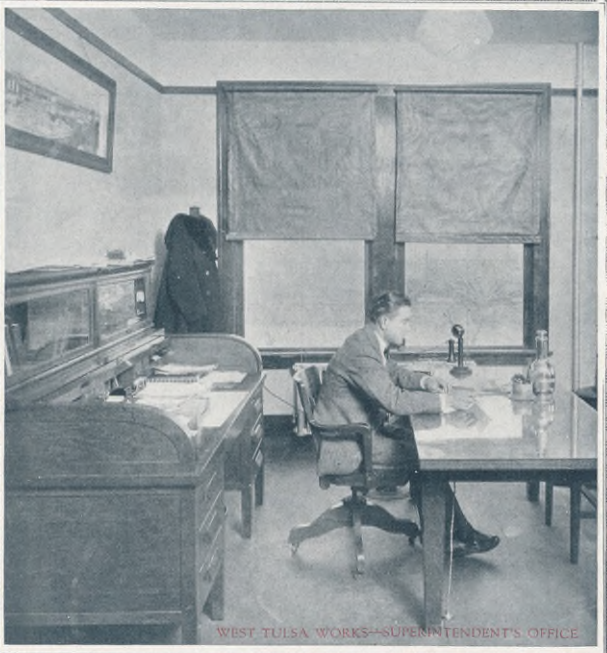
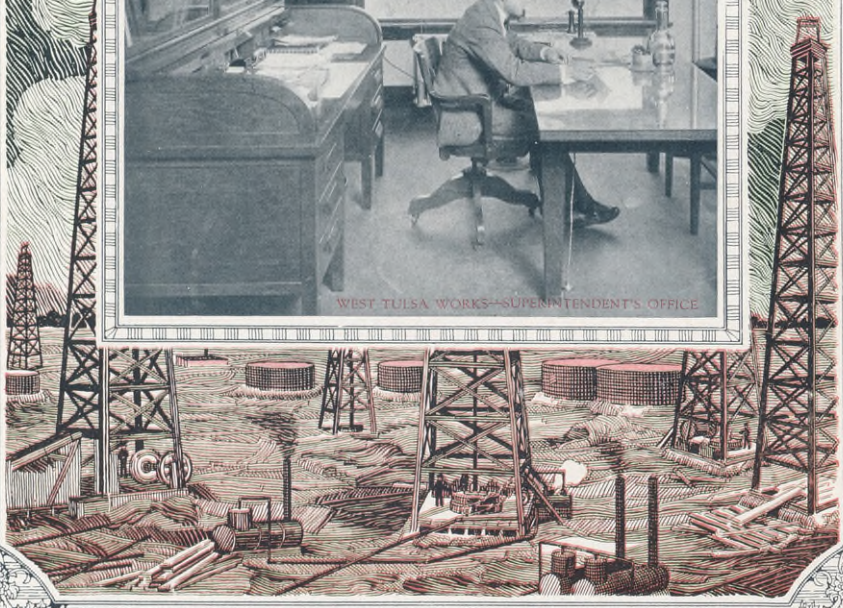
TEXACO STAR

FOR EMPLOYES OF THE TEXAS COMPANY



WEST TULSA WORKS—SUPERINTENDENT'S OFFICE



VOL. VIII APRIL 1921 No. 4

Crude Resources

It is generally known that there are certain differences between crude oils coming from different oil fields. For the most part, these differences do not affect the kind or quality of lubricating oils which can be manufactured from the crude, but there are some slight differences which must be taken into account for certain classes of work.

On this account The Texas Company is exceptionally fortunate in that their producing fields are so widespread.

We secure our crudes from a number of oil fields distributed in various States, and thus, when we manufacture a Texaco Lubricant for a special purpose, we can select the crude best adapted, from the variety at our disposal, for securing the particular lubricating results desired.

Our large production and our extensive storage enables us to keep on supplying the right oil for the right place, at all times.

There is a Texaco Lubricant for Every Purpose

THE TEXAS COMPANY, Dept. Z, 17 Battery Pl., New York City

NEW YORK · CHICAGO · HOUSTON OFFICES IN PRINCIPAL CITIES

TEXACO

A CONDITION NOT A THEORY

Speaking quietly, without prejudice, can any one tell why it is that government departments, in all countries, are slow, wasteful, incompetent?

There must be some basic reason for this.

Almost invariably an able man becomes disabled when he is placed in a government department. He becomes timid, procrastinating, non-committal, evasive, and unprofitable. Why is this?

The fact seems to be that a man cannot be competent in a government job, for the following reasons:

1. There is no payment by results. A man gets as much for doing badly as he does for doing well.

2. There is no fear of discharge. A man may be transferred, but, as long as his conduct is satisfactory, he cannot be discharged for incompetence. Any sort of a fool can hold a job forever in the civil service.

3. There are no profits to be made. There is no possibility of bankruptcy. If the department doesn't pay,—very well. The treasury has plenty.

4. There is no danger of losing customers. A government department does not depend upon its customers, so it has no incentive to be quick and courteous and obliging.

5. The main thing is accuracy, not success. A government employe has simply nothing to do with success. His one aim is to avoid mistakes. The less he does—the fewer mistakes.

6. Time is of no consequence. A delay is a relief and a comfort, the more the better.

7. The work is impersonal. There is very little responsibility in a government office. The clerks have arranged a system whereby nobody is to blame, no matter what happens.

8. There is no competition. A government department is always a monopoly. If it were not, it would be soon thrown aside. It has no competitors to battle with, and it can take it easy and do as it pleases.

9. Routine is put ahead of service. In government departments all the workers are tied with red tape. They are slaves of a system of procedure.

10. There is no enthusiasm. If a man stays in a government job long enough he loses the energy and joy of living that are necessary to efficiency and success.

These are a few of the reasons why nationalization always has failed and always will.

Put yourself in the place of these poor government automats. No matter how able you are, how could you be efficient if you had: No hope of profits; no fear of failure; no competitors; no customers; no reason to hurry; no danger of being found out?

Nationalization is not only a destroyer of trade and commerce. It is not only a coral reef built across the harbor of prosperity.

It is worse. It is far worse. It is a destroyer of men. It lowers the spirit and hardihood of a nation. It pauperizes. It dulls the mind and benumbs the feelings. What could be worse?

—*Herbert N. Carson, in "Efficiency Magazine," London.*

SOUTH CARSON AVENUE, TULSA, OKLAHOMA—View from Seventh Street
Texaco Sheet Asphalt Laid Nine Years Ago

TEXACO STAR

VOL. VIII APRIL 1921 No. 4

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

Address: Texaco Star, 320 The Texas Company Building Annex, Houston, Texas

THE ANNUAL MEETING of the Stockholders of The Texas Company was held at the Office of the Company in Houston, Texas, at 11 a. m. on March 31, 1921.

The Board of Directors was elected for the ensuing year:

L. H. Lapham	R. C. Holmes
J. J. Mitchell	G. L. Noble
J. N. Hill	W. A. Thompson, Jr.
A. B. Hepburn	C. P. Dodge
E. C. Lufkin	Edwin B. Parker
Amos L. Beaty	Frank D. Stout
T. J. Donoghue	

The meeting adopted a resolution, recommended by the Board of Directors, to increase the capital stock of the Company from $143,000,000 par to $164,450,000 par, being an increase of fifteen per cent., by the sale of an additional issue of $21,450,000 par, at par, to stockholders of record at the close of business April 29, 1921; payment for this stock to be made in two instalments:

1st instalment, 50% of amount subscribed, on or before May 27, 1921.

2nd instalment, 50% of amount subscribed, on or before July 8, 1921.

Immediately after adjournment of the Stockholders' Meeting, the Board of Directors convened and Officers were elected and appointed as follows:

E. C. Lufkin	Chairman of the Board,
Amos L. Beaty	President
T. J. Donoghue	1st Vice President
R. C. Holmes	Vice President
G. L. Noble	Vice President
W. A. Thompson, Jr.	Vice President
C. N. Scott	Vice President
W. N. Capen	Vice President
C. P. Dodge	Secretary
W. W. Bruce	Treasurer
E. B. Parker	General Counsel
A. C. Miglietta	Ass't Sec'y and Ass't Treasurer
Guy Carroll	Ass't Sec'y and Ass't Treasurer
S. J. Payne	Ass't Secretary
W. G. McConkey	Ass't Secretary
E. M. Crone	Ass't Secretary
Jas. A. Merlis	Ass't Secretary
A. M. Donoghue	Ass't Treasurer
G. W. Foster	Ass't Treasurer
T. A. Spencer	Ass't Treasurer
D. B. Tobey	Ass't Treasurer
H. G. Symms	Ass't Treasurer
L. H. Lindeman	Ass't Treasurer
Chas E. Herrmann	Assistant to President
Ernest Carroll	Assistant to 1st Vice President
F. L. Hanks	Assistant to W. A. Thompson, Jr., V. P.

Executive Committee:

E. C. Lufkin, Chairman

Amos L. Beaty	T. J. Donoghue
L. H. Lapham	R. C. Holmes
J. N. Hill	W. A. Thompson, Jr.
A. B. Hepburn	Edwin B. Parker
J. J. Mitchell	

★ ★

The chief factor in the success of each man—wage worker, farmer, and capitalist alike—must ever be the sum total of his own individual qualities and abilities. The slightest study of business conditions will satisfy any one capable of forming a judgment that the personal equation is the most important factor in a business operation; that the business ability of the man at the head of any business concern, big or little, is usually the factor which fixes the gulf between striking success and hopeless failure. Each man must work for himself and unless he so works, no outside help can avail him.

—*Theodore Roosevelt.*

We are going to be called upon, nationally, collectively, and individually, to renounce extravagance and learn anew the old lessons of thrift and providence.

—*Warren G. Harding.*

Without work, even the most brilliant will be of very little good.—*Millet.*

ANNUAL STATEMENT OF THE TEXAS COMPANY

INCOME AND SURPLUS ACCOUNT—For the Year Ended December 31, 1920

Gross Earnings			$142,806,331.49
Operating, General and Administrative Expenses			98,359,495.75
Net Earnings			$ 44,446,835.74
Deduct: Addition to Reserves: Depreciation		$ 8,770,969.30	
Federal Taxes		4,000,000.00	
Miscellaneous		586,494.34	13,357,463.64
Available for Dividends and Surplus			$ 31,089,372.10
Add: Surplus, December 31, 1919		$ 77,505,491.46	
Adjustments, applicable prior to December 31, 1919, affecting Reserves for Amortization, Depreciation and Insurance		222,929.40	77,728,420.86
			$108,817,792.96
Less: Dividends Paid During Year: Cash		12,475,000.00	
Stock, par		13,000,000.00	25,475,000.00
Surplus, December 31, 1920			$ 83,342,792.96

BALANCE SHEET—As of December 31, 1920

ASSETS

Real Estate, Leaseholds, Oil and Gas Wells and Equipment, Tankage, Refineries, Terminals, Ships, Cars, Distributing Stations, and Other Facilities			$127,298,261.11
Investment in Subsidiaries: Stocks and Bonds		$ 21,590,404.27	
Current Accounts		36,500,175.07	58,090,579.34
Other Corporate Securities			345,055.35
Current Assets: Cash		15,882,912.75	
Accounts and Notes Receivable		19,227,296.47	
Merchandise, Crude and Refined Oils		98,219,866.86	
Storehouse Supplies		12,065,625.32	145,395,701.40
Deferred Charges to Operations, including Unamortized Discount and Unexpired Insurance			2,305,324.10
			$333,434,921.30

CAPITAL AND LIABILITIES

Capital Stock: Issued			$130,000,000.00
Stock Dividend Warrants			13,000,000.00
			143,000,000.00
Surplus			83,342,792.96
Reserves: Depreciation		$ 36,109,096.47	
Amortization of Facilities		7,115,977.62	
Replacement of Marine Equipment		2,755,659.06	45,980,733.15
Seven Percent Sinking Fund Gold Notes			32,749,000.00
Current Liabilities: Accounts and Notes Payable		20,458,083.76	
Estimated Federal Taxes		7,000,000.00	
Miscellaneous, including Interest		904,311.43	28,362,395.19
			$333,434,921.30

Note: Inventories of oil and other products have been reduced to the lower of cost or market, and oil produced by the Company itself is now carried at cost of production, lower than market.

W. W. Bruce,
Treasurer.

March 16, 1921.

Foam Car Equipment for Fighting Fire—Port Arthur Works

THE TEXAS STEAMSHIP CO.

With the launching of the steamship *Reaper* at Bath, the last of the thirty vessels in the original program left the ways.

Launching the S. S. "Reaper"

The launching was most successful in all of its details and was fittingly celebrated. Mrs. Lewis H. Lapham of New York was sponsor for the *Reaper*, and just as the big ship started to move down the ways Mrs. Lapham spoke clearly and distinctly, "I christen you *Reaper*." Simultaneously she broke a bottle of champagne over the *Reaper's* bows and the *Reaper* was thus converted from a structure ashore to a ship afloat.

Mrs. Lewis H Lapham
Sponsor

On the launching platform with the sponsor were many of Bath's prominent people and many out of town guests, including Mr. Lewis H. Lapham; Mr. and Mrs. Parsons, of New York; Mr. and Mrs. Ford, of Washington; Mr. and Mrs. W. A. Thompson, Jr. and sons, Sawyer and William; Mr. Roney, Mr. Duggan, and Mrs. Jackson, of New York.

Mrs. Lapham carried a large boquet of chrysanthemums and delighted the ladies by giving each a flower as a souvenir of the occasion.

Following the launching ceremonies a luncheon was served to two hundred guests in the mould loft. Many of the guests were employes of The Texas Steamship Company with their wives and daughters and sweethearts.

Responding to Mr. Thompson's toast to the sponsor and in accepting the Steamship Company's memento of the occasion, Mrs. Lapham endeared herself to those present by her grace of manner and her kindly and sincere expressions of good will and good cheer so clearly and so easily expressed.

Dancing followed the luncheon and concluded a perfect day.

On December 18, 1920, The Texas Steamship Company launched without ceremonies Barge *Texaco* 171, and on December 31 Barge *Texaco* 172. This brings the launchings in 1920 to seven vessels.

We quote the *Marine Journal*, concerning a repair job and heater coil installation on S.S.*Georgia*:

Quick Repair Job.—Fourteen working days sufficed for The Texas Steamship Company, Bath, Me., to get the steamer *Georgia* into shape. Heater coils were installed in all the cargo tanks, the entire 12-inch pipe line from the cargo pumps to the tanks was renewed, also the greater part of the 8-inch auxiliary pipe lines. The heater coils were bent to form individual rolls which were nested at the bottom of the tanks, more than 25,000 feet being used. In addition to this the ship was thoroughly overhauled, and the upper deck and hull above the water line were scaled and painted. There was some delay (four days) in starting the work, owing to the necessity of clearing the cargo holds of explosive gas, but the actual working time has established a record for the amount of work done.

Mr. Foreman, It's Up to You.—Enthusiasm is a healthful contagion, just as indifference is the opposite. Both are catching and the foreman who has enthusiasm will see it reflected in his men.

Nine times out of ten the foreman finds his men are thoughtless of Safety if he thinks little about it himself. On the other hand, if he is honestly and earnestly interested in Safety, so will his men be.

—*Wilson's Certified News.*

CRUDE OIL PRICES AT WELLS

April 1, 1921

Pennsylvania	$3.00	De Soto	$1.90
Mercer Black	2.73	Bull Bayou	1.65
Corning, O	1.90	Crichton	1.50
Cabell, W. Va	1.86	Caddo Light	2.00
Newcastle	1.98	Caddo Heavy	1.25
North Lima	2.48	Vinton	1.25
South Lima	2.48	Jennings	1.25
Indiana	2.38	Spindletop	1.25
Princeton, Ill.	2.52	Sour Lake	1.25
Illinois	2.52	Batson	1.25
Canada	2.88	Saratoga	1.25
Somerset, Ky	1.80	Humble	1.25
Ragland, Ky.	1.00	Goose Creek	1.25
California Light	2.95	Markham	1.25
California Heavy	1.60	West Columbia	1.25
Wyoming	1.75	Corsicana Light	1.25
Kansas and Okla.	1.75	Corsicana Heavy	.75
Cushing	1.75	Electra-Petrolia	1.75
Hewitt	1.75	Ranger	1.75
Healdton	1.00	Burkburnett	1.75

VESSELS LAUNCHED DURING 1920

Hull No.	*Name*	*Gr. Ton.*	*Dimensions*	*Tyte*	*Keel Laid*	*Launched*	*Delivered*
14	Solitaire	3350	328'x43' 6"x27' 6"	Motor Tanker	Oct. 15, 1919	Apr. 3, 1920	Apr. 19, 1920
21	Roanoke	6784	430'x56' x32' 9"	Tank Steamer	Nov. 23, 1918	Jan. 3, 1920	Feb. 12, 1920
22	Occidental	6727	430'x56' x32' 9"	Tank Steamer	Apr. 5, 1919	May 1, 1920	May 24, 1920
23	Harvester	6727	430'x56' x32' 9"	Tank Steamer	Jan. 7, 1920	Aug. 14, 1920	Oct. 7, 1920
24	Reaper	6774	433'x56' x32' 9"	Tank Steamer	Apr. 6, 1920	Oct. 30, 1920	Nov. 25, 1920
33	Texaco 171	657	183'x33' x14'	Tank Barge	Oct. 12, 1920	Dec. 18, 1920	Jan. 16, 1921
34	Texaco 172	658	183'x33' x14	Tank Barge	Oct. 19, 1920	Dec. 31, 1920	Jan. 16, 1921

When confronted by difficulties and dangers the most foolish course is to struggle wildly, whether in fear or in anger. Where numerous individuals are involved, if they heed only cries of alarm or accusation they become a mass and *stampede*;—as in a theater when smoke appears and weaklings begin to scream, if fear transforms the audience into a *crowd*, then the natural manliness of the individual suffers eclipse and the crowd tramples its members under foot.

Every civilized people is now confronted with serious difficulties caused primarily by the enormous waste of capital in a war in which our very strategy aimed at a contest for industrial and financial exhaustion. Under such a method both sides necessarily suffer the results they are now experiencing.

In such a case, the only remedy is industry and economy under stable conservative government. Instead of this, "socialistic" agitators are crying that the entire social structure is "radically" wrong and urging to "radical" revolution. And many who are too intelligent to fall into that insanity are thoughtless enough to be demanding that pre-war conditions, or even the extravagances of the war period, shall not be "lowered."

There is nothing "radically wrong," except the faults of intellect and will which characterize mankind. In *this* sense it is "radically wrong," for instance, that so many persons are so ignorant of economic principles that they wish to break up adjustments of industrial organization indispensable for a production sufficient to support any large population. But the only cure for ignorance and vice is genuine education and increased development of individual virtue and freedom.

Meanwhile, there are many encouraging signs that the good sense of the stronger elements of the American people will save the commonwealth from downfall. They will not be plunged into the "nationalization" or into the "democratic control" of industry. We shall not disintegrate into antagonistic groups, either class groups or occupational groups, each bent upon "getting theirs" and strangling the others. We shall correct abuses on all sides, and proceed to *work out* our salvation.

★ ★

It is probable that basic wage rates would not be involved in the present controversy between the railroads and "Organized Labor," if the rules and classifications imposed by the Director General of Railroads during governmental operation had not caused the waste and demoralization which brought the matter to an intolerable pass. Probably the wage rates would not be too high if they were paid only for actual work reasonably classified. The rules and classifications (which are still enforced by the conditions imposed when the roads were nominally returned to private management) extort pay for unnecessary idleness, for superfluous "helpers" for wholly fictitious work, and for work rated in a class to which it does not belong. These abuses rob the owners, exasperate the managers, debase the workmen, and burden the general public. If they were corrected, high wages for honest work would doubtless be possible.

I have not space to quote extensively the rules and classifications which at once waste the resources of the roads and debase the manhood of the workers. Several examples must suffice. If any one desires more details he may write to the St. Louis Chamber of Commerce for a pamphlet setting forth many examples.

In innumerable cases work of the simplest nature, done by "handy men" before the Government took charge, is classified as work for mechanics, and the unskilled laborers who perform it, commonly called "McAdoo Mechanics," receive the pay of expert mechanics.

The nozzle tip in the front of a locomotive requires frequent change. Before Mr. McAdoo's rules, one machinist or one handy man easily put in this nozzle. Under the Government's rule, to change a nozzle tip the road must send a boi er-maker and *his helper* to open the door, also a piper and *his helper* to remove the blower pipe, also a machinist and *his helper* to remove the tip, also the same forces must be held in idleness to operate in reverse order to put in the new tip.

A section foreman and his men are not allowed to fix or repair the motor car that carries them to and from their work. They may know perfectly well what adjustment is needed and how to make it, but they must not touch it; a machinist must be sent out to the motor or the motor be sent to the shop for repairs.

Foremen used to give a helping hand on any work when needed; under present rules a foreman is not allowed to do work of any sort except supervising.

Perhaps worst of all, rules prescribe payment for time not served at all; for instance, if a shopman is held for one moment to complete a job after his eight-hour assignment, it is necessary to pay him for five hours. When a wrecking crew is called after its regular hours for a stated job in the yard and is assigned also to two other jobs, all the work being done in seven hours, these men must be paid not less than for fifteen hours and possibly for eighteen hours for the seven hours work, because the last two jobs developed after the crew arrived and had not been mentioned in the call.

Courage is catching.

MY STRENGTH IS AS MY DAY

If words had wings,
If they were sentient things,
How gladly would I send these out
Through all our space and time!
How gladly I accord
The glory to the Lord,
Who grants me in my humbleness
The precious gift of rhyme!

Though days be dark,
I hear the singing lark;
I think of all the glories of
The earth and endless skies;
And I see His hand in all,
In the great and in the small,
And I hug the knowledge to me
As the victor holds his prize.

Since I am blind,
I find the world most kind,
Though within, above, below me
There is pain and sin and death;
Yet the spirit that God gave
Will not let me feel a slave,
And I glorify my Maker that
He gave my spirit breath!

In life or death—
Though every passing breath
Were but a preparation here
For sorrow and despair—
I thank the Lord on high
That He will let me die
Before I suffer any ill
Beyond my strength to bear.

Houston, January 1921 —*J. C. Tolman.*

Let me learn day by day the value and high doctrinality of suffering. Let me suffer; not more than I am able to bear, for that drives a man mad; but still to suffer some, and never to sink up to my eyes in comfort and grow dead in virtues and respectability.—*Robert Louis Stevenson.*

In a world without vice nothing would be known as a virtue; without poverty and suffering there could be no benevolence nor sympathy; wisdom is known by contrasting it with folly; by shadow only, we perceive that all visible objects are not flat. Yet Philanthropos would abolish evil!—*Ambrose Bierce.*

"To most men experience is like the stern lights of a ship, which illumine only the track it has passed. Experience is the name men give to their follies or their sorrows. This is one of the sad conditions of life, that experience is not transmissible. No man will learn from the suffering of another; he must suffer himself. Experience is the extract of suffering."

I imagine that life can give nothing better or much worse than I have myself experienced.—*Samuel Butler.*

The greater our love, the greater the surface we expose to majestic sorrow; wherefore none the less does the sage never cease his endeavors to enlarge this beautiful surface.—*Maeterlinck.*

There's no defeat in life save from within.

QUESTIONS

What shall I do when blows blind me?
How fare on when counsels cross?
Where shall I turn when life behind me
Seems like a course run at a loss?
Through what throes shall I beat to windward,
Uncontent with a lesser port?
Whom shall I trust when Heaven, of me,—
Heaven itself,—seems making sport?

Answer there is, a brief order:
"Bear all blows and yet be free;
Let no bitterness set a border
To your will, no treachery.
Speak, if you are the bigger for it;
Keep silence, if you are less;
And if the stars indeed be godless,
Steer still by their godliness."

—*Cale Young Rice.*

LIFE WISDOM

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

Pain has its own noble joy, when it kindles a strong consciousness of life, before stagnant and torpid.—*John Sterling.*

Adversity is the trial of principle. Without it a man hardly knows whether he is honest or not.—*Fielding.*

If thou faint in the day of adversity, thy strength is small.—*Solomon.*

Endurance is the crowning quality.
—*Lowell.*

When our hopes break let our patience hold.—*Thomas Fuller.*

Teach me the terms of silence; preach me the passion of patience.—*Sidney Lanier.*

Courage for the great sorrows of life and patience for the small ones.—*Victor Hugo.*

Little minds are too much wounded by little things; great minds see all and are not even hurt.—*Laroche.*

The only thing grief has taught me is to know how shallow it is.—*Emerson.*

We need greater virtues to sustain good than evil fortune.—*La Rochefoucauld.*

To bear good fortune with evenness of mind is no easy task.—*Ovid.*

No man has a thorough taste of prosperity to whom adversity never happened.
—*Carlyle.*

Being myself no stranger to suffering, I have learned to relieve the suffering of others.—*Virgil.*

HOW I TRAIN HELP

GEO. E. CARTER, Foreman Accessories Department, Case and Package Division, Port Arthur

My method is largely personal supervision of the individual, not the training of a group. This is slow but effective.

I would prefer to employ my own help, but a plant of this size can hardly hope to have foremen in all departments who would or could do such work and keep the general organization in good shape; so I will assume that a worker, just signed up, and new to us and plant work, is brought to my desk and introduced. I give her a slip of paper and a pencil with the request for her name, card number, age, and street address. While she is writing this I notice color of hair and eyes, condition of skin, set of the jaw, condition of clothing, speech, penmanship, apparent age, probable condition of health, *etc.* Something intuitive seems to tell me what to expect. I cannot tell why I know some things, but I find the best thing to do is to follow my impression and assign the person a place accordingly.

I never put a new employe on a machine. They are given hand work under the care of an old employe who has been requested to explain the details of the job to the new worker. In a few days the newness is gone. I happen around occasionally, because the sight of the boss seems to affect the new employe; but the true condition of the worker is found out better when I stay a distance away and watch the work unnoticed by the worker.

As days go by the person usually justifies my first impression. She may quit in a few days, or show staying qualities. If a stayer, she is worked towards a machine, a reclaimer, a janitor, an inspector, or just a labor job.

It is the machine operator that seems to require the most training. It is a question of a physically fit person—neat, trim built, wide awake, dependable, and one that likes to do a good day's work. This candidate stacks plate, finishes, or stacks stocks about the machine which I think I want her to try. After a few days of such work she is given a chance for five or ten minutes to operate the machine. The next day the time is lengthened, and in the course of a week she is working hour about with the operator. Some are developed on small presses on scrap tin. This is economical in material apparently, but this work does not give the opportunity for close study of an experienced operator by a beginner.

It is advisable to give some instruction on safety, speed, care of machine, the use of oil, and what the oil is expected to make as a salable finished product. Some of this I give direct, and some by telling what has been done by others.

I make it a point to find as little fault with the operator as the occasion will permit; *e. g.*, I pick up several pieces of work and comment on the good points, and tell how a machine might get out of adjustment, or I get the operator to express her opinion of the quality of the work. If possible, I leave when I have shown her good work of her own.

The rate increase is one way of rewarding willing workers. When I tell them of the increase, I ask them if they know why a person gets a raise. Often they will say that it takes six months' service, or something as far away. This permits an explanation with the individual in a receptive mood.

I aim to talk to all of the older hands once a week or more often, and to the younger ones as I think they need it. Some are too fresh to notice at all for days, others are timid, and some try to pile up too much information at once.

It is my aim to correct an error in one person as quickly as another. The personal explanation of the error, with just the two persons, avoids the public bawling out so much detested by the receiver.

The handing out of personal comments or bragging how smart a person is, is one thing I have never seen worked very far and still keep the individual from an attack of head trouble. My plan is to tell them such a grade of work is satisfactory, or that it approaches such a record, and ask how it was accomplished. If I can leave them feeling comfortable but not puffed, I feel I have not acted a lie, ruined a good worker, or nominated a candidate for discharge.

As to organization, or discipline as it is sometimes called,—keep every one busy. Arrange affairs so that your absence for an hour or a day will not stop the depart-

ment. Let each person feel that he is responsible for his share. I have a general gathering every few days, at which questions of being cheery, having self-control, safety, *etc.*, are discussed. I aim to make no threats, but to explain good conduct, and to let the negative remain unspoken.

I explain the Visiting Nurse, First Aid, Welfare League, Employes' Store, Employes' Benefits, *etc.* I put this out in such a way that the worker will likely want to do the Company a good turn.

THE MAN WHO GETS THE WORK DONE

W. A. KLINE, General Road Foreman of Engines, Central of Georgia Railway, in "The Right Way Magazine."

If you would be a successful worker of men you must have tact and judgment enough to recognize the individuality of the men coming under your supervision. To be a leader of men you must be a square upstanding man with a record of high moral conduct. A supervising officer has a big vital job. If he measures up to it he must be firm but just; fair without fawning. If he is a drone he must expect to handle drones. If he is a live wire he will work a hive of bees. The unwritten law with labor is to be just like the "Old Man."

You will unconsciously transfer the quality of your character to the men working under you. You cannot pussy-foot your way into your men's affection. Thrust yourself into their ranks in a manly way. Real men don't fancy wrist watch methods or female men. A worker of men who never smiles, is as much out of gear with his men as a square peg in a round hole. Good nature is indispensable in the art of handling men.

The fallibility of the employes can largely be measured by the fallibility of the men over them. A trainmaster or a road foreman who encourages or winks at rule violation is worse than the violator. To punish men under such circumstances is nothing short of criminal.

If the men under you are not producing what they should produce, you are to blame. If you expect to effect a continuous flow of work you must set the example. A haughty, chesty, self-important, and over-bearing officer is a menace to progress and the tombstone to efficiency. You must be a segment of the driving gear and thus help by your own efforts to turn the axle. How can you expect your men to render maximum service with min mum supervision?

The railroads are paying a great deal higher "loafing cost" than operating cost, and loafing is done principally by permission and example. The multiplied energy of the employe depends on the multiplied energy plus the good judgment of the employer. The foreman who knows how to handle men does not live in some "magic circle" of distorted brain creation, but is a man of hard common sense who does not wait for the "Slave of the Lamp" to do his bidding in a mystical way.

Throughout the realm of railroad business it is essential that enterprise, efficiency, and economic laws function at their highest value, and to do this we need men who can control; for without control costs will increase and be out of proportion to value.

It is well to remember than any man not capable of governing himself is not capable of governing men. If the tide is to ever turn we must quit blaming the men so much and blame ourselves some. What we need is a resumption of hard work and cessation to "passing the buck." We must by vigorous and wholesome example, by firmness and tact, check the tendencies of our men to loaf.

We have been living in a "fool's paradise" long enough and it is time for the pendulum to swing in another direction. We have trifled with all economic laws long enough. The major change we need is more work and more production per man. We have hugged the idea that the employe is responsible. It's all of us. In a rope there are thousands of slender fibre strips; individually they are insignificant; woven together they are of great power and strength. So it is with us woven together; working together we can accomplish mighty things. We must cut out lost time on the job and make every moment a productive one. We must organize our forces so as to cut out lost motion. Let us devote our labor and endeavor to accomplish things worth while. And above all things, let's be loyal to the Company we serve.

Editor Texaco Star:—After 30 years of handling men I believe that both of the attached clippings are worth reproducing in the *Texaco Star*.

One "crank" foreman will disorganize the group. When all work to the interest of the others good is accomplished. A fool foreman causes more inferior work and more accidents than would occur with a dozen fair minded ones.

J. M. (Jack) Downey,
T. T. P. L. Co., Motor Route A, Houston, Texas.

As a manager or foreman, remember that you can never get the best out of those under you if you berate your workmen in the presence of others. An employe reprimanded before others is chagrined and becomes antagonistic, with no desire to do better. There are few exceptions. An employe taken to task before others may make the appearance of improvement to try to hold his job, but in his heart there is more than likely the spirit of revenge. The man who is given a plain but kind talk some time when he is alone with his employer is likely to get the spirit of doing better and a real desire to show progress and make good. If with considerate criticism a man does not show up better, then he is a poor specimen not worth retaining.

Your job.—Don't get the idea that because you have been with the firm a long time it is no longer necessary for you to give any special attention to developing new ideas. Your work may be going along very satisfactorily, but because you are so well pleased with what you do you have ceased to give any thought to improving it. Remember there are always men who are anxious to get the job you have and who are trying to prove themselves your superior and are presenting proofs of their qualifications. It would be well for you to take on a like spirit.

CASINGHEAD GASOLINE EXPLOSION AT MEMPHIS, TENNESSEE

The Railway Traffic Department of The Texas Company has supplied other Departments with a bulletin of the Bureau of Explosives (*B. E. Special Bulletin No.* 3, 30 Vesey Street, New York) which describes in detail, with diagrams and photographs, the recent gasoline explosion at Memphis. Every employe who by any possibility might have anything to do with our tank cars should study the entire bulletin very carefully. And it is important that all the employes of a company in our business should understand the hazards involved and the proper safeguards and precautions against accidents.

We, therefore, give a brief account of this latest terrible accident, and also the rules for unloading tank cars formulated by the Bureau of Explosives and approved by the principal members of the petroleum industry.

On Monday morning, January 24, 1921, two tankers were standing on the railroad siding serving a plant in Memphis, Tenn. The plant consisted of two warehouses and seven storage tanks. The cars were loaded with casinghead gasoline. The car which caused the disaster had been shipped from Kellyville, Okla., on January 15; it reached Memphis on the 17th, but as other cars occupied the siding it was not switched and delivered to the consignee until Saturday afternoon, Jan. 22. At 7.40 a. m., Jan. 24, a colored employe of the consignee climbed to the top of the car and proceeded to remove the dome preparatory to sampling and starting unloading operations. In his *ante mortem* statement he said that he had followed his previous practice in unloading tank cars. It is assumed that he followed the usual method in unscrewing this dome by placing a bar horizontally on the cover and rotating it by pressure on the lugs of the cover casting. In press accounts it was stated that sparks caused by using a hammer or chisel had ignited the gasoline, but there is no foundation for this since the explosion occurred after the dome cover had been entirely removed.

This dome cover was removed without paying attention to the directions on the placards pasted over the dome cover joint, cautioning that the cover should not be removed until after release of all interior pressure. When the cover was unscrewed it was thrown into the air by interior pressure and a column of gas and liquid shot vertically to an estimated height of 100 feet. The dome cover contains vent holes whose purpose is to make it impossible to completely unscrew without evidence of interior pressure furnished by noise of vapor escaping through these vents. Witnesses a hundred feet away testified that a hissing noise was heard while the cover was being unscrewed. This warning was also disregarded. The wind carried the column of vapor over an adjacent block of houses, the heavy vapor descending and surrounding the buildings, mixing with the air until an explosive mixture was formed. This mixture was ignited by fire in one of the buildings whose occupants had just finished breakfast. The first explosion occurred about two minutes after the removal of the dome cover, demolishing the wooden buildings in this block. The explosion was followed immediately by a widespread burning.

When the pressure in the tank car was partially released by the escaping of the first column of gas and liquid, the remaining liquid in the car continued to boil over the sides and spread over the ground. The negro who had removed the cover had jumped to the ground and with the manager and superintendent of the plant stood near the office about 75 feet from the car. The cloud was so dense from a height of five feet upward that they could not see the buildings on the other side of the street. The superintendent had heard the escaping of pressure while the cover was being removed and had looked out of the office in time to see the cover fly upward and the gasoline gush out. A fire was in the office stove and he picked up a small bucket of water and threw it on the fire, and then ran to a garage building for more water but did not get back to the office with it. The superintendent with the manager and the employe who had opened the dome, finding themselves surrounded by vapor, started to run back of the warehouse. As they turned to run the first explosion occurred and about five seconds later a second explosion or flash of fire followed involving the vapor around and between the plant buildings. The clothing of these three men was ignited and one of them while running saw the office building collapse. The city fire department responded promptly and extinguished the fire in the wreckage of the shattered dwelling houses, but they were unable to get control of the fire in the warehouse (containing 50,000 gallons of heavy oils in steel drums and boxed cases) and other buildings of the plant and these were entirely consumed.

The seven gasoline storage tanks containing 70,000 gallons were involved in flames, but did not show ill effects, although the metal screens were burned out of the vents in three of them. The heat of the fire caused the contents of the other tank car (8,069 gallons of casinghead gasoline) to expand and its safety valves to blow, and the vapor leakage from dome and safety valves burned for some time.

The hazardous nature of gasoline, especially casinghead gasoline, caused the Interstate Commerce Commission to prescribe rigid rules for safety in the transportation of gasoline in tank cars, and in addition to prescribe that "it is the duty of each carrier and shipper to make the prescribed regulations effective and to thoroughly instruct their employes in relation thereto."

The ignorant negro who paid for his ignorance with his life was not the only one responsible for the violation of the rules in this Memphis instance. It was the duty of his employer to see that he was properly instructed before he was allowed to undertake the dangerous task of removing a dome cover.

Shipments of casinghead gasoline in tank cars began about ten years ago and the records of the Bureau of Explosives show that this disaster in Memphis is the sixteenth example of the results that may follow removal of the dome cover while interior pressure exists in a tank car.

PRECAUTIONS TO BE OBSERVED IN UNLOADING TANK CARS OF INFLAMMABLE LIQUIDS

1. See that caution signs are placed between switch and first car on siding and left up until after car is unloaded and disconnected. Signs must be at least 12x15 inches in size and bear the words "Stop—Tank Car Connected" or "Stop—Men at Work," the word "Stop" being in letters at least 4 inches high and the other words in letters at least 2 inches high. The letters must be white on a blue background. If siding is open at both ends signs must be placed at each end.

2. Raise safety valve to see if there is an interior pressure in tank. Dome cover *must not* be removed while such pressure exists.

Where pressure is found it must be reduced by cooling tank with water or relieved by raising and keeping safety valve open.

3. After pressure is released break seal and remove dome cover as follows:

Screw Type.—Unscrew by placing bar between dome cover lug and knob.

Hinged and Bolted Type.—Loosen all nuts one complete turn and then sufficiently more to open up cover.

4. *Interior Manhole Type.*—Carefully remove all dirt and cinders around cover and then loosen screw in yoke. Move the valve rod handle in dome back and forth a few times to see that outlet valve in bottom of tank is properly closed and seated. If valve apparatus is in proper adjustment the closed position of handle in contact with cam will indicate that the valve is closed.

5. Replace dome cover but do not entirely close so that air may enter tank for venting as follows:

Screw Type.—Replace dome cover *directly* over dome opening, but *do not* engage the threads.

Hinged and Bolted Type.—Place a small wooden block under one edge of cover.

Interior Manhole Type.—Tighten up screw in yoke so that cover will be brought up within ½-inch of closed position.

6. Start removal of valve cap with suitable wrench, having a pail in position to catch any liquid that may be in outlet nozzle. If large outlet is to be used, remove reducer, first loosening set screws. If valve cap or reducer does not unscrew easily, tap lightly with wooden mallet or wooden block in an upward direction. If leakage shows upon starting the removal of outlet valve cap, it should *not* be entirely removed, but sufficient threads should be left engaged and sufficient time allowed to permit escape of any accumulation of liquid from the outlet chamber before taking cap entirely off. If leakage continues further efforts should be made to seat the outlet valve per rule 4. If this fails, screw valve cap back to tight position and unload tank through the dome.

If it is found that the outlet chamber is blocked with frozen liquid, wrap with burlap or other rags and apply hot water or steam. Careful examination should be made to

(*Continued on page twenty-four*)

DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen 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.	C. K. Longaker, Houston
Natural Gas Dept.	C. K. Fletcher, Fort Worth
Fuel Oil Dept.	E. B. Joyner, Houston
Railway Sales Dept.	J. A. Brownell, Houston
Marine Dept.	A. L. Jimenez, Port Arthur H. Norris, New York
Legal Dept.	H. Tomfohrde, Houston
Treasury Dept.	Lee Dawson, Houston
Comptroller's Dept.	B. E. Emerson, Houston P. A. Masterson, New York
Insurance Dept.	C. M. Hayward, New York
Sales Dept. S. Territory	R. C. Galbraith, Houston
Sales Dept. N. Territory	Personnel Committee, N. Y.
Asphalt Sales Dept.	C. E. Murphy, New York
Export Dept.	J. B. Nielsen, New York
Purchasing Dept.	I. A. Wall, New York J. T. Rankin, Houston
Railway Traffic Dept.	J. M. Fleming, Houston
Producing Dept.	Otto Hartung, Houston
Pipe Lines	Fred Carroll, Houston
The Texas Steamship Co.	A. R. Weber, Bath, Me.

REFINING DEPT.

R. C. Holmes and F. T. Manley were at Port Arthur on March 17. Their stay was very short and we hope they may find time to prolong their next visit.

C. C. Blackman arrived in Port Arthur on March 19 for a visit of several days. We do not flatter ourselves, however, that he came to see us, for we're quite certain there is much more fascination in being called "Grandpa" than in discussing Mexican Crude Oil or anything of that kind.

Johnny Schietinger of automobile fame has been transferred from Port Arthur Works to Agua Dulce. His many friends regret their loss, and feel that Agua Dulce is to be congratulated on her gain—particularly on the acquirement of Johnny's smile.

D. W. Lellis of the Export Asphalt and Roofing Division spent February 22 at Port Arthur Works where he acquired a number of enthusiastic acquaintances.

On January 26 at the home of the bride in Beaumont, A. J. Hunt and Miss Helen Giles were united in marriage. Our heartiest congratulations are extended.

Another wedding of interest occurred on March 9, in Houston, when Kraus Earhart and Miss Agnes Gordon were married. Again we extend best wishes and congratulations.

New arrivals in Case and Package Division homes are F. J., Jr., who arrived at the home of F. J. Strowbridge, Equipment Superintendent, on February 9, and Mary Elizabeth, who made her appearance at the home of H. T. Box, Cashier, on January 21.

Opportunity may be spelled with four letters—w-o-r-k.

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF MARCH, 1921

Refined—Coastwise	769,553 bbls.
Refined—Foreign	347,673 bbls.
	1,117,226 bbls.

For young men starting upon their life work it is best to begin as I did, at the beginning, and occupy the most subordinate positions, then climb.

—*Andrew Carnegie.*

When the day comes that men must be laid off, be one of the workers selected to stay.

—*The Cooperator.*

Cafeteria—West Tulsa Works

Cafeteria Dining Room

Club Room in Office Building—West Tulsa Works

A Pleasant Corner in the Club Room

Main Line Midland Valley R. R. Compression Gasoline Plant Boiler Houses and Pipe Line Pump House Refinery Pump House Crude and Steam Stills Agita

Entrance Gate House—West Tulsa Works

Cashier's Office—West Tulsa Works

Assistant Superintendent—West Tulsa Works

Chief Clerk's Office—West Tulsa Works

Traffic Department—West Tulsa Works

Shipping Clerk—West Tulsa Works

Committee Room—West Tulsa Works

Gasoline Storage—Tank Shed

's Office Building Acid Plant City of Tulsa in far background
Loading Racks running through middle distance

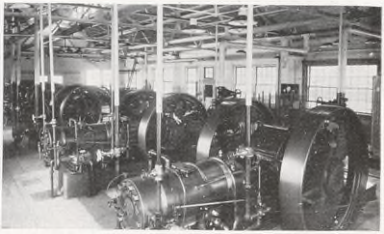
Laboratory—West Tulsa Works

Receiving House—West Tulsa Works

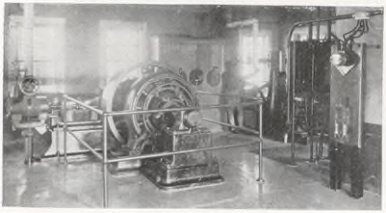
Engineering Room in Office Building

Traffic Repair Shop—West Tulsa Works

First Aid Room—West Tulsa Works



Gasoline Compression Plant—Engine Room



In the Electrical Building—West Tulsa Works

Employes' Cottages—West Tulsa Works

Supt.'s Stenographer—West Tulsa Works

PROVIDENCE TERMINAL.—A hearty welcome is extended to our new member K. Saatgian.

Born to Mr. and Mrs. C. J. Fredericks, March 1, a 12-lb. boy.

Born to Mr. and Mrs. Hugh King, February 20, a 9-lb. boy. Our Hughey will be "Daddy" from now on.

Born to Mr. and Mrs. W. H. Mulvey, February 15, a 9-lb. girl.

Born to Mr. and Mrs. Dan'l Moran, February 7, an 8-lb. girl, Agnes. Dan is ambitious to keep up the name of Moran.

On Wednesday evening, March 2, a good sized party of bowlers and bowling fans journeyed to the Riverside plant of the Standard Oil Company to engage the Socony men in two bowling matches.

Our star duck pin rollers easily outclassed the representatives of the Standard in the first match of the evening, McAnall, Carden, Borden, Niles, and Rodican all rolling like professionals.

In the big pin match our bowlers were downed by the Standard rollers, our team having difficulty in handling the big balls. Musk, Bumeister, Cady Holtzman, and Shepard represented the Standard Oil in this match, and their rolling was very good. Rathbun, Herron, O'Brien, Price, Rodican, and McAnall tried to hold up The Texas Company's end, but not having any practice with the big balls and pins since leaving New York found it difficult to keep the pace set by their opponents.

The Standard men's hospitality was sincerely appreciated by those representing The Texas Company.

NORFOLK TERMINAL.—We welcome W. M. Dowling, who comes to us from Providence Terminal, succeeding P. L. Drake, transferred to West Tulsa Works.

We regret to lose W. H. Shiver, transferred to New York Office, and we wish him great success in his new position.

Power Boat "Dola Lawson"

The P. B. "Dola Lawson" is used for delivering Texaco Products from Norfolk Terminal to our Hampton, Va. Station, and then to customers up the James River where there are no railroad connections and great stretches of farm land back from the river. She has been in service for six years and such a large water route has been built up that it is now necessary to buy a larger boat to handle the increased business and also to keep the "Dola Lawson" on the route.

NATURAL GAS DEPT.

L. G. Hughes, District Superintendent of Eastland and Ranger Districts, has been transferred to the larger and more important District of Louisiana. His many friends at Fort Worth, Eastland, and Ranger, while regretting to be deprived of his friendliness and cordiality, recognize the transfer as a promotion and wish him all success.

A. W. Dillard, formerly of The White Oil Corporation, has joined the accounting force of this Department. Mr. Dillard's unsuspecting and ready wit has won him the friendliness of the entire office. This distinction together with the correctness with which he performs his duties is making him a valuable asset.

John L. Anderson, formerly of The Trader's Oil Mill Company, has also been added to the accounting force. His ability has already been proved by the conscientious manner in which he is adapting himself to his new surroundings.

A. H. Furse, Agent at Ranger, Texas, is recovering rapidly from an operation for appendicitis. His return to normal health indicates that any delinquent gas accounts accrued during his illness will be short lived after he resumes duties.

ON THE RIGHT OF WAY

Did you ever meet John on the Right-of-way?
The good man John, with his hand ungloved,
The good man John that Jesus loved,
And hear him say:
"Come in and dine with me today
And write up the grant for my right-of-way
At the very same price you to others pay"?

Did you ever meet Judas on the Right-of-way?
The bad man Judas, who his Lord betrayed,
And hanged himself 'cause he was afraid,—
And hear him say:
"I want a thousand bucks for my right-of-way,
Just give me the cash and don't get gay,
I don't give a damn what you others pay"?

Did you ever meet Peter on the Right-of-way?
The Peter who saw the glittering sword,
And denied that he ever saw his Lord,—
And hear him say:
"I've got to see my wife, so go away,
Don't talk to me 'bout what you pay,
But just come around some other day"?

Did you ever meet Thomas on the Right-of-way?
Who thrust his hand in the Master's side,
To make dead-sure that he had died,—
And hear him say:
"I don't believe a word you say,
No more than I would an ass's bray,
So leave me alone and go your way"?

You've met the other eight on the Right-of-way,—
The men who have learned in Nature's school
That the best life guide is the Golden Rule,
And you've heard them say:
"All that we want is just fair play,
As we gather in shekels along the way,
'Twixt the present time and the judgment day."

Breckenridge, Texas. —F. W. Roberts.

Pretending to be rich keeps some people poor.

RAILWAY SALES DEPT.

A lively and profitable meeting of Railway Sales managers was held in Houston during the week March 14-19, Vice President Noble presiding, present:

W. E. Greenwood, Assistant Manager, New York
W. H. Noble, District Manager, Chicago.
J. F. Ryan, District Manager, Atlanta.
W. H. Barrows, Representative, New Orleans.

A pleasing feature of the meeting was a dinner given by Mr. and Mrs. G. L. Noble on Monday evening in honor of the visiting managers. This reporter cannot adequately describe the decorations and the splendid menu, but in ordinary oil parlance it was a "West Columbia" production. Those present were:

W. E. Greenwood	F. T. Manley
W. H. Noble	W. E. Bradford
J. F. Ryan	Lawrence Noble
W. H. Barrows	E. B. Joyner
J. B. Flynn	J. E. Symons
G. L. Noble	J. A. Brownell

Incidents of the evening were:

J. F. Ryan's Bedtime Stories for Jack, Eloise, and Penelope Noble.

F. T. Manley's reminiscences of Airplane Flights.

Debate between J. F. Ryan and E. B. Joyner on "Correct Office Furniture."

J. F. Ryan's intermittent dissertations on "Why is an Expense Account?"

Another feature of the meeting was a luncheon and golf game arranged by Mr. Bradford for the visitors. One incident of the golf game was the way "Bill" Barrows' caddy reported his score, the usual report being "*About* eighteen, Boss."

"Bill" Barrows, inspired by the Houston meeting, made a bee line for one of his railroads and renewed their contract for another year. The caddy can't say "about eighteen" to that score, Bill.

Two new offices have recently been opened up by the Railway Sales: 1689 Arcade Building, St. Louis, with F. E. Sheehan, Representative; and 1206 Merchants National Bank Building, Los Angeles, with J. B. Flynn, Representative.

"Louie" Dallam, our enthusiastic Representative at Houston, expects soon to be located at Oklahoma City, which will be a more central point for his new territory. We shall miss his contagious enthusiasm, but we know there will be new railroad customers on our books.

Chief Accountant McCraven recently made a trip to North Texas taking along an adequate supply of pipe tobacco. He reports a pleasant trip.

A little bird tells us that E. B. Joyner will soon have need of a traveling bag. No, no, it isn't that,—it is simply that E. B. expects to get out of the office more and use some of his eloquence on railroad purchasing agents throughout Texas.

It will be good news to all his friends to learn that L. M. Jacobs is slowly but surely "coming back",—to quote his words, "coming back strong". "Jake" has had an uphill fight for many months but expects soon to be again in the harness and spreading the Texaco gospel to railroads.

Cameron, Texas Station

Commission Agent John Brock and his trucks for distributing Texaco Products.

SALES DEPT. S. TERRITORY

HOUSTON DISTRICT.—Agent W. H. Miller of Beeville, Texas, and Miss Cecelia Brauer of Beeville were united in marriage on March 18. Congratulations!

Motor Inspector T. W. Bradfield is stepping high, the proud father of twins. Congratulations!

C. M. Curry has been appointed Agent at Port Lavaca Station *vice* O. B. Runk resigned. We welcome Mr. Curry to our organization.

Agent C. S. Bennett, Angleton, Texas

DALLAS DISTRICT.—Arthur T. Head died in New Orleans on March 21, 1921. His remains reached Dallas March 22, and funeral services were held on March 23 at St. Patrick's Church in Dallas. The entire Dallas Office force attended the funeral. Mr. Head had a host of friends both in The Texas Company and outside and his loss is felt deeply by them all.

Arthur T. Head became a member of the Texaco Family Nov. 16, 1914, starting in the accounting department of the Dallas Office; was promoted to Order Clerk Oct. 1, 1918, where he made many friends among the field force; was again promoted Jan. 10, 1921, to the Agency at Ennis, Texas, which he held until Feb. 3, 1921, when he was forced to take a leave of absence on account of illness. Mr. Head was 33 years of age and is survived by his wife, father, mother, three sisters, and one brother, to whom the entire Texaco Family extend heartfelt sympathy.

H. N. Owen, Assistant Warehouseman, Dallas Station died March 20, 1921, at his home in Dallas. We all sympathize deeply with the bereaved family.

Mr. Owen started to work with The Texas Company as assistant warehouseman on June 5, 1918. He was 48 years old, and is survived by two small children, three brothers, and two sisters.

Mrs. W. W. Ticknor has lost her only uncle, C. H. Ochs, who passed away March 1, 1921, at Ft. Worth, Texas. The employes of the Dallas Office extend to Mrs. Ticknor deepest sympathy.

Agent Carl Trentham of Waxahachie reports the sudden death of his mother, Mrs. George Trentham, at her home in Boonshill, Tenn., on

February 24, 1921. She was 63 years of age and is survived by her son Carl Trentham, three daughters, and two brothers. Mrs. Trentham had visited her son at Waxahachie last fall and returned home to Boonshill in December. Dallas District sympathizes deeply with Mr. Trentham in the loss of the best friend any man has on earth, his *Mother*.

We are happy to announce the binding together in holy matrimony of E. L. Pettit and Miss Gladys Fleming of Waxahachie, Texas, on March 14, 1921, at the home of the bride's parents. Mr. Pettit is in the accounting department, and the bunch at Dallas Office offer him heartiest congratulations.

AGENTS WITH 100% COLLECTIONS FOR FEBRUARY

Albany	E. D. Lieb	Hereford	C. P. Cockrell
Big Springs	T. W. Ashley	Jacksonville	W. R. Allen
Childress	C. T. Jones	Lampasas	T. J. Casbeer
Cisco	Wm. Reagan	Leonard	A. A. Davy
Clarendon	J. W. Adams	Marshall	J. E. Bowen
Cleburne	M. L. Wallace	Quanah	C. F. Winbury
Coleman	R. D. Johnson	Seymour	T. S. Herrell
Colorado	R. D. Hart	Stamford	W. R. Donaho
Comanche	O. H. Donaho	Stephenville	H. P. Cole
CopperasCove	J. A. Brooks	Tahoka	W. G. Tarrance
Corsicana	W. J. Cheney	Terrell	Hugh Cowan
Denison	C. W. Geiger	Texline	M. C. Rule
Eastland	R. F. Jones	Troup	L. J. Bridges
Ennis	J. R. Williams	Weatherford	H. L. Tate
Ferris	H. R. Crumley	Wilmer	C. H. Wilkerson
Hamlin	G. G. Hall	Winters	J. G. Key
Bonham	Ed. Brent		

Real Base Ball has hit Dallas Office at last. Oh! Boy! Our sales team has played two Games and won both:

First Game.—T. T. Co. 13; Armstrong Packing Co. 10.

Second Game.—T. T. Co. 16: Nat. Bank of Commerce 4.

This makes our boys feel like they can play ball so the employes of the D. O. dug down in their pockets and supplied them with suits with a warning—"Don't let us lose faith in Texaco Products."

A game is scheduled for March 26 between Dallas Office and the Refining Department. If we lose the game Saturday it won't be because we haven't tried. Line up:

Pachie and Caruth		Catchers	
Kuchenbacker and Crabb		Pitchers	
Kendall	Short Stop	Mims	Left Field
McNeill	First Base	Bingham	Center Field
Little	Second Base	Green	Right Field
Aldredge	Third Base		

OKLAHOMA DISTRICT.—There has been organized in the Oklahoma District a Texaco Savings Club among employes of The Texas Company, whose idea is to buy Texaco stock at the present low market price, having a monthly deduction of $3 made from their salaries per share. In this way, in approximately twelve months, their stock will be paid for and the employes bona fide stockholders of the Company. The plan is being received enthusiastically and already over 100 shares have been subscribed.

All Filling Stations in Oklahoma District have been placed on a cash basis, as of February 1, and the results at the end of the first month show an increase at all stations except two, and the decreases at these two stations are not due to the cash basis system but to general conditions. We have been able to do away with over $500 expense, in labor, postage, stationery, and other items, all of which recommends the Cash-or-Coupon basis as being highly successful.

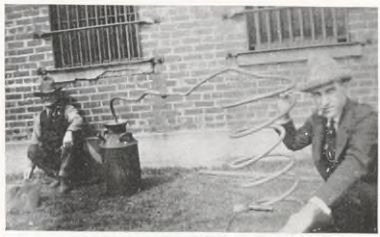
For being the Banner Filling Station of the Oklahoma District for the year 1920, Hot Springs A. F. S. No. 1 was awarded a beautiful Loving Cup. Interest is manifested as to who will be the winner for 1921. Hot Springs insists they are going to keep it this year.

Last month the leading Tank Motormen were at Hot Springs, Pine Bluff, and Little Rock, all Arkansas stations. This month Muskogee, Okla. Station has replaced Hot Springs, and the leading men are: C. W. Pearce, Muskogee, Okla.; S. Simpson, Little Rock, Ark., F. Gladden, Pine Bluff, Ark. Well, we surely are glad to see the Oklahoma boys taking an interest in this race.

Agent Krebs of Oklahoma City sends this:

A Winner never quits,
A Quitter never wins!
To which Class do you belong?
Work on the Construction Crew,
Not on the Wrecking Gang.

From an Arkansas Agent.—Our quota of increase on Kerosene will be very hard to get this year, by reason of the increased activities of the Revenue Officers. The Officers are bothering the moonshiners, who use our Crystalite in cooking the mash. (We are looking into this matter.)



Texaco Ten-Gallon Can 9783 gets into Court

In the Court Records of Grady County, Oklahoma, there is a case which reads, "State of Oklahoma vs. One ten-gallon Delivery Can." This can, number 9783, property of The Texas Company, represents the stock in trade and entire machinery for one still, operated by an unknown person somewhere in the wilds adjoining Chickasha, Okla. The Law stepped in and arrested our can 9783. The picture shows the can being released from captivity long enough to have its picture taken. The operator of the still had taken one of our 10-gallon cans and, by putting a worm in the top and a spigot in the bottom, made a first-class still. The picture shows Jailer J. M. Ward keeping an eye on his prisoner, and Superintendent H. W. Dodge endeavoring to find out how the still actually works (also endeavoring to drain a few drops from his end of the line).

Agent John Dryden of Chickasha, Okla. Station with a live 'possum, which he caught while looking for a customer.

The Texaco Orchestra and The Capital Quartet, composed of members of the Company, are coming along in great style. The Capital Quartet sang this week at The Elk's Banquet and made quite a hit. We understand they are to sing at a number of smokers in the near future. The Orchestra will soon be ready for engagements. We understand they need a wild Saxaphone player, and this will be an invitation to anyone who can play that instrument to join these Jazz Hounds. We hear that one or two of the boys can already see themselves playing "big time". We're for them.

As these notes go to the *Star* we are enjoying the pleasure of having W. H. Wagner, Assistant to the Manager, with us, giving matters in the Oklahoma District the once over. We hope he makes us a longer visit than usual.

P. C. Scullin, Assistant Manager of the Refining Department, and Manager C. P. Dodge of the Sales Department visited the Arkansas end of the District this month. Very glad to have them with us, and trust their stay next time will be longer.

DENVER DISTRICT.—It is with heavy heart we report the death of Frank S. Healy, who died at 9.35 p. m. March 21. Mr. Healy had been with The Texas Company several years, three years in Denver Office. To know him was to like him, and he had a host of friends who will mourn for him. His brother and sister-in-law from New Orleans were with him when he died and will accompany the body to his home in Palestine, Texas, for interment. He is survived by father, mother, a brother and a sister. Our hearts ache for them in mutual bereavement.

Credit Department—Motto: "Get the Cash"

Left to right, back row: L. Luskey, P. R. Walker, S. R. Knox, P. M. O'Neal, O. P. Wood. Front row: Miss I. A. Bormann, Miss Frieda Erb.

ATLANTA DISTRICT.—Superintendent Jones wishes to thank the employes of Atlanta District through the *Texaco Star* for their coöperation in the verifications of accounts during the annual audit of the District Office:

Having successfully closed the annual audit of the Atlanta District Office, I wish to thank everyone in this District for the pleasing manner in which they coöperated with the Traveling Auditor. Our verification record was most gratifying, giving us a fresh start and a great incentive to keep our accounts in the present excellent condition.

I wish, especially, to thank those District Offices to which we frequently referred accounts for collection or verification. The service rendered by our Chief Accountants everywhere was typical of the Texaco spirit. We found everywhere a ready response to every request and an apparent anxiety that we achieve the 100% so earnestly attempted. Mr. Tobey was a great factor in our success because with his help we obtained remittances and verifications otherwise impossible on such short notice.

The Atlanta District takes this opportunity for inviting from every source any communications of like nature.

Creditman F. B. Raney also wishes to thank Texaco employes for their coöperation in the verification of accounts, and has written the following letter:

At the close of recent audit of our Atlanta District Office there remained only ten accounts unverified. A percentage of 99.70 was thus obtained. The efforts of the auditor combined with most loyal coöperation on the part of our field forces made possible this excellent showing, and even the auditor was convinced that the remaining accounts were hopeless from a verification standpoint. Our Credit Department was keenly disappointed when it became evident that 100% was humanly impossible, but we look forward to a perfect record at the time of the auditor's next visit to Atlanta.

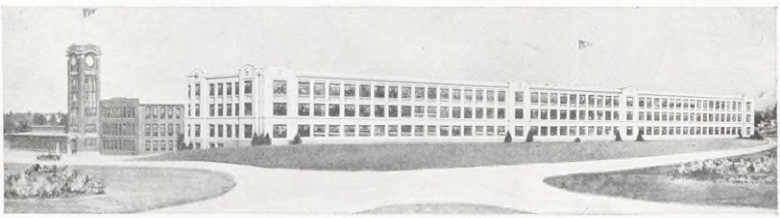
Birmingham, Ala., March 2, 1921

Mr. Robt. C. Galbraith,
Houston, Texas.

Dear Sir: Your Chicago Tribune Slogan, "1921 Will Reward Fighters", has been received and hung up in a conspicuous place and is very neat.

The only trouble with having one of these slogans around here is that some of these rough necks misinterpret it. A coal miner came in the other day to pay his bill and looked at the Slogan and wanted to know who would pay the reward if he whipped somebody. We gave him your address. He said this was the first time he ever knew he could get a reward for fighting.

Yours very truly,
J. E. Taylor.



Winnsboro Mills, Winnsboro, S. C.—Lockwood, Green & Co., Managers

These mills of this customer of The Texas Company are equipped with the best and latest machinery. The 77,000 spindles are devoted to the production of high grade tire fabrics. The buildings are fire-proof and the latest humidifying systems are in use throughout.

Salesman A. W. Cavin was presented in the latter part of February with a bouncing baby girl. Congratulations, Bill.

Tank Wagon Driver J. W. Wright had an addition to his family recently in the way of a baby boy. Agent Ingram at Altanta is going to put him in training immediately to follow in the footsteps of his daddy.

"To be or not to be—that is a question". Lubricating Follow Up Clerk J. L. Colson, we have been reliably informed, is seriously contemplating matrimony; in fact we recently had the pleasure of meeting his expected new boss, and Bonnie is just as bonnie as her name implies. Here's hoping that he gets this contract signed promptly.

General Salesman L. B. Bennett, originator of the "Success Sales System" in the Atlanta District, has been having some trouble with his eyes. We wish him speedy and complete recovery.

We recently enjoyed a delightful visit from Assistant to Manager W. H. Wagner.

Lindsey Motor Company, Quincey, Fla.

This firm is a great believer in Texaco Motor Oils. They used nearly 200 barrels last year mostly in iron drums. When they sell a car they give the purchaser a drum of Texaco Oil which suits the car they sell, thus sending the car out with a drum of the best lubricating oil. The Lindsey Motor Company realizes that proper motor oil helps to maintain a good reputation for the cars they sell.

SALES DEPT. N. TERRITORY

ACCOUNTING.—After several weeks of watchful waiting we are finally located in our new office on the seventh floor front, with southern and western exposure. The plan shaped up beyond expectations and the result is a beautiful office, sunny and cheerful. We are all proud of it. It was impossible to submit photographs for this issue of the *Star*, but they will be sent for the first available issue and all will be able to judge our claims for themselves.

On February 19 our genial Charlie Duerkes became the proud possessor of a bouncing boy. This is number four for Charlie—two boys and two girls. One more will make a "Full House". Our friend F. J. (Mike) Donovan must have been jealous, for he soon loudly proclaimed the arrival of a sweet little girl just before the witching hour of midnight of March 1. Heartiest congratulations were showered on both of these proud fathers.

Our old pal Leo Barry celebrated his sixth wedding anniversary on April 4. Congratulations were sent him in an office booklet appropriately decorated by our draughtsman Jack Allison, in which each of the boys wrote a few words of cheer and advice to Leo. Leo says he is still happy. He should be with his good disposition and big heart.

So much for the joyous side, but every sunbeam is followed by the shadow.

Peter S. Flynn was taken ill on February 23 and developed pleurisy. Peter has been a very sick man, but we understand he is coming around nicely. The boys sent him an "Office Booklet" last week to cheer him up. We trust his recovery will be complete and that we shall soon see him around the office again.

With deep regret we learned that William Keogh's father passed away on March 14. Our deepest sympathies are extended to Bill and the family in this hour of sorrow.

J. M. La France

J. M. La France, one of the "Old Guard" of the New York District, has been transferred to the Northern Territorial Office. All of his friends, and they are numerous, wish him the best success in his new assignment.

Mr. La France entered the service of the Company on July 15, 1912, as salesman in New York District; was made Assistant to Superintendent in charge of Lubricating Salesmen on October 15, 1913, holding this position until December, 1915; was then made General Lubricating Salesman, holding this position until January 1, 1921, when he was transferred as salesman to the Northern Territorial Office.

NEW YORK DISTRICT.—A meeting of agents and salesmen of Newark, N. J. Territory was held on March 18 at the New Jersey Automobile Club in Newark.

Representative I. M. Williamson presided. The guests from the District Office were Sup't J. P. Gruet, Ass't Sup't D. L. Keys, Creditman A. D. McDougall, J. T. McLaughlin, W. A. Parks, C. Brettell, J. Lloyd Bailey, and Representatives H. L. Renz, M. F. Renz, and S. C. Eberhardt. About twenty subjects were brought up for discussion and from the manner in which they were handled and the enthusiasm of those present we predict extraordinary results in Newark Territory. To coin a word, we might add that the salesmen and agents in this territory should be classed as "Peptomists."

At the close of the meeting all adjourned to the banquet hall of the club where a most appetizing meal confirmed the fact already known, that when it comes to selecting a menu Representative Williamson ranks high in the epicurean class. After the inner man was satisfied all journeyed to Miners Theatre where an interesting show was enjoyed. The comedian brought out in one of his jokes a good one on C. Brettel. We don't know whether our friend Brettel enjoyed it, but we are sure the rest of the crowd did.

The Auto Mechanics Meeting on February 11 was, in the opinion of all present, very successful.

Points were brought out of great value to the men interested, which tend to increase their efficiency and to be of benefit to the Company. The meeting was opened by Supervisor of Motor Equipment, Clinton Brettell, who complimented the mechanical force on the remarkable improvement in the equipment since the last meeting in August 1920. It was pointed out that these results could only have been attained by coöperation of shops, road mechanics, and operators of equipment in the field. It was urged that this spirit be carried even further during the coming season, also that any new man coming into the mechanical organization be properly instructed along this line. The question of educational work by mechanics was discussed, and it was reported that chauffeurs were responding to this work and that they were generally coöperating with mechanics in the maintenance of equipment.

HONOR ROLL—100% COLLECTION EFFICIENCY

Everything on "A" List January 31 Collected in February

A. E. Guffin	Agt.	Amsterdam	Albany Territory
E. G. Simmons	Agt.	Chatham	"
F. T. Spencer	Agt.	Cobleskill	"
F. J. Gohl	Agt.	Hudson	"
A. L. Baumes	Agt.	Saratoga Spgs	"
J. A. Davis	Agt.	Schenectady	"
E. M. Daley	Agt.	Ticonderoga	"
U. J. Delahay	Agt.	Watervliet	"
J. H. Allen	S'n.	Saratoga Spgs.	"
P. H. Noonan	S'n.	Albany	"
D. S. Forson	Agt.	Newburgh	Newburgh Ter.
W. W. Bauer	Agt.	Port Jervis	"
V. T. J. Knapp	S'n.	Middletown	"
W. F. Sinderhauf	Agt.	Mineola	Long Island Ter.
G. A. Jackson	Agt.	Riverhead	"
F. C. Mott	Agt.	Sag Harbor	"
M. Le Ville	Agt.	Cooperstown	Syracuse Ter.
L. E. Cleland	S'n.	Ogdensburg	"
G. E. Davis	Agt.	Millerton	Stamford Territory
W. R. Walker	Agt.	Peekskill	"
L. H. Wolff	Agt.	Perth Amboy	New Jersey Ter.

BOSTON DISTRICT.—We show this month photographs of our Boston Lubricating Station, the largest lubricating station in this District. The men at this station are all hard workers and take pleasure in seeing that every package shipped is in perfect condition. Since our advent into the Marine business, this Station can also be depended upon to make prompt shipments on all rush orders. In fact, they have Kid Mercury looking like he was tied to the ground. Agent Mongeau and his men may feel proud of the record of their Station.

Boston Lub. Station Warehouse

Every package is shipped in perfect condition. In the very few complaints from customers on the condition of packages received from this station we have found after investigation that the package was in perfect condition when shipped, but due to rough usage in transportation was received by the customer in damaged condition.

Boston Lub. Station, Cambridge, Mass.

Rear: Chester Wickens, Clerk Cashier. Middle row: A. A. Langley, J. E. Langley, Warehousemen; Alfred Mongeau, Agent; J. L. Walsh, Warehouseman. Front: C. J. Shutt, W. J. Bennett, Chauffeurs.

When we talk about Auto Soap we always think of one man as the Auto Soap King. We refer to Agent F. L. Wright of New London Station who disposes of any quantity of Auto Soap given him. We show a letter from Agent Wright which can be used by all employes of the Company in stimulating the sales of this product:

About the middle of December you issued a circular letter stating that there were ten tons of Auto Soap that must be disposed of. Since receipt of that letter we have disposed of 61 cases and have requisitioned 20 more cases, which we are certain of selling, making a total of 75 cases, and probably more, that we will sell. This will make nearly 3½ tons, or one-third of the soap you had on hand.

As we are still able to get this soap on requisition it is apparent that there has not been much of it moved, which leads me to believe that the true value and quality of the product is not known. Your circular described the many purposes to which the soap could be put, and by working along those lines we have found, except in a few instances where a case of the soap was sold as a general laundry soap, or for general purposes, that the customer was exceptionally well pleased, and the way laid for further sales. For instance, our Clerk-Cashier, W. Humphrey, carried a sample cake to an employe of the National Bank of Commerce and, after it had been tried, closed a pool order for 8 cases from the employes of this one institution who had found the soap excellent for general household purposes. In fact, only 6 of the 60 cases have been sold to garages or dealers for automobile soap. Consequently, I believe, if your selling force diverts from endeavors to sell this soap to the auto trade only, that you can clean out the remainder of the product very easily.

I would also like to suggest, that, if under reduced cost of manufacture our Company can continue to make this product to sell at the present price, the style of cake be changed to the regulation laundry soap style, in which case I believe that it could be sold with great success to the grocer trade, as the style of cake seems to be the only holdback from selling it to the grocery stores at the present time.

The Texaco A. A. basket ball first team was defeated in its initial against the Malden K. of C. team in a hard fought battle in which the result was not known until the last minute

of play when we were nosed out by two baskets. The line-up of the first team was: McKeen, Hayes, Keefe, Caniff, Welch. With a little more practice these boys should take on the leading teams in this section of the country.

The Texaco A. A. basket ball second team was also defeated in its initial against the All-Star team of Malden by a close score—four baskets. The line-up of this snappy outfit is: Brady, Meldon, Sherry, J. Lee, Walsh, O. Bonin (sub.) T. Kelly (sub).

The Texaco Athletic Organization under the guidance of our new President, Al Kadlec, conducted a successful membership campaign in which our little treasurer, O. Bonin, took a leading part, whereby we increased the number of members from 79 to 143. We expect to have the few remaining members-to-be in good standing very shortly.

We are wondering if any of the other districts, boasting a similar organization, can show a membership of this size in comparison with number of employes.

Superintendent Hopkins wishes to announce that the Hopkins Special Bowling Team claims the championship of Boston District, having defeated the Murdy Dark Horses. The score was 1349 to 1329 and the match was a hum-dinger from start to finish.

Texations.—John Burly firmly declares that he will never pass out cigars as samples again. How are the twins getting along, Jack?

Pud Boon has had rheumatism in his right shoulder. We wonder if it is from carrying around that rock on his third finger.

Alroy Newcombe, one of this year's debutantes, is now taking up both feet and laying them down again at one of our dancing instruction parlors, and it is rumored that all leading dancers are hanging onto their laurel wreaths with both hands since the advent of "Newkie."

We sincerely hope that John Lynch meets that girl in Everett Station one of these mornings,for if he doesn't, we fear he will twist his neck into a figure eight before the week is out. John has become so expert that he can look around corners without bending his back.

We understand that Earl Dudley, the most bashful boy we've ever had in the stenographers room, is to leave the Company and embark for sunny Cuba. We wish Earl the best of success.

PITTSBURGH DISTRICT.—Agent W. L. Heinz, of Youngstown, O. Station reports 30% increase in gasoline sales for January and February 1921 as compared with the same months 1920,—this in the face of keen price competition and general business depression.

Salesman F. C. Colby of our Youngstown, Ohio organization was seen in action one day last week. The action consisted of selling six Easy Pour Cans for one of our Youngstown dealers in ten minutes,—bona fide sale to consumers who drove up to the filling station for gasoline.

Youngstown, O. Station—Truck A-941, 1000 gal. capacity

During 226 actual working days since July 1, 1920, this truck has covered approximately 12,000 miles and delivered 716,000 gallons, a daily average of 54 miles and 3,170 gallons of gasoline,—a record to be proud of and Chauffeur Ed. Heberling is to be complimented.

Salesman G. A. Orr sends an interesting paragraph from a letter received from Mr. Joseph Kruetzer, formerly proprietor of the American Auto Repair, 141 S. Beatty Street, E. E., Pittsburgh, who sold his business last fall and went to Los Angeles, Cal. He made the trip in a big Studebaker Six, and Mr. Orr sold him for the trip five one-gallon cans of Motor Oil Heavy. The letter reported:

The old Studebaker never murmured on the entire trip. I have run 5,000 miles up to the present since leaving Pittsburgh and have not once cleaned the spark plugs. Used four gallons of oil on the trip from Pittsburgh to Los Angeles.

PHILADELPHIA DISTRICT.—Assistant Superintendent E. Nielsen conducted a meeting on the night of March 4 for Salesmen and Soliciting Agents covering Philadelphia, Baltimore, Washington, and New Jersey,—28 present.

Mr. Nielsen discussed our new prices, comparing them with the competition. He then explained the new Winner series of oil and cautioned not to push the sale of these oils to the exclusion of our Pale Filtered Products. His talk on stimulating the sale of Easy Pour Cans and future advertising was interesting. The sheet reporting system was taken up and the field men given to understand that their reporting would be taken into consideration on general efficiency on a basis similar to the Correspondence School Course. The pump and tank situation was discussed, Mr. Nielsen stating that a good gallonage must be secured from every account in the future where our equipment is installed.

Welcome! Jean Cameron Wellman, born February 21, 1921, weight 8 lbs., daughter of R. L. Wellman, Supervisor of Structures. We enjoyed the cigars!

Mr. and Mrs. Frank H. Higgins announce the arrival of a 10-lb. baby boy. The boys of Hagerstown territory presented Frank with a rocking-chair.

Chauffeur Belt of the Rockville, Md. Station is very proud of his new Mack truck and he is keeping it in first class condition.

"Billie" Andrews finished Section One in the Correspondence School Course, and maybe he isn't "putting on the dog." He is "all set" to "polish off" the second course in one year less than nothing. He will have *one* book—on *one* shelf —in *one* library. That's how proud he is.

All hail the coming of Galli Curci! For it is written that an opera star will be amongst us in the near future. This star will be one of the Texaco constellation. She is now receiving finishing touches necessary for the journey to success. Philadelphia is noted for its amateur operas of a high order, and this coming "Texaco Star" will sing an important role in *Il Travatore*.

The cast is made up of singers of ability. Buy your tickets early and—ponder.

"The brave soul can mend even disaster."

Chambersburg, Pa. Station

NORFOLK DISTRICT.—Our District held its seventh annual meeting of agents and salesmen at Norfolk on March 14 and 15. From beginning to end it was full of humor, enthusiasm, and optimism, and the results promised for 1921 bode no good for our fellow Districts in their efforts to displace us as the leading District.

In no other District, we consider it safe to say, as in the Norfolk District, is the annual meeting made such a perfect blending of pleasure and business. In the daily sessions held for discussion of business matters, Texaco rules supreme; but the meetings over, cares and responsibilities are laid aside and good fellowship and pleasures take their place.

The 1921 meeting was the most successful yet he'd, despite the absence of some of the New York officials whom we had counted on. We had the pleasure of having with us Messrs. F. D. Gatchell, C. H. Parker, J. T. Groves, R. L. Saunders, and L. C. Oakley from New York, and C. R. McCarthy from Philadelphia, all of whom contributed greatly to the interest of the meeting and gave very instructive talks.

Of outstanding interest in the recreation line were the oyster roast at Cape Henry (an event distinctive of Norfolk), the Crater Compound Club initiations, the Club's theatre party at the Colonial Theatre (attended by over 160 members with their wives and sweethearts), and the Club banquet after the theatre party at the Fairfax Hotel. Well, it's sufficient to say that they couldn't have been better, and if they ever are made any better then it'll be in Norfolk District.

The banquet was the farewell event of the meeting and overtopped all other parts of the program. Cheers and speeches and applause followed one another in rapid succession. Messrs. Gatchell, McCarthy, Williar Thompson, R. L. Saunders, J. W. Thompson, W. A. Ludwick, "Buck" Austin, C. D. Hill, D. H. Farquharson, and "Big Boy" Breeden gave short eloquent speeches. One of our visitors (fear of getting him in "Dutch" with the other District prevents giving his name) struck the keynote when he stated that, though he had attended annual meetings of all our Districts, he had never been to one where the spirit of good fellowship, 'pep', and coöperation was so strong and attractive as in the Norfolk District.

The report of our annual meeting would not be complete without special mention of "Bluefield" Peck, Agent L. C. Peck of Bluefield, W. Va. Station, whose fame long ago spread abroad as an orator and Texaco "pep-ti-mist". L. C. can make a speech on any subject at any time and without any notice, and do himself proud. And he never lets an opportunity slip by to unburden himself on a subject. When notified during the banquet that he had five minutes in which to prepare a speech, he replied that he didn't need five minutes; that he carried his speeches in his pocket ready for use. Mr. Gatchell, in referring to L. C.'s oratorical powers, said that Bluefield Peck was the only man he had ever seen who seemed to carry his inspiration around on his hip ready at all time for instant use. But who would have him changed in any particular? And who would deny that Bluefield Peck is without doubt one of the most popular and esteemed members of the Texaco organization, whose presence at each meeting is looked forward to with as much pleasure as any other feature of the meeting?

Though most of the visitors returned home Tuesday night, the 15th, a number stayed over, and these, by invitation of Superintendent Thomas Wall of Norfolk Terminal, were taken on an inspection trip over the Terminal, which is a small education in itself. We have to hand it to the Terminal for their kindness in putting themselves out in their efforts to make it possible for the Sales Department organization to become familiar with their operations.

Rather go to bed supperless than run in debt for a breakfast.—*Franklin.*

Electric Service & Accessories Corporation, Richmond, Va.

On corner of Belvidere and Grace Streets, main thoroughfares in residential section. They handle our case goods and gasoline exclusively, and if we could have loaned them equipment at the time the station started we would have been an exclusively Texaco Station. It shall be our endeavor to replace the equipment for lubricating oil as soon as we receive new tanks.

Electric Service & Accessories Corporation

This window display was not prepared for a photograph. It is their regular window display.

Our 1920 Economy Contest was won by Agent J. S. Edwards of Maxton, N. C. Station, who reduced his operating ratio from 14.29% for the June-December 1919 period to 7.28% for the corresponding period of 1920. The next nine stations, in order, were:

Rocky Mt., N. C.	Manteo, N. C.	Bedford, Va.
Henderson, N. C.	Charlottesville, Va.	Albemarle, N. C.
Covington, Va.	Gastonia, N. C.	Roxboro, N. C.

The 1921 Contest began January 1 and will run for the year. The winner will take the Cup and hold it during 1922. Maxton says there won't be any change in its home, but "Bluefield" Peck says otherwise. All stations deserve credit for their efforts to attain greater efficiency in 1920, and the District as a whole made an inspiring showing, which, however, we expect to beat this year.

Agent L. C. Peck, of Bluefield, announced, at the annual meeting, the arrival at his home of a son whom he has named Williar Warren Peck,in honor of our Superintendent and Assistant Superintendent. Due to his politics the boy will be called by his first name.

Don't fret, C. W. We didn't get "Billie" down this time but we can at least try again next year.

The following verses on the Motor Oil Contest were penned by Janitor Joe of the District Office. Chicago, in particular, can appreciate the state of feeling in Norfolk District in regard to this Contest when it produces offerings such as this.

I sees by dis here bulletin bode
Dat de race have already begun.
We weren't so fast in de first break,
But dat New York boy sure did run.
I grin en chuckle en laugh out loud
When I seed dat Chicago man;
He step on de grease en flew in de air
En come down wid er powerful blam.
Dat ain't no place for de silver cup,
Neither dat New York town.
Here is de place where dey pays dividends,
Our boss is gwine put on de crown.
He have sent de word out to everywhere,
Calling all de boys back home;
He gwine take dem down to de barbecue
En show dem how ter roll de bones.
When dey goes out on er fresh scent
I sure won't have no fears,
But if dey fails ter bring de bacon home
My eyes gwine fill wid tears.
Dat "cawn-fed" bunch from up in de hills
Gwine make de welkin ring;
Dey knows de location ebery moonshine still
En dat knowledge sure make dem sing.
Dey moves fast in de Ole New State
Where dey still dips in de snuff;
I feels sorry for de competitors' mens,
Cuz our boys do treat dem awful rough.
Dar's Mr. Gillis, ob de moufharp fame,
Who can certainly make de piano talk.
He travel eroun wid er smile on he face,
En dar's no chunce fer er customer ter balk.
Den agin, Mr. Davis wid de cacklin voice,
En I ain't tole yer eben half;
'Tis easy fer him to put er sale across,
'Cuz 'tis wurf er dollar ter hear him laugh.
Our big City Man dey calls King Bull,
Who starts 'fore de bell have been rung;
He tongue keep wagging en twisting eroun,
Jes like sumfing er bee have stung.
From de Bluefield town I 'members Mr. Peck,
De pahsun from up in de hills;
He reputation have spread over de world,
Jes like Carter's Little Liver Pills.
Also Mr. P. McLaird, from de Greensboro town,
I'se seen him roun erbout here before,
He do mighty well wid most everything,
But he sure can sell Easy Pour.
When de Bosses arrives from de Empire State
We gwine promise what we spects ter do.
We's all oiled up en ain't gwine stick,
'Cuz we has scraped off'n our shoe all de glue.
Jes gwine menshun ter dat stocky bunch
What we aims ter do wid dat cup.
We'se gwine keep it here in de sampling room,
Den dey kin help keep it filled up.

—*Janitor Joe.*

EXPORT DEPT. Superintendent M. D. Greer of the Shipping Division has returned from a visit to Houston, Port Arthur, Agua Dulce, and Tampico.

PURCHASING DEPT. We quote an interesting paragraph in a letter from the William B. Pierce Co., Buffalo, N. Y., dated March 3, 1921, written in connection with an inquiry from our Houston Office for prices and delivery for some of their Boiler Tube Cleaners and repair parts:

It may be of interest to you to know that through your New York Office we are being kept supplied with a stock of 4-ounce bottles of your Cetus and Pinnacle Oils. A bottle of oil is shipped out with each Dean Cleaner gratis,—Cetus where compressed air is used and the Pinnacle where steam is used to operate the cleaner. We have found your product highly satisfactory for use with the Dean Cleaner.

ASPHALT SALES DEPT. Colonel James T. Ware, Superintendent Western Division, Asphalt Sales Department, died in Kansas City on March 24. He had been in ill health a long time, but the last report to us before his death was that he had improved considerably and was on the road to recovery. He suffered a relapse, however, and could not rally.

Colonel James T. Ware

When I die I want it
Said of me that I always
Plucked a thistle and
Planted a flower
Where I thought a
Flower would grow.

It was Abraham Lincoln who said that, and the sentiment is worthy of the man who expressed it. Were we to paraphrase Lincoln's words to fit the wish of one who has just passed the Great Divide—our own Colonel Ware— the verse might read:

When I die I want it
Said of me that I always
Had a smile instead
Of a frown, because
Almost always the smile
Was what was needed.

Genial is the only epithet which approximates an adequate description of his manner; stately—his bearing, big—his soul. Of Colonel Ware—our Colonel—we were proud; we may be pardoned, even, if we say we used to like to "show him off."

Colonel Ware had been in charge of the Kansas City Office since December, 1916. With friends numbering legion and a keen knowledge of the asphalt road building industry, the Colonel attained the marked success he deserved.

We all shall miss him—his smile, his wit, his wise counsel. Of him we were proud, mighty proud.

PRODUCING DEPT.

The Wichita Falls office recently enjoyed a visit from W. H. Mead of the Houston Office. This is his first visit in a year.

Morris U. Lively, one of our Scouts located at Graham, Texas, and Miss Eileen Thurwhanger were married at the home of the bride's parents in Haskell, Texas, on March 26. We wish them great happiness.

The local boys have their ball team organized and have entered the City League and we anticipate some splendid results from their efforts.

Manager: W. E. McCarthy. Captain: R. P. Brouthertin Sec.-Treasurer: H. C. Hassler. Members: Davis, Sandusky, Beckham, L. R. Smith, Biggs, Rochon, Norris, Muench, Bailey, Delaney, Basham.

The boys have nifty uniforms. First game will be played April 9.

PIPE LINES

Our Breckenridge office has sent us some pictures taken in that locality. It seems that the little city is having a hard time staying on the map. Oil wells are scattered throughout the town and disastrous fires are of frequent occurrence. Escaping gas from the Jo-Se-Le well in Block 13 started a fire on last December 4 which burned an entire block of the business section. On February 24 another fire destroyed a number of the remaining business houses. Since that date the town has suffered from three other destructive conflagrations.

G. W. Martin, gauger in Hosston District, near Shreveport, La., died on March 25 of heart failure. Mr. Martin had been with the Company over six years and leaves many friends who extend their sympathy to his family.

Friends of H. T. Robinson of the Dallas Division Office will be glad to learn that he is fast recovering from an operation for appendicitis and has resumed his duties.

Breckenridge, Texas—After fire of Feb. 24, 1921

The derrick nearest the foreground is Bass Petroleum Co., Block 3. Sheet iron building at right is the Stephens County Garage, badly burned but still in the ring. This garage and Sager Hotel were the only buildings left in the block.

T. T. P. L. Co.'s Breckenridge Camp

Neat type buildings instead of tents for employes

T. T. P. L. Co.'s Breckenridge Pump Station

Breckenridge, Texas—Main Street looking West

THE TEXAS S. S. CO.—*Continued from page five*

Life Boat from Tanker S. S. "Illinois"

Armistice Day was celebrated very auspiciously. The city officials turned over the arrangements to the American Legion boys who worked hard and were rewarded by as fine a celebration as the city ever had.

The Texas Steamship Company was well represented in the parade by a float showing a life boat from the tanker S. S. "Illinois," which was torpedoed in the English Channel March 18, 1917. The boat crew was made up of office employes and children with Captain A. Blair handling the tiller. All along the line of march the float was met with cheers.

The eventful day came to a close with a grand display of fireworks followed by the Victory Ball at the Armory for the benefit of the Legionaires.

The twin daughters—Jeanette and Yvette—of Mr. and Mrs. Henry Provost, who were born Oct. 9, 1919, are now beautiful healthy children weighing 23 lbs. each. Henry is all puffed up about them. We've got to take our hats off to him, boys.

Texaco Base Ball Club—Houston

Left to right.—Front row: Hailey, Benz, Lee (Mascot), Hicks, Leach. Middle: Stellbauer, Blake (Official Scorer). Rear: McHale, Herndon, Turner, La Rue (V. P. Texaco Club), Kamp (Captain), Berley, Ballard, Convery (Manager).

One of the foremost steps in the promoting of fast amateur baseball in Houston was taken in February, when a four-club baseball league, to be known as The Houston Oil League, was formed. Representatives of the Texaco Club, Humble Oil and Refining Co., Gulf Production Co., and Sinclair Oil and Refining Co. secured franchises in the league. The season will open April 2 and close September 10, making a 24-game schedule. No one but bona fide employes of these companies will be permitted to play. The Texaco Club will be represented by a majority of the fastest amateur ball players in the City of Houston.

IS IT PROFITABLE TO OVERLOAD MOTOR TRUCKS?

It is a common occurrence to see a motor truck of two-ton capacity hauling a load of double that weight. Overloading is one of the most common abuses to which motor trucks are subjected, and in our field, especially with stake trucks the tendency is strong.

Trucks should not be loaded beyond rated capacity, as they were designed and built to carry that load. They can carry more than the rate capacity, but the practice of overloading invites inevitable loss.

An overload increases the stresses in the weight-carrying members and may cause excessive breakage of these parts. In any good truck normal load, hence normal stress, produces normal wear of moving parts. An excess load will necessarily result in abnormal or excessive wear.

A truck frame and other parts may be compared to a bridge. When the capacity of a bridge is rated at so many tons, it means that it can carry that load with a certain margin of safety. It will carry more, but the margin of safety which was provided to take care of its depreciation in normal service will not be as large. The same is true of the truck.

Overloading decreases the ability of the truck to negotiate road conditions, since there is a greater weight to be moved per unit of engine power. The result is excessive gasoline consumption and slower operating speed; therefore greatly reduced efficiency. In addition the useful life of the truck is materially shortened, and maintenance expense is abnormally high.

(*Continued from page ten*)

detect cracks in the outlet chamber. If a crack is found, the tank should be unloaded through the dome. If no crack is found, proceed as directed in first section of this rule after the frozen liquid has been melted.

7. Attach unloading connections securely to nozzle or reducer and raise outlet valve by turning valve rod handle in dome.

8. When unloading through bottom outlet of cars equipped with interior manhole type of dome covers and in all cases where unloading is done through the dome opening (unless special dome covers are used, provided with safety vent opening and tight connection for discharge outlet), the dome openings must be protected against entrance of sparks or other sources of ignition of vapor by being covered and surrounded with wet burlap. This must be kept damp by replacements or the application of water as needed.

9. Do not throw seals or other substances into the tank. Also care should be taken to avoid spilling any of the contents over car or tank.

10. After tank is unloaded replace dome cover, valve cap, and reducer securely.

11. Inflammable placards and railroad defect cards must not be removed.

12. Remove all shipping cards from the car and promptly notify railroad agent when car is empty.

13. Tank cars must not be allowed to stand with unloading connections attached after unloading, and employes must be in charge throughout the period of unloading.

14. If necessary to disconnect a tank car during unloading the outlet valve must first be closed and the outlet cap must be securely re-applied until unloading is resumed.

15. Cover ground around connections with fresh dry sand or dirt frequently, especially if oil or gasoline has been spilled previously.

16. Brakes should be set and wheels blocked on all cars unloaded on grade.

17. All tools and implements used in connection with unloading should be kept free from dirt and grit.

Warning: Keep Light and Fires Away.

SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

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

EXECUTIVE — Interviewing for Selection, by Earl B. Morgan.—*Industrial Management*, March 1921.

"How to know your man before he gets on the payroll."

REFINING — The Chemistry of Petroleum, XVIII, XIX, XX, by C. J. Frankforter.—*Oil News*, February 20, March 5, March 20, 1921.

FUEL OIL — Heating by Fuel Oil for Manufacturing Processes, by C. C. Hermann.—*Industrial Management*, March 1921.

"A critical study of advantages and limitations."

EXPORT — The International Trade Situation.—*The Annals*, American Academy of Political and Social Science, March 1921.

Whole Number devoted to the subject, discussing all phases in 36 signed articles.

MARINE — Air in Shipbuilding on the Clyde, by Roland H. Briggs.—*Compressed Air Magazine*, March 1921.

"Modern Pneumatic Installation—Uses of Air in the Latest and Largest Motor Ships."

SALES — Do You Analyze Markets for Your Salesman? by J. F. Cameron.—*Printers' Ink Monthly*, March 1921.

"Many manufacturers help salesmen to increased sales by studying their markets and territories for them."

LUBRICATING — Steam Turbine Lubrication, by L. E. Strothman.—*Lubrication World*, March 1921.

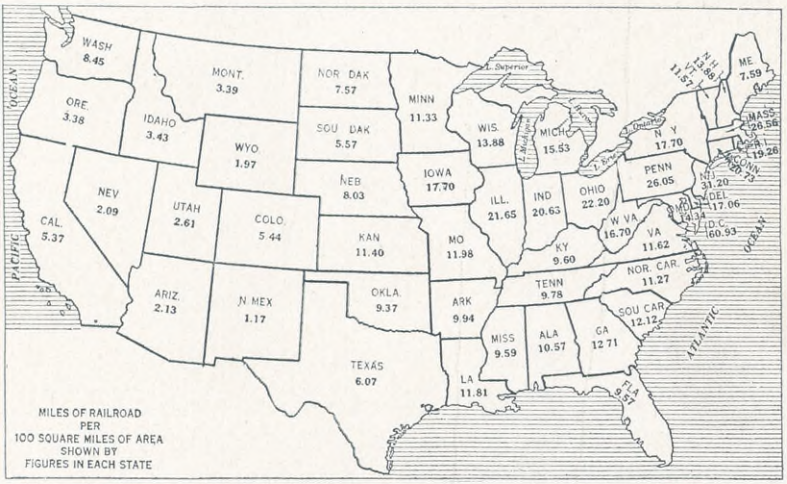
"Some causes of trouble and the remedy."

SAFETY — Preventing and Controlling Factory Fires, by C. A. Briggs.—*Automotive Industries*, March 10, 1921.

GENERAL — For the Freedom of Business, by Clyde Dawson.—*The Nation's Business*, March 1921.

Judge Gary Replies to John Skelton Williams.—*Manufacturers Record*, Mar. 10, 1921.

Referring to statements recently published by the then Comptroller of the Currency, the Manufacturers Record says:
"It is greatly to be regretted that any public official should misconstrue the actual facts and make charges which create absolutely false impressions. Mr. Williams' statement, by reason of his official position when it was uttered, has gone broadcast throughout the country. . . . Judge Gary has overwhelmingly answered every charge of Mr. Williams. But Judge Gary's denial will not be published, except here and there, and millions who read the charges against the Steel Corporation will never know of the reply."



U. S. RAILWAY MILEAGE VERY LOW FOR AREA TO BE SERVED

The small rail mileage per 100 square miles of area in the United States shows the urgent need, especially in Western States, of developing railways in vast territory now destitute of proper means of transportation. This need can not be met until we abolish the legislation and administrative policies which have prevented free investment of capital in railway enterprises.

Each TEXACO EASY POUR CAN contains two quarts of Texaco Motor Oil. They are packed 20 cans to a case in extra strong wood cases. You can secure them at the nearest supply house or Texaco Station or Warehouse. Buy it by the case.

Motorists are beginning to buy the TEXACO EASY POUR CAN—

By the case—and here's why:

[in the words of one of them]

"I have always been careful of the kind of oil I put into my car and I thought that I was doing a wise thing by keeping bulk oil in my home garage.

But I found that it was sloppy and wasteful, it meant using a funnel and a measure, it meant putting them back in place again, and it even meant leaving them exposed to collect dirt and grit.

Then I bought one of your Easy Pour Cans on the road and it occurred to me how handy it would be to have one with me all the time.

So I ordered a case. I keep it in my garage. Now, as I am ready to pull out, I use one of them to oil my car—then I make sure that there's one stowed away in the car.

In former days, sometimes, I would forget to oil the car before I started on a trip, or else I would travel a little further than I expected to—and the oil gauge would show that I needed more oil.

It meant that I was obliged to take whatever grade of oil I could find at the nearest station, provided of course, that there was a station near the point where I first noticed the shortage of oil.

Now, as I said, I have an Easy Pour Can in my car all the time. I am never stuck on the road for want of oil. Whenever I need oil, all I have to do is to take out my Easy Four Can, screw off the cap, punch the seal, put the nozzle of the can to the filler pipe, and pour out as much oil as is needed to bring the oil in the crank case up to the proper level.
If it so happens that I need two quarts, I throw away the empty can and am ready to drive on without stowing away an oily funnel.

Sometimes I need less than the full contents of the can, in which case I screw on the cap tightly, and keep the remaining oil for the next occasion.
This Easy Pour Can is so conveniently stowed away.

I haven't seen any other oil put up so conveniently and so attractively.*"

*A good reason why. The Texaco Easy Pour Can is patented by The Texas Company and is used only for Texaco Motor Oils Light, Medium, Heavy, and Extra Heavy. One of these is the right grade for your car.

THE TEXAS COMPANY

Dept. Z, 17 Battery Place, New York City

New York Chicago Houston

OFFICES IN PRINCIPAL CITIES