than its profitable life.

There are, therefore, a number of wells whose continued operation is based on their normal daily production without any unusual expense. When the occasion for any unusual expense arises, before any action is taken the matter is carefully reviewed. If it develops

The TEXACO STAR



1. T. T. Co. J. C. Curry Well No. 10, Curry Pool, Stephens County, Nov. 18, 1924, during drilling of dry lime, with considerable gas—a very fine flour-like lime dust is being blown from the hole by the gas. 2. T. T. Co. J. H. Arnold Well No. 6, Moran Pool, Shackelford County, Oct. 20, 1924, one of the few shallow wells in the N. C. T. Div. which can be pumped to advantage by a central power. Note the simplicity as compared with the usual derrick, engine, and belt house, with all its equipment. 3. Nitroglycerine truck and shooter. The glycerine is carried in 10-quart rectangular cans, set in soft rubber containers, each separated from its neighbors in the truck by wooden partitions.

that the revenue from the well would not warrant the expense, and that unless it is made the well cannot be revived to produce again, then it is time to abandon that well.

Other wells are being continued in operation solely for the value of their gas production and not for oil, and when this gas volume reaches a minimum amount the well is to be abandoned.

Again, a well may be flowing only a fraction of a barrel of oil per day, but since flowing production is not expensive it may be profitable to continue the operation of the well as long as it flows, but it would not pay to pump it.

All our wells have been classified along these general lines, and each well has been given a number indicating its rank in this respect in order that no unwarranted expenditure may be made in the field on any particular well.

Before abandoning a well its revenue from both oil and gas on a fair market is carefully compared with its expenses for a period of months immediately past, and the history of the well is carefully reviewed to make sure that no possibility exists in connection with it which has not already been developed.

The average layman in visualizing for himself what is meant by the cost of producing a barrel of oil sees a picture of an oil well, and if he is optimistic it is flowing over the top of the derrick or into large tanks; but if he is conservative he sees it pumping slowly and methodically day after day, with occasional attention on the part of its operator.

Some of the things not usually thought of in this connection but which nevertheless are there behind the scenes, and form a large part of the cost, are as follows: The supervising

organization—the geologists—the engineers—the lawyers and land men—the scouts—the transportation machinery—the accounting department.

Leases must have been acquired, titles examined and cured, abstracts bought, and this after the geologist has made his recommendation based upon his detailed study after weeks spent in the field. Maps must be compiled, ownerships established. There are records of our own wells and those of others to maintain to assist us in an intelligent study of the possibilities before actually expending the money for drilling.

The percentage of leases actually drilled is small compared to the total number taken; and again the percentage of leases drilled and non-productive is large compared to those which do produce.

Other things which affect production costs are well fires, tank fires, the storage of salt water and its ultimate disposal, and the cost of cleaning out wells—which is very expensive for deep production and results in considerable loss of production during operations.

Coincident with our campaign to dispose of surplus material has come a general cleaning up of material heretofore considered necessary on the lease itself. Our men have entered into this campaign with enthusiasm, especially as they see charged to their leases each month every bit of material taken from the warehouse to the lease whether used in a well or not.

They have also been credited to their lease material brought in from reserve lease stocks, and they have been keen to get these credits.

The result is that we now have on the leases only just that material which is absolutely

The TEXACO STAR

necessary to maintain our daily production, and our lease stocks have been reduced to a minimum. This includes not only well material but surplus buildings, pipe lines, tanks, tools, automobiles, and equipment of all kinds.

The campaign started by our general office in Houston to reduce the number of burdensome reports and statements by eliminating where possible and effecting consolidations which would serve the purpose, has resulted in a material decrease in the clerical work necessary in the Division, releasing for service elsewhere desks, tables, typewriters, filing cabinets, and stationery, and at the same time is giving us more comprehensive useful information with which to study our operations.

An interesting side light on this spirit of economy which has settled over us during the past two years is the effect it has had on our private lives.

Too often we pay little attention to the same principles in our personal affairs which receive our undivided attention in the business world. Some of us who have taken part in the rigid inspection of properties, warehouses, yards, offices, desks, and drawers for the elimination of unnecessary material of all kinds, have applied the same principles to our own residences, garages, attics, and closets, with the same practical results, and we know something of value has been accomplished.

The foregoing is intended to briefly outline the conditions which have existed and those

which still exist from an oil producing standpoint in the North Central Texas Division.

Much could be written in detailing each of the problems touched upon.

We have been housecleaning and putting our affairs in shape to get results, and we not only expect to get them but we are already seeing the fruits of our labors.

We expect to produce oil cheaper than it was ever produced from deep lime. We've got to if we are to justify our existence.

The future possibilities of this great western Texas from an oil producing standpoint are most bright. Already concrete evidence of this is appearing in Reagan and Mitchell Counties where there is a combined daily production of about 12,000 barrels.

It is a long way from pipe line connections, and the expense is high, but those in the oil business are accustomed to such conditions. They usually prevail with new fields, and the facilities and conveniences follow and never precede the development of new oil fields.

We have fortified ourselves for the future by having our house in order, an organization excelled by none and qualified to take advantage of opportunities as they arise and to create them here and there.

While we have not been aggressive in the drilling of expensive wells in the face of a low market for crude oil, no opportunity has been overlooked in acquiring prospective acreage for future development.

Station Prizes

In the February 1924 issue of *The Texaco Star*, it was announced that for the year 1924 The Texas Company would give cash prizes to company operated stations in domestic sales territory. This plan provided for quarterly awards to bulk stations, quarterly awards to filling stations, and National Prizes at the end of the year to the three bulk stations adjudged most worthy of selection based on their entire year's performance.

The quarterly prizes were awarded and have been announced in previous issues of the *Star*. The management found it difficult to select three bulk stations, out of so many good ones, that could fairly be said to stand out so preeminently that they were deserving of selection, but after going over the records with care, and considering all the factors with which each bulk station had to contend, the choice has been reduced to three bulk stations whose records, the management believes, entitle them to the distinction of being adjudged the National Prize Winners for 1924. They are:

First Prize—\$1000—Provincetown, Mass., F. A. Enos, Agent.

Second Prize—\$750—Ogdensburg, N. Y., L. E. Cleland, Agent.

Third Prize—\$500—Grand Junction, Colo., W. A. Miles, Agent.

The management congratulates the agents and station forces at these successful stations, and also extends its congratulations to all those who shared in the quarterly prizes throughout the year.

It is hoped that the station prize plan of 1924 was enjoyed not only by those who par-

The TEXACO STAR

anticipated in the benefits, but also by all who, though unsuccessful competitors, had the satisfaction of knowing they ran a good race and are in better condition to compete successfully should a similar contest be inaugurated another time.

LAW CURRENT

Rob't A. John

ANCIENT JUDGMENTS AND PRESUMPTIONS AND DESCRIPTIONS IN ANCIENT DEEDS.—I utilize the short space allowed me in this issue by making the following note of the case of *Sallie J. Clements, et al., vs. The Texas Company, et al.*, unreported, but recently decided by the Court of Civil Appeals at Galveston, involving most of the acreage included in the West Columbia oil field.

The suit was brought by the heirs and descendants of George Tenille. It involved 1,000 acres in the George Tenille League, located in Brazoria County, Texas. Substantially a century ago, that is, on April 5, 1830, George Tenille was granted a league of land in the colony of Stephen F. Austin. Texas was then a part of the Republic of Mexico.

Suit was brought against George Tenille in the Alcalde's Court, before Edwin Waller, Alcalde, at West Columbia, by Zeno Phillips. A monied judgment was rendered in that court on March 24, 1834, in favor of plaintiff and against George Tenille. It was held in this case, by virtue of Decree No. 39 of the State of Texas and Coahuila, promulgated February 22, 1832, that the Alcalde's Court had jurisdiction to hear this case and render judgment. But on March 4, 1834, another decree had been entered, being Decree No. 262, superseding the Alcalde's Court by the Court of the Judge of the First Instance. This decree, however, was entered at Monclova, and provided, among other things, that the Alcalde's Court should remain a court, and the Alcalde should continue to have jurisdiction until the decree was put into effect. The court holds that in that day and time it was impossible for the decree to have reached West Columbia and to have been in effect only twenty days after being entered at Monclova, Mexico, some 800 miles distant, and that, therefore, the Alcalde still retained jurisdiction to render the judgment.

Subsequently, in 1842, an execution was issued and levied on the 1,000 acres of land,

out of the District Court of Brazoria County, Texas having then become an independent Republic. This was sustained by finding of the court that the district court had been, by an Act of Congress, given jurisdiction to issue processes of judgments returned to that court from the Alcalde's Courts of the Republic of Mexico.

The land was sold, and the Sheriff's deed executed, conveying the land, describing it as follows:

"1000 acres of land off the lower corner of the George Tenille League, above and near the town of Columbia, and known as a part of the headright of George Tenille to one Ammon Underwood."

Some twenty-two conveyances had been made to successive owners since this deed, and finally, at the time of the trial, the fee title was lodged in the heirs of ex-Governor James S. Hogg, covered with a mineral lease to The Texas Company. The description of the deed was attacked as being too indefinite to pass title, but, based upon the topography of the land and the course of the river and the location of the Town of West Columbia, the court held that the land should be, as it was, taken in a square and located at the southwest corner of the said George Tenille League, and that the description was sufficiently certain.

Among the new things developed in this trial, was the existence of the Decree of Coahuila and Texas establishing the new Court of the First Instance, which was discovered in the Records of Bexar County, and a copy of which was introduced in evidence. It is unpublished in our law books to this date.

There are many other questions involved, but, if the opinion of the court becomes final, it will quiet the title of practically all of the oil land near West Columbia in those who were in possession at the time oil was discovered. In this instance the heirs of George Tenille, and George Tenille himself during his lifetime (he died in 1874), made no claim or assertion of title until oil was discovered.

The opinion was written by Geo. D. Sears, Special Chief Justice of the Court.

The TEXACO STAR

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 cooperate.

Refining Dept.
Natural Gas Dept.

Ry. Traffic & Sales Dept.
Marine Dept.

Legal Dept.
Treasury Dept.

Comptroller's Dept.

Insurance Dept.
Governmental Reports
Sales Dept. S. Territory
Sales Dept. N. Territory
Sales Dept. W. Territory
Asphalt Sales Dept.
Export Dept.
Purchasing Dept.

Producing Dept.
Pipe Lines
T. T. Co. of Mexico S. A.

C. K. Longaker, Houston
W. H. McMorries, Jr.,
Fort Worth
I. A. Brownell, New York
H. Hassell, Port Arthur
H. Norris, New York
H. Tomfohrde, Houston
H. G. Symms, Houston
R. Fisher, New York
B. E. Emerson, Houston
P. A. Masterson, New York
C. M. Hayward, New York
Miss M. Marshall, N. Y.
R. C. Galbraith, Houston
Geo. W. Vos, New York
F. C. Kerns, Denver
J. J. Smith, New York
J. B. Nielsen, New York
J. A. Wall, New York
J. E. McHale, Houston
J. T. Rankin, Denver
Otto Hartung, Houston
Fred Carroll, Houston
C. W. Pardo, Tampico

REFINING DEPARTMENT

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

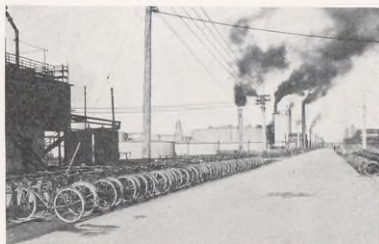
Refined—Coastwise.....	1,019,793 bbls.
Refined—Foreign.....	351,818 bbls.
	1,371,611 bbls.
Crude—Coastwise.....	302,203 bbls.
Crude—Foreign.....	59,367 bbls.
	361,570 bbls.
Total.....	1,733,181 bbls.

Marine Sales Division

Upper: American Steamer "Sudbury" of the United American Lines. This vessel and others of the same line are satisfactorily lubricated with Texaco Marine Lubricants. The "Sudbury" is equipped with Westinghouse steam turbines. The efficiency of Texaco Marine Turbine Oils is certified to by Mr. Bain, chief engineer.

At right: Spanish Steamer "Mar Adriatico," Chief Engineer Luis Egusquiza, (inset), belonging to the Cia. Maritima del Nervion, Bilbao, Spain. Comparative tests of various marine oils have been run by Senor Egusquiza. His conclusion is that Texaco Marine Oils render perfect lubrication. The entire fleet of the Nervion Line is Texaco lubricated.

Lower: Spanish Steamer "Gobeco," Senor H. Sangranis, Chief Engineer (inset). This vessel and others of the same line have long used Texaco Marine Lubricants, which are unhesitatingly recommended by Senor Sangranis and other engineers of the line.

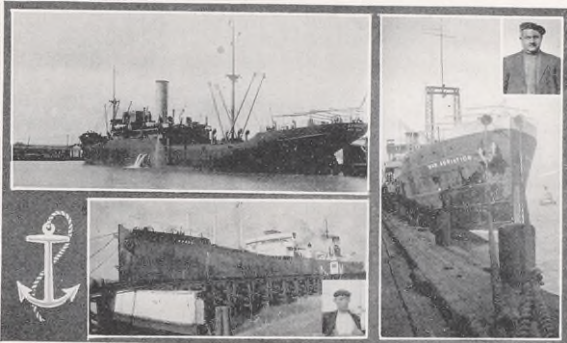


Employees' Bicycle Rack
West Side, Port Arthur Works

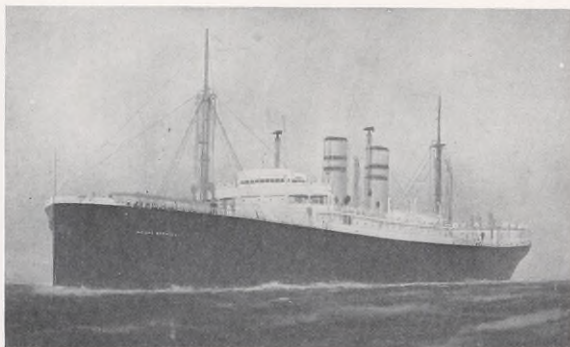
SALES DEPT. S. TERRITORY

Houston District.—
E. M. Steves, appointed agent at Shiner, Texas, vice C. R. Longorio, is quietly going to work with his combination of Texaco products, Texaco quality, and Texaco service. We know we shall not be disappointed with the results.

Dallas District.—Auditors D. M. Davis and R. C. Willett, who have been with us since December 31 auditing the D. O., have made it known that they are about to complete their work here and have been assigned elsewhere. We regret that the time of departure for these men has arrived, as we have certainly appreciated their presence, the helpfulness of their suggestions, and cooperation with all departments.



The TEXACO STAR



American Steamship "Mount Carroll" belonging to the United American Lines

This vessel is equipped with two Westinghouse steam turbines and has maintained a remarkable record with the use of Texaco Marine Turbine Oil Heavy. The "Mount Carroll," with F. J. Cordall functioning as chief engineer (whose picture is shown at the right) has made 18 round trips to Europe traversing about 120,000 miles and 7 trips from East to West Coast ports and return approximating 90,000 miles. The original Texaco Marine Turbine Oil is still in the system of the vessel and Mr. Cordall, who was formerly Turbine Inspector for the Westinghouse Electric Company, declares that in his estimation his ship today has the best set of gears he has ever inspected. No trouble has been experienced with the main units, no wear on bearings, the original bearings still being in the turbines, and gears maintain perfect teeth contact with no indication of wear. The lubricating oil in use is run through separator about once a month. This demonstrates beyond question the efficiency of Texaco Marine Lubricating Products.

The D. O. enjoyed very much the recent visit of E. A. Rulfs of the Houston Office.

The marriage of William B. Sanderson of Dallas and Miss Margaret Olga Lair, Tuesday evening, February 17, at Central Christian Church, was of unusual interest to Texaco, both of the principals and one of the wedding party being of the Dallas D. O. Dr. Graham Frank officiated. A program of organ music by Mrs. Robert Mitchell preceded the ceremony. Mrs. Ernest Mueller sang "At Dawning." The groomsmen were Ernest Mueller, George B. Sanderson, brother of the bride-

groom, Verdine Rose, and Harry Lacy. Miss May Phipps was maid of honor. Miss Annette Lair, sister of the bride, was bridesmaid. The bride was given in marriage by her brother H. G. Lair. She was attended by little Dorothy May Lair, her sister, as flower girl, who scattered rose petals from a white basket. Mr. and Mrs. Sanderson will make their home at 3837 Colonial Avenue, Dallas.

On February 17 Stake Truck Driver Leon Smith of Greenville and Miss Bonnie Askins of Clinton were married at Clinton. Congratulations and best wishes.



Stamford, Texas, January 1925—the first moisture precipitated since June 1, 1924.

Agent Myers and Special Agent Turner, Mr. Myer caught looking down trying to locate a warmer place for his feet. Hambright Service Station—100% Texaco. Left to right: Felding Hambright, J. T. Stell, Robert Moore. Stake Motorman J. T. Stell trying to make kerosene deliveries—he averaged for 1924 better than 1,000 gallons a day with his one-ton truck.

The TEXACO STAR

Oklahoma District.—We almost overlooked sending in our news items but were reminded by Assistant Chief Accountant F. A. Nowakowski that he wanted his name mentioned in the *Star* without fail. Here is the item in question: Born to Mr. and Mrs. F. A. Nowakowski on February 15 a 7½-lb. baby girl who is to be called Mary Joyce. No wonder Felix has been throwing out his chest and strutting his stuff around the D. O.—it's his first one.

Mac McCoy of Wichita, Kansas, wired us that a little girl had arrived at his house, but all details were left out of the wire; it was mentioned, however, that the father was doing very nicely.

The District is afraid they are going to lose Assistant Superintendent Dougherty if "someone from Dallas" doesn't hurry up and come. Oklahoma City is awaiting you, Mrs. D.

The District Office enjoyed a visit from Messrs. Worthington and Rulofs of Houston.

Superintendent Daniel, Assistant Superintendent Faerber, and Creditman Shirley held a meeting in Oklahoma City of Special Agents and salaried Agents from the western part of Oklahoma on February 9. Special Agents and Agents from the eastern part of Oklahoma met in Tulsa on the 14th, and Arkansas Agents and Special Agents met in Little Rock on the 23rd. The Sales Promotion Plan and Texaco B Q were the main topics of interest.

The last issue of *The Texaco Star* reported Oklahoma City as the Prize Winning Main Station, showing W. J. Hein as Agent. Mr. Hein, of course, is proud to see his name in print for such an accomplishment; but he says that the credit is misplaced and should go to Geo. E. Ware, who was Agent at Oklahoma City Station until his recent promotion to Special Agent.

New Orleans District.—The new plan of Sales Promotion went into effect in our District February 1 promptly upon schedule. Its operation is proving facile and of substantial benefit in every respect. The attitude of the field forces toward it is aptly expressed by Agent Knight of Hattiesburg and Agent Forgey of New Iberia: they both write the system is "great," and "is an incentive for the representatives to work each town and prospect thoroughly."

To these stations goes the honor of having a record of 100% in collections for January: Columbia, Corinth, Magee, Philadelphia, Rose-



Filling station and store of F. T. Smith, Monroe, La.

Mr. Smith is one of the best and largest users of Texaco products in Monroe. He recently celebrated the opening of this attractive station, with the assistance of Special Agent Price of Monroe Station. His facilities include a vulcanizing department, washing cars by steam, and greasing. He is an extensive advertiser of Texaco and has closed a contract for the exploitation of our products and his service through various motion picture houses in the territory adjacent to Monroe. On his opening day over 300 customers were served and his sales that day totaled 2,000 gallons.

dale, Wiggins, Mississippi; Marksville, Logansport, Louisiana. Ninety-five percent or better was attained by McComb, Boyle, Ruleville, Mississippi; Vinton, DeRidder, Louisiana.

Special Agent Miller, Vicksburg, Miss., took unto himself a wife on February 24. We do not know the name of the young lady, but congratulations and best wishes are tendered the new family by all of us.

Heartfelt sympathy is extended to M. L. Davis, F. S. Agent, Brookhaven, Miss., who suffered the loss of his father February 10.

Atlanta District.—Preferring to fly to unknown ills to bearing those of which we have knowledge, our D. O. telephone operator proved susceptible to that infectious, contagious, and pleasing malady, termed in common parlance *matrimony*. No advance symptoms were indicative of the condition. Miss Ola Simmons and Mr. B. W. Wright merged their individualities on January 31.

Cupid's dart hit City Salesman J. H. Bran- yon, Birmingham, and Miss Dorothy Irene Dodson on Jan. 17. Another good sale made.

M. J. Wood, Voucher Clerk, reports that he is the father of a fine baby boy weighing 10¾ pounds, born February 3, and named William Jackson.

Special Agent H. G. Thompson, Florida District, paid the D. O. a welcomed visit on February 18, but we were distressed to learn that he was here mainly to attend his brother's funeral.

The TEXACO STAR



High water at Selma, Ala. Station, January 23, 1925

Florida District.—Clay Chadwick, Agent at Punta Gorda, in January completed twelve months service with the Company in the Florida District with a record of 100% collections each month. Fine, Clay, keep up the good work.

The Florida District has built a corral for the permanent home of the "Goat" of the Southern Territory on Collections. We have succeeded in securing the coveted first place for the last two months, and the boys in this District have set their hearts on retaining it. If we do not stay in first place some other District will be forced to break a few records.

The entire field force is enthusiastic over the campaign which has been inaugurated on Motor Oils and Greases, and all of our Special Agents and Agents have expressed a determination to secure a good slice of Special Bonus Money.

G. M. Worthington was a welcome visitor to the D. O. recently.

R. R. McCabe, City Salesman, Jacksonville, is the proud father of a 9-lb. boy born February 9. All the boys are invited to have one on Mac. Congratulations.

Agent J. W. Jones, Sanford, has proclaimed to the rest of the Texaco Family that he is the father of a bouncing boy of 9 pounds who arrived in January. It is expected that J. W. will now break a few more records for Sanford Station.

A little encouragement helps greatly.



Palatka, Florida, Station

This is one of Florida District's progressive stations and is distinctly on the forward march. Left to right: L. L. Malloy, Tank Salesman; F. L. Sumner, Assistant Agent; S. A. Cameron, Agent; R. V. Church, Motor Inspector; Carl Appleby, Tank Salesman.



Clearwater, Fla. Station

A typical tropical station. It is owned and operated by J. D. Gibbs. The banana tree hedge forms a fence for the front of the station lot, pineapple trees are growing under the storage tanks, and in the back of the lot is a grapefruit grove of some fifty varieties and a grape arbor of some twenty varieties. It is only a matter of time when Clearwater Station will be one of the most beautiful in the Florida District—and that is saying much.

The TEXACO STAR

SALES DEPT. W. TERRITORY

Denver District.—The outlook for the Denver District for 1925 appears very bright. The following slogan has been adopted and every effort is being made to attain it: "Quota made each Station each month."

We are pleased to announce these 100% Agents on Collections for the month of January:

W. A. Jones	Alamosa, Colo.
T. D. L. Menke, Jr.	Antonito, Colo.
O. W. Saul	Glenrock, Wyo.
Fred C. Jones	La Junta, Colo.
H. F. Bonnell	Loveland, Colo.
J. R. Brown	Montrose, Colo.
R. L. Smith	Fort Morgan, Colo.
O. R. Robinson	North Platte, Nebr.

Agents deserving special mention by having missed the 100% classification by only a few points are:

O. Johnson	Boone, Colo.	98.3%
O. L. Addington	New Raymer, Colo.	96.40%
R. R. Briggs	Brighton, Colo.	91.00%
E. W. Heathington	Lafayette, Colo.	90.51%

We extend deep sympathy to Assistant Superintendent C. D. Meltabarger, Billings,

Montana, for the death of his wife on January 22. She was laid to rest in Denver, which was formerly her home.

We have recently enjoyed visits from District Manager J. F. Ryan of the Railway Sales Department at Chicago and Superintendent W. K. Holmes of West Tulsa Works. We were glad to see them and hope they will make their visits more frequent.

Denver District is exceedingly fortunate in having a live organization known as the Texaco Club. New officials have recently been elected and we feel that we have a large quantity of entertainment and pleasure in store for us during the ensuing year. Among the recent activities was a delightful theatre party at the Denham Theatre on January 30. Great interest is being manifested in a vaudeville show said to be in the making. Participants in this are to be from our own organization and it is being rumored that no little talent and stage ability is to be flashed on that occasion. A capable committee is formulating plans and soliciting actors.

El Paso District.—



Greek Theatre in the Civic Center, Denver, Colorado



Albuquerque, N. M. Station

Somebody told us the other day that he did not believe it snowed in New Mexico. Note equipment loaded and "raring to go." Agent Johnnie Brodbeck, otherwise known as "Pig Knuckles," was so busy dispensing Texaco that he did not get into the picture.



New filling station owned by Agent Lou Parry, Rawlins, Wyo.

Salt Lake District.—We are proud of our record for 1924. Salt Lake, the "Baby" district with only nine company owned stations, did half as much gallonage as some other districts with four to five times as many stations. We have only started, as 1925 will witness.

The slogan "A winner never quits and a quitter never wins" originated in the Salt Lake District.

The severest winter in Utah is about over and we are anticipating a prosperous season.

The TEXACO STAR



Our Wholesale Station, Provo, Utah

Agent F. J. Hischier is an enterprising man and has developed our business at Provo in a most creditable manner. Left to right: Geo. Brockbank, Associated, next to Agent; H. J. Hischier, Agent; Roy Peters; Mart Strehel.

All agents are on their toes to make hay while the sun shines.

We were honored by a short visit from F. C. Kerns of the Lubricating Division. Come often Mr. Kerns, especially if you bring the "makings" for the biggest industrial contract in the West that was closed this month.

J. W. Harville of the Roofing Division is responsible for a big roofing boom in this District. Come again, Jack, and come often.

This District exceeded all quotas for the first month in the new year.

Billings District.—Our District keeps growing—there's no neutral notch in our mechanism. We welcome the following new stations into our constellation of stars: Taylor, Belfield, Kildeer, New England, and Mott, North Dakota.

Stand up, Hugh Stallings! As the first Billings District Salesman or Agent to sell a carload of lubricants since the new year began you are eligible for membership in our Exalted Order, *Carlodius Carlorium*. This is Hugh's second carload of oil to the same customer, a repeat from 1924. Congratulations. It's the



Whitefish, Montana

A real station and a live agent. The owner, Agent A. O. Bailey, is leaning against the post; standing nearest to him is his father; next, C. D. Meltaberger; beside the car is Salesman G. R. Reed.

same old story: "Once sold on Texaco, Always sold."

Carload stocks of Texaco Roofing have just been placed with dealers in Malta, Montana, and New England, Watford City, and Beach, North Dakota. There are going to be more! Who next?

Chas. E. Dunne, D. O. Equipment Clerk (and a good one), and Miss Julia Garr were united in marriage February 14. Congratulations, Charlie. Here's to you and yours! May you live long and prosper.

Gordon S. Mayo and bride recently arrived in Billings from Fargo, North Dakota, where Mr. Mayo has been representative for The Texas Company. We all extend to them a warm welcome. Mr. Mayo is Assistant Superintendent in charge of Operation in Billings District.

Our cellar specialists in the Billings Commercial Bowling League, the District Office Bowling Team, issue an unqualified challenge to any five-men team anywhere that will give bond not to bowl over 400 or less pins in any one game. Selah.

Spokane District.—These agents are especially commended for excellent sales records during January:

W. D. Creek	Coeur d'Alene, Idaho
Tony Freeburn	Freewater, Oregon
J. P. Howell	Colville, Washington
Glen McGarry	Enterprise, Oregon

Each of these oversold practically his entire quota for the month, in face of the most adverse weather conditions imaginable. Our congratulations to these efficient agents.

The following extract from a letter received from Zone Salesman G. P. Whitehouse tells the story of another Texaco triumph:

Walla Walla Fire Department adopts Texaco Oils for Trucks.

Chief Metz of the Walla Walla Fire Department after having tried Texaco Motor Oil Light in his Buick all winter has decided that Texaco is about the correct lubrication for fire trucks.

There are ten pieces of apparatus and it is all up-to-date equipment, so this is a real boost for Texaco.

The Chief leaves his car standing outside of his residence nights, and during the cold snap in December had difficulty in getting his car started when a call came in. He was prevailed upon to try Texaco oils and the next night there were four fires between 8 p. m. and 6 a. m. Each time his car started without difficulty. This converted him, so in went Texaco to replace a competitive oil that had held sway for ten years.

We welcome our new Walla Walla, Washington, Agent, J. D. Leas, to Spokane District. "Jack" has been with the Company since 1914.

The TEXACO STAR



La Grande, Oregon

The Island is on the curb and provides real filling station service. The Perkins Motor Company own and operate this beautiful brand new plant.

as a member of the Denver District organization. It is more than pleasant to have him in Spokane District and we have every confidence that his long record of efficient service will be continued.

Omaha District.—A. W. Sittler, Zone Salesman, Zone No. 1, was nominated for the Honor Roll for the month of January in the Omaha District.

We are pleased to list the following stations which went 100% on Collections during the month of January 1925:

Ainsworth Oil Co., Ainsworth, Nebr.
L. L. Johnson, Auburn, Nebr.
R. H. Crum, Aurora, Nebr.
R. F. Hotchkiss, Beatrice, Nebr.
Jenkins Oil Co., Blair, Nebr.
R. O. McNurlin, Central City, Nebr.
R. A. Heacock, Falls City, Nebr.
J. A. Wiltse, Gregory, S. D.
Lloyd Willis, Hebron, Nebr.
E. H. Wray, Humboldt, Nebr.
L. Weedlum, Minden, Nebr.
D. H. Ziegler, Monroe, Nebr.
R. M. Watson, Platte, S. D.
J. Eddy, Red Cloud, Nebr.
A. J. Duerr, Seward, Nebr.
Mort Gill, Stuart, Nebr.
A. Eckhardt, Sutton, Nebr.
T. R. Wagner, Tyndall, S. D.
J. P. Anderson, Winner, S. D.

Mrs. L. L. Johnson, wife of Agent L. L. Johnson, Auburn, Nebraska, closed a contract most successfully with one of the largest dealers in that city. Superintendent Seawell and the District staff send their congratulations to Mrs. Johnson.

Lubricating Engineer L. C. Ingram comes in with the information that Doyle Hewett of the Ainsworth Oil Company, Ainsworth, Nebraska, has entered into the bonds of matrimony. We may seem a little late in our congratulations, Doyle, but we want you to know

that the entire District Office wishes you to accept them now.

The entire District was sorry to learn of the death of the mother of Agent A. J. Duerr at Seward, Nebraska. She had attained the age of 73 years and seven months, and left four sons and one daughter.

We are very sorry, also, to learn that Mr. Duerr has been confined to his bed with the "flu."

P. E. Waggoner, our efficient Chief Accountant, is now sojourning in the Sunny South, visiting his old friends in Atlanta District where he was very pleasantly located for a good many years. We know that Percy will have the happiest time of his life and we look forward to his return.

A new law firm has been organized in the Omaha District. It is composed of Judge T. E. Goodwin, Judge P. R. Walker, and Judge B. H. Gattis.

SALES DEPT. N. TERRITORY

New York District.—

A little photograph taken on the highway between Millerton and Copake, N. Y., may be of interest to our Southern friends. The snow at this point was 12 feet 4 inches deep. The first car through was The Texas Company's truck with a load of gas.



Highway between Millerton and Copake, N. Y.

Chicago District.—We are glad to state that Superintendent Wright is back on the job, as good as ever after his vacation for several weeks of pneumonia.

Julia Theiler, D. O. File Clerk, is again with us after an absence of five months serious illness.

Chief Accountant H. H. Shipp tells us that both Collections and Stock Shortages are showing improvement after their "recent illness."

We have just learned that Salesman R. M. Stith of Louisville was recently married to Miss Helen Gapfill of Indianapolis. We wish

The TEXACO STAR

them all happiness and of course expect Louisville sales to express a portion of this happiness.

Everybody apparently owns a little "Texas" stock—and all are pulling for "Over 50."

Following our announcement of last month, "Nate" says he has had *one* night's sleep.

We are having strenuous days in the D. O. trying to keep the old Cross Word bug from biting us. We suggest that the muzzle be taken off this bug only after 5 p. m., giving us a chance to get away, if we can't stand it.

We thought J. T. G. was getting better day by day, but when we asked for a news item today he said, "The way I feel, it wouldn't be fit to print."

Norfolk District.—After a very spirited contest among our distributors during 1924 to decide who would have the largest percentage of increased gallonage the winners were:

- Class A—Holt Oil Co., Smithfield, N. C.
- Class B—Sprinkle Oil Co., Reidsville, N. C.
- Class C—Eagle Oil Co., Mebane, N. C.
- Class D—Gatesville Gas & Oil Co., Gatesville, N. C.

Announcement has been made that the Virginia Oil & Supply Co., Inc., and the Capitol Oil Co., Inc., consolidated January 1, 1925, under the name of Capitol Oil Co., Inc. The first named company have been distributors of our products 100% for seven years, the latter have been 100% distributors of our products for three years. They have eleven good-sized stations and are still growing. Two of our former employes are executives of this concern—W. J. (Billy) Barton and B. P. Beall. Much of the success of these concerns is due to D. H. Jackson, President, and W. J. Barton, Vice-Pres. and Manager. Continued success is the wish of the entire Norfolk District.

We were very glad to have Messrs. Osborne and Vos of New York with us at our Representatives' Meeting. A visit from any of the Texaco Family is always appreciated, and I feel sure that F. J. (Mike) Donovan, of New York, will substantiate this statement.

The former correspondent for the *Star* in this District has been forced, but not under pressure, to leave the beautiful surroundings of the D. O. Mr. Kilgore has been made Agent at Raleigh, N. C., to succeed Agent F. W. Gunther who has entered another business. We wish Mr. Gunther as well as Mr. Kilgore the best of luck.

Congratulations are extended to Mr. E. V. Davis and Miss Versie Little of Greensboro, N. C., Mr. James L. Overstreet and Miss Lillian Marshall of Roanoke, Va., and Mr.



Reedville, Va. Station

As expressed by Representative W. A. Stokely, this station is "Cleanliness Personified." Agent Whaley is shown at the right and Chauffeur Burgess at the left. This town boasts of the fact that it does not have a paved road, but Agent Whaley's gallonage keeps moving up.

W. M. Burkholder and Miss Ruby MacMillan of Roanoke, Va., who have decided to try if two can live as cheaply as one. Maybe so.

The stork has again shown up after an absence of several months, and favored Mr. and Mrs. Floyd Otwell, of Greensboro, N. C., with Laura Belle. He visited likewise Mr. and Mrs. B. N. Atkinson, of Greensboro, N. C., where he left Betty Anne. These will only add to the already unlimited number of beautiful girls for whom Norfolk District is noted.

The Texaco Basket-Ball Team is still maintaining its good name, which it has had for the last three years, of having a fighting bunch. They are leading the Industrial League of Norfolk with nine victories and no defeats. It looks as if they will be one of the contestants for the City Championship, which will be decided in an Elimination Tournament about the middle of March. This Tournament will bring together the leaders of the five or six leagues, as well as several strong independent teams.



One of the most attractive garages in Durham, N. C.

Operated by Clark & Sorrell, who are handling our products 100% and thereby enjoy a very good share of the business.

The TEXACO STAR

ASPHALT SALES DEPT.

You would have to dig down and spend \$175 a minute—not eight hours a day but every hour of the twenty-four—and spend at this rate, week days and Sundays and holidays, for the entire year in order to equal the annual expenditure of the United States in the building of roads. For the last three years this country has spent almost a billion a year on its roads, and this rate will undoubtedly be maintained, if not exceeded, for years to come. This is one way of trying to grasp the size of the highway building industry.

Or you might strive to form an idea of it this way. Suppose a man were to set out on his twenty-first birthday and travel at the rate of 200 miles a day 365 days of the year. He would not cover the present mileage of this country's roads until his sixty-first birthday. And this would not include city streets. Exclusive of city streets, there are approximately 300,000 miles of highways in the United States—not 10 per cent of which are improved. Turn that over when you have a little leisure time.

It is an indication of the importance of the United States, and also of the task of our Roads and Streets, that 82.5% of the world's motor traffic is to be found in this country. It is estimated that we now have 18,615,000 passenger cars, 2,892,000 trucks, and 1,262,000 motorcycles.

The Asphalt Department's motion picture featuring the construction of a sheet asphalt pavement has begun what is expected to be a busy season. On February 6 it was put on before the Annual Convention of the New York State Association of County Highway Superintendents in Syracuse.

E. F. Durfee ("Durf") has accepted the position of City Engineer of Cranston, R. I., and this Department has lost one of its most capable representatives who has promoted the sale of Texaco asphaltic concrete in Rhode Island and Connecticut for a number of years. Outside of his sales ability Durf will be missed for his friendly personality which made all of his associates his friends. We wish him every success in his new work.

This Department received a shock on February 10 when word was received of the death of W. J. B. Galvin, who had been a member of the sales force less than two months. Mr. Galvin was given a section of New York State during the first weeks of his association with us, but when Mr. Durfee resigned he was sent to Rhode Island and Connecticut, the first

being his home State. Mr. Galvin's untimely death was productive of keenest regret, and deep sympathy is extended to his family by the members of this office.

Our sympathy is extended to G. Mayland, New York office, for the death of his mother on February 4.

We would also express our sympathy to J. A. Lindgren of our New York office whose sister died on February 11.

PURCHASING DEPT.

Houston Office.—W. A. Carnes and E. H. Daniel have joined the ranks of Home Owners. Al and Ed now know more about deeds and abstracts than the man who invented those instruments of torture.

At the home of Mr. and Mrs. J. Emmett Nolen there arrived on January 27 a fine baby girl, Mary Ann. She has two brothers. Congratulations and best wishes are extended to the proud parents.

Suppose every law required a special set of enforcement officers.—*Ex.*

EXPORT DEPT.

W. H. Borie has returned to New York after an inspection trip, lasting several months, to the Far East.

H. Johnston Tighe, Lubricating Engineer of The Texas Company (So. Africa) Ltd., is now in the United States.

L. A. Morica and W. H. Becker left for Brazil January 31.



This cup was offered by Mr. Galstaun, one of the connections of our Java Agents, Messrs. Ruhaak & Company, to be presented to the winning team in a football match between West and East Java at the Christmas holidays. The result was a draw and the cup will come up again for competition next year. Besides eleven silver medals Ruhaak & Company have now running in Java three Texaco Cups, one for the horse races, one for football match, one for their Java Office.

The TEXACO STAR



Pointe-a-Pitre, Island of Guadeloupe, French W. Indies

Texaco products have been popular for many years in the island of Guadeloupe, where our aggressive agents are Messrs. E. Marmignon & Co., whose office is shown in this picture.



Discharging Texaco products at Pointe-a-Pitre

Shipments to Guadeloupe are generally made by sailing vessels direct from Port Arthur to Pointe-a-Pitre.

NATURAL GAS DEPT.

With profound regret this Department reports the death of Edward J. Beaty at his home in Mooringsport, La., on February 10, 1925.

Mr. Beaty was Foreman of the Caddo Field, Shreveport District. Ed, as he was known to all his friends and associates, entered the employ of the Company in November 1915. It was under his supervision that the Company's extensive system of gas lines was installed throughout the Caddo Field. He was not only a valuable employee of the Company, but commanded the respect and good wishes of all with whom he came in contact.

The funeral took place at Annona, Texas. Besides a wife and little daughter, he leaves to mourn his loss the sisters and brothers: Mrs. Kelly, Avery, Texas; Mrs. Boswell, Denton, Texas; Mrs. Drake, Terrell, Texas; Amos L. Beaty, New York; Robert Beaty, Denton.

PRODUCING DEPT.

WHO'S WHO IN THE PRODUCING DEPARTMENT.—L.

E. Barrows was born in Yorkshire, N. Y., but when he was one year old his family moved to Olean, N. Y. He graduated from the Olean High School, and from Cornell University with degree of Mechanical Engineer.

He was connected with the Olean Water Department as Operating Engineer, and with the Pennsylvania Railroad and the Snow Steam Pump Works as Draughtsman and Erecting Engineer. He came to The Texas Company in May 1909 and his service has been continuous since that date.



L. E. Barrows
General Superintendent
North Central Texas
Division

His first duty with The Texas Company was the building of demonstration paved streets using Texaco asphalt. Later he was with the Fuel Oil Department, and at that time wrote the book *Oil Fuel* which was published by the Company.

Subsequently he served as Assistant to the Consulting Engineer of the Company, and as Chief Engineer at Port Arthur Works, and Chief Engineer of the

Natural Gas Department.

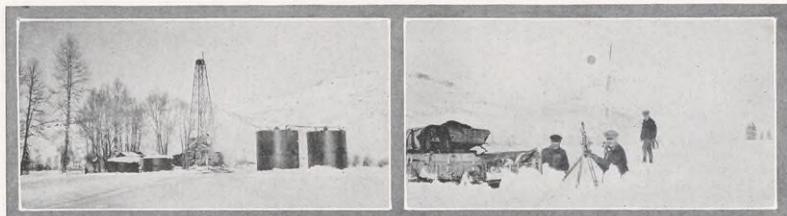
Later he was with the Producing Department as Superintendent of Gasoline Plants and then as Assistant to the Manager of the Producing Department.

In September 1922 he was appointed General Superintendent of the North Central Texas Division of the Producing Department. In this capacity he is still serving.

Those who are well acquainted with Mr. Barrows know that he is very fond of hunting, and that he is an excellent shot with both the rifle and shotgun—also that he is rather proud of his prowess in this respect.

While he was at Port Arthur, although they never pulled a badger fight on him, they put over a good one on him on a duck hunt when W. K. Holmes removed the shot from his shotgun shells and let him crawl about half a mile across an oozy marsh, such as they used to have near Port Arthur, until he had sneaked up so close to a big flock of ducks

The TEXACO STAR



Texas Production Company Adair No. 1, Tow Creek Pool, Routt County, Colorado. This field is on the Moffat Railroad, and spur track and loading rack have been installed for the shipment of crude oil. Shale oil was encountered at 2320' Dec. 24, 1924, and in view of the large volume of gas encountered at different depths in the shale it was decided to suspend drilling and test the productivity of the shale oil deposit. Pumping started Feb. 9, 1925, and the well is now pumping about 200-bbls. a day. The oil is being shipped by tank cars to our Casper Works. In the distance, showing between the derrick and the two 500-bbl. tanks, can be seen the old rig where a hole was drilled by the Mid-Continent Oil Company 10 or 12 years ago but not completed.

T. P. Co. Tow Creek No. 2. Location was made Jan. 17, 1925, and the well was spudded in Feb. 21. It was necessary to carry in on sleighs all material, none of which was on the property at the date the location was made. On February 25 the well was drilling at 205', says Mr. A. R. Wilson who favors us with these photographs and notes. The snow is about four feet deep on the level. General Superintendent A. B. Patterson walking on skis, Field Engineer F. R. Liese at instrument, and Teamster F. H. Nichols at sleigh, making location for Texas Production Company Tow Creek No. 2 on January 17, 1925.

that he could see the color of their eyes. He fired six shots into the flock at close range and never got a feather. Needless to say, he did not crawl back.

As sort of a recompense, it can be proved, so he says, that, with the cooperation of Dr. G. W. Gray, he is the only one who was ever able to pull the wooden nickel stunt on a certain official of the Company whose office is now in Houston.

PIPE LINES

J. J. Lawrence has been transferred from the Houston Office to El Dorado, Arkansas.

Mrs. Pearl Montgomery, telephone operator at Houston, was married on February 4 to Mr. Vernon McVane. Our best wishes.

E. E. Griffin, Houston Office, was called to Tyler, Texas, by the death of his father on February 19. We extend deepest sympathy.

C. J. Benton, of the Houston Office, resigned February 28 and left for Louisville, Ky.

Texaco Association of New York

On Tuesday evening, February 17, 1925, a match game between the ladies of The Texaco Association of New York and the ladies from the American Exchange National Bank of New York was played on the alleys of the Caledonian Club.

One game was played, divided into two sets, composed of 5 members from each team. Both

sets were won by the Texaco team—444 and 535 to 301 and 328, or a total of 979 to 629.

The game was very interesting and exciting from start to finish, Miss Donoghue starring with high score of 155, Miss Hart following with 141. Rooters for both teams were there in numbers and were greatly pleased over the showings made.

This is the only match game played by the ladies so far this year. With the prevailing enthusiasm it is hoped a series of match games can be arranged during next season.—*May J. Daley, Chairman Ladies' Committee.*

Winter Fancy

In these barren shut-in days

Fancy lures me many ways;

Fancy, with its necromancy,
Prodigal the part it plays.

For it shows me how the spring,
From the Southland journeying

With the Northward-faring bluebird
Will return on azure wing.

Of its wealth bids me to share
Orient aromas rare.

All the ecstasies of April
With its daffodilian air.

Come, then, Fancy, bide with me
'Till the hour when I shall see

The eternal vernal rapture
In its clear reality!

—*Clinton Scollard.*

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.

PRODUCING. Raney "Mine-Well" Process May Revolutionize Production. John W. Naylor.—*The Oil Trade*, February 1925.

A Glimpse of the Petroleum Industry in Venezuela. O. W. Wells.—*The Oil Trade*, February 1925.

LABORATORIES. Reports on the Progress of Naphthology during 1923.—*J. Institution of Petroleum Technologists*, September 1924, page 607 *et seq.*

Fuller's Earth. A Racu and G. E. Pain.—*Ditto*, page 687.

Fuel Oil Resources of the Future. Alfred W. Nach and H. G. Shatwell.—*J. Institution of Petroleum Technologists*, December 1924, page 854.

FUEL OIL. Who Uses Fuel Oil—How Much—Where? H. J. Struth.—*The Oil Trade*, February 1925.

A Silent Revolution on the Sea. E. S. Gregg, Chief of Transportation Division, Department of Commerce.—*The Nation's Business*, February 1925.

SALES. Saturation Point Far Away. Paul B. Erickson.—*Petroleum Age*, February 1, 1925.

GENERAL. The Relativity of Waste. Alfred Pearce Dennis.—*The Nation's Business*, February 1925.

What Price Demagogy? Julius H. Barnes.—*The Nation's Business*, February 1925.

England's Greatest Problem—Some Effects of Mistaken Labor Leadership. James F. Whiteford.—*Industrial Management*, February 1925.



Rotterdam, Holland—the center of the city

Taken by an airplane of the Koninklijke Luchtvaart Maatschappij. This picture must have been taken on an early Sunday morning which explains the absence of motor vehicles from these otherwise crowded streets. As usual "Texaco" is the cock of the walk, being the only advertisement discernible—see the trade-mark sign at the first bend of the street.

Great occasions do not make heroes or cowards; they simply unveil them to the eyes of men. Silently and imperceptibly, as we wake or sleep, we grow strong or we grow weak, and at last some crisis shows us what we have become.—*Canon Westcott.*