

FOR EMPLOYEES OF THE TEXAS COMPANY

TEXACO STAR



THE TEXAS COMPANY

PETROLEUM

PRODUCTS



THERE IS A
TEXACO LUBRICANT
FOR EVERY PURPOSE

THE TEXAS COMPANY
Kings Building Hornby Road
Bombay, India



1919 JANUARY 1919

Sun.	Mon.	Tue.	Wed.	Thur.	Fri.	Sat.
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



EXPORT DEPARTMENT CALENDAR

Printed in English, Spanish, French, and Portuguese, the Export Department's calendars are circulated in many countries all over the world. The size of this calendar for 1919 is 30x21 inches. The Port Arthur Terminal is given prominence in the design as being The Texas Company's most important Export Terminal.

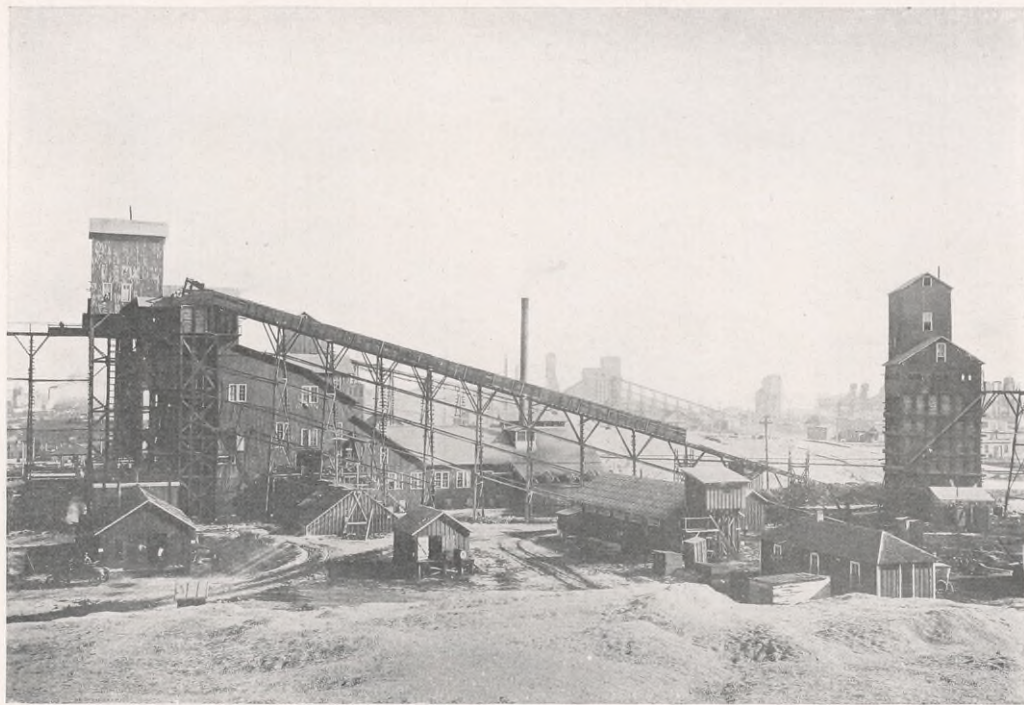
PROMOTION

PROMOTION comes to him who sticks
Unto his work and never kicks,
Who watches neither clock nor sun
To tell him when his task is done;
Who toils not by a stated chart
Defining to a jot his part,
But gladly does a little more
Than he's remunerated for.
The man in factory or shop
Who rises quickly to the top
Is he who gives what can't be bought:
Intelligent and careful thought.

No one can say just when begins
The service that promotion wins,
Or when it ends; 'tis not defined
By certain hours or any kind
Of system that has been devised.
Merit can not be systemized;
It is at work when it's at play,
It serves each minute of the day;
'Tis always at its post, to see
New ways of help and use to be.
Merit from duty never slinks,
Its cardinal virtue is — *it thinks!*

Promotion comes to him who tries
Not solely for a selfish prize,
But day by day and year by year
Holds his employer's interests dear,
Who measures not by what he earns
The sum of labor he returns;
Nor counts his day of toiling through
'Till he's done all that he can do.
His strength is not of muscle bred,
But of the heart and of the head.
The man who would the top attain,
Must demonstrate he has a brain.

—Edgar A. Guest.



Plant of the Sinden Zinc Company at Douthat, Okla. The mines in the background are No. 1 and No. 2 of the Golden Rod Mining Company. We are lubricating these mines throughout with Texaco Products. For the proper lubrication of the Water Lynner Drills, a thorough test was made by Agent Kenneth Carroll, of Miami, Okla. Station, in which the drills were lubricated with Texaco 921 Transmission Lubricant, and the management was convinced that this product gives results far superior to their old lubrication with Castor Machine.

TEXACO STAR

VOL. VI

FEBRUARY 1919

No. 4

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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Address: Texaco Star, 401 The Texas Company Building, Houston, Texas

THE PLAN for Employees recently adopted by The Texas Company is given in this issue of the *Texaco Star*. It embraces (1) stock investment and (2) death and disability benefits.

This plan has been under consideration for some months, and it will be noted that it applies back to the first of January of the present year.

In the past employees have been afforded opportunity to become stockholders in the Company by methods similar to the present plan. The management now adopts the policy in a more definite and systematic manner. It may be stated that allotments out of the new issue of stock authorized Dec. 16, 1918, will be made in a few weeks.

The second part of the Plan—death and disability benefits—is, also, of great interest to employees. It will operate as very liberal life and health insurance to those who qualify for it by being one year or longer in the service of the Company. No insurance policies are involved, no medical examinations, no restrictions of travel or hazards, no red tape. The Company will make its own adjustment and will deal fairly with employees. The Plan includes all departments of The Texas Company and subsidiary corporations.

No substantial change is made in the present practice of the Company in regard to temporary disability or cases of accident. But entirely new protection is found in the obligation to pay definite amounts based on rate of pay, in cases of death or total and permanent disability. The payments range as high as five thousand dollars. No assessments whatever are made. The Company bears the entire cost and expense of the plan. The employe needs only fill out the blank that is sent to him. Thereupon, if or when he has been in the service one year,—he is covered.

The front cover of this issue of the *Texaco Star* deserves some mention, and we wish also to express appreciation of the excellent work of the artist who painted the design. The painting from which the color plates were photographed was made by K. M. Lieder, at that time in the New York office of the Advertising Division, now with the American Expeditionary Force in France.

Four years ago a narrative of the development of The Texas Company was promised the editor and he petitioned for a design showing the Company's first little office in Beaumont, in 1902, and the new Home Office building in Houston, and incorporating the symbol of acorn and oak tree. Mr. Lieder made the painting and the engravers delivered the plates in May, 1916.

But the expected historical article did not materialize. The gentleman who was to write it has been "too busy" continuously for four years. Such industry may be admirable, but we respectfully suggest that he might accomplish even more than he has been doing if he would relieve his conscience of the burden of all those repeated promises, still unfulfilled. *We want that historical sketch.*

But to return to our mutton, the cover plates appeared to the editor too good to use until they fitted some leading article. He has treasured them since 1916, and now brings them forth to embellish an issue containing an official statement which is proof of the Company's steady development—an oak tree indeed having grown from the acorn of 1902.

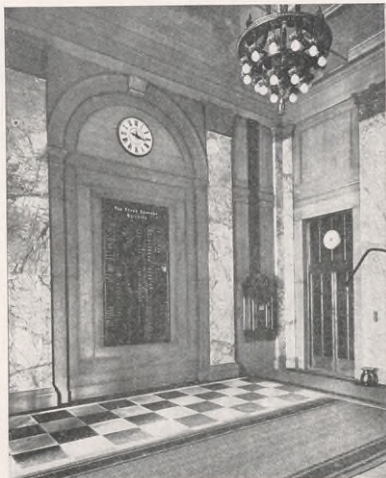
The Texas Company Plan for Employees—Stock Investment and Death and Disability Benefits, is doubtless the most interesting leading article the *Texaco Star* has ever furnished. May it be a good omen—as it is the fruit—of flourishing life in all of the Great Tree's branches.

TEXACO STAR

The petroleum industry has nothing to conceal; its records bear inspection and its dealings with the public are enviable for fair play. Take the public into your confidence, let it know by all the means of legitimate publicity of the hazards and chance met with in oil field operations.

The work of the oil administration under Mr. Requa's direction and his able assistants augmented by the Petroleum War Service Committee is coming to an end, and I speak with some authority when I say that the work has been well done.

Looking back over this period of international crises, I can say with great satisfaction and relief that I am proud of the American oil industry, and proud of the American citizen in his wonderful demonstration of patriotic cooperation. Whenever our Navy needed fuel oil or gasoline, it



Corner in Entrance Hall of The Texas Company Building, Houston, Texas



Arcade on Rusk Avenue side of The Texas Company Building, Houston, Texas

was there. Whenever our aircraft needed gasoline, it was there, even if our citizens did have to go without Sunday automobiles. Whenever the great fleet of our Allies needed petroleum, it was there. How great a factor relatively was the American oil industry in winning the war, may never be definitely settled, but we know that it was of sufficient import to cause a famous British admiral, at a recent jollification banquet, to exclaim fervently "We floated to Victory on oil."

—Van. H. Manning, Director Bu. of Mines.

* *

Washington's Administration.—To lead a people in revolution wisely and successfully, without ambition and without crime, demands lofty genius and unbending virtue. But to build their State amid the angry conflict of passion and prejudice, to peacefully inaugurate a complete and satisfactory government—this is the very greatest service that a man can render to mankind. But this also is the glory of Washington.

With the sure sagacity of a leader of men, he selected at once for the three highest stations the three chief Americans—Hamilton, Jefferson, and John Jay. Washington's just and serene ascendancy was the lambent flame in which these beneficent powers were fused; and nothing else than that ascendancy could have ridden the whirlwind and directed the

(Continued on page eight)

TEXACO STAR

THE TEXAS COMPANY PLAN FOR EMPLOYEES

I. STOCK INVESTMENT—II. DEATH AND DISABILITY BENEFITS

EFFECTIVE JANUARY 1, 1919

I. STOCK INVESTMENT

1. **TIME AND BASIS OF ALLOTMENT.** In the year 1919, and thereafter from time to time during the continuance of this plan, employes of The Texas Company and its subsidiary corporations will be given opportunity to purchase stock of The Texas Company. These allotments will be made to employes who at the date of allotment shall have been two years or longer in the active and continuous service of these companies exclusively, and they will be based ordinarily on salary or wages earned during the year preceding allotment. The number of shares per stated unit of pay and the price (par or above par) will be fixed in each instance by the board of directors of The Texas Company. And the amount will be payable in monthly installments deductible from salary or wages.

For the purposes of stock allotment, neither temporary lay-offs ordered by the company resulting from shut-downs or lack of work nor periods of an employe's temporary illness will be deducted from the employe's time of service. Nor will there be deducted in this connection any period of absence in the military service of the United States if the employe shall have returned to the service of the company, the total of his actual time with the company being one year or more.

The decision of the board of directors shall be final and conclusive in regard to an employe's right to a stock allotment and the quantity thereof.

Corporate officers, if not inactive, will be deemed employes for the purposes of this plan.

2. **TRUSTEE—POWER AND AUTHORITY.** Title to all stock taken by employes under this plan will be placed in a trustee designated by The Texas Company, and while the title so remains the trustee shall have full power and authority to vote on the stock; to advance or borrow money for the purpose of paying for or carrying the stock, and to hold, pledge, or hypothecate the stock to secure the repayment of such money with interest and other charges; to subscribe on behalf of employes but in the name of the trustee for shares of new issues of stock when the privilege of so subscribing may be accorded to stockholders as an incident to their stock ownership; to sell or other-

wise dispose of subscription warrants or stock rights in such new issues for account of employes; and to exercise any or all of the powers herein enumerated in connection with every such new issue. But after an employe shall have paid up his stock in full, which may be done at any time, the same shall not thereafter be pledged or assigned by the trustee for any purpose. And any employe after so paying up his stock shall be entitled to receive promptly any dividends collected by the trustee thereon and the proceeds of any subscription warrants or stock rights sold by the trustee for account of such employe.

3. **ACCOUNTING.** Employes will be charged on the books of the trustee with the amount or amounts owing by them respectively for stock. They will be credited with all payments received by the trustee for their respective accounts, including dividends so received and the proceeds of any subscription warrants or stock rights sold. Interest at the rate of six per cent per annum, computed quarterly, will be charged on debits and allowed on credits from the proper dates. And where payments are refunded as provided for in succeeding clauses interest will be allowed at the same rate but in such cases employes will have no credit for dividends or subscription warrants or stock rights or the proceeds thereof.

4. **DEFAULTS.** Failure of an employe to make or cause to be made any payment when due may, at the option of the trustee or the company, work a forfeiture of all right and claim to the stock, the employe thereupon becoming entitled to receive from the trustee a sum equal to the amounts theretofore actually paid by the employe with interest thereon.

5. **TERMINATION OF EMPLOYMENT.** Any employe ceasing to be such before receiving or becoming entitled to receive his stock certificate, and being no longer in the service of The Texas Company or any of its subsidiaries, whether such cessation be due to his own volition or to discharge (with or without cause), shall cease to have any right or claim to the stock but shall be entitled to receive from the trustee the amount of all payments actually made by him with interest thereon.

TEXACO STAR

6. **DEATH.** Upon the death of an employe his estate may pay to the trustee the unpaid balance of his indebtedness, and thereupon the estate will be entitled to receive forthwith from the trustee a stock certificate for the shares held for such employe, or at the election of the estate there will be paid over by the trustee to the estate the full amount actually paid in by the employe together with interest thereon.

7. **DISABILITY.** In case of the total and permanent disability of an employe, he may, if the company shall be satisfied in regard to the disability and its total and permanent nature, exercise the same rights as are extended to the estates of deceased employes in the immediately preceding clause.

8. **CANCELLATION AND REFUND.** At any time before acceptance of stock certificate an employe, or in case of his death his estate, may waive the right to stock, and thereupon shall be entitled to receive from the trustee the amount of all payments actually made by such employe with interest thereon.

9. **THREE YEARS RESTRICTION.** Except as hereinbefore stated, no employe can obtain his stock certificate from the trustee until after the expiration of three years from the date when the stock is allotted to him, nor can he then unless and until payment in full has been made; and stock subscribed for by the trustee of increase issues shall be deemed allotted at the date of issue.

10. **NO FRACTIONS.** Stock certificates will not be issued for fractional shares. Claims for fractional shares must be consolidated. This can be done by arrangement with the trustee when payment in full has been made and the time has arrived for issuance of stock certificate.

11. **SUCCESSORS IN TRUST.** The trustee or any successor in the trust may resign at will, or may be superseded at the will of the board of directors of The Texas Company, and thereupon in either event the board of directors by resolution may designate a successor, who shall succeed to all of the rights and powers of the original trustee, and this the board may do also in case of the death of any trustee.

12. **DISCONTINUANCE OR CHANGE OF PLAN.** Nothing herein shall be construed as giving an employe a right to be retained in the service, and the company reserves the right at any time in its discretion to discontinue this plan, or to modify or change it in respect to future allotments.

II. DEATH AND DISABILITY BENEFITS

1. **DEATH.** Benefits will be paid, as hereinafter stated, upon the death of employes who at the date of death or the beginning of their last illness shall have been one year or longer in the active, continuous, and exclusive service of this company or its subsidiaries.

2. **TOTAL AND PERMANENT DISABILITY.** Benefits will be paid also, as hereinafter stated, upon the total and permanent disability of employes who at the date of such disability shall have been one year or longer in this service, actively, continuously, and exclusively.

3. **PAYMENTS.** The amounts payable will be the same whether the employe dies or becomes totally and permanently disabled. In either event the company will pay, in monthly installments corresponding to the salary or wages received by the employe at the date of death or such disability, four months' full pay in cases where the term of service is one year, and one month's full pay for each complete six months of additional service; but in no case shall the amount exceed twelve months' full pay or exceed a total of \$5,000.

4. **BENEFICIARIES.** Employes should immediately file with the company written designations of the beneficiary or beneficiaries to whom death benefits are to be paid. The employe will have the privilege of revoking such designation or changing it at discretion by filing a written revocation or new designation. If an employe files no such designation, death benefits will be payable according to the laws of Texas then in force applicable to the estates of deceased persons: Provided, however, that in the absence of designation by the employe, and if there shall survive no wife, husband, child, father, nor mother, the death benefit shall lapse.

Disability benefits will be paid directly to the employe.

5. **TEMPORARY DISABILITY CAUSED BY ACCIDENT.** In States and countries having applicable compensation laws the company will pay in accordance with such laws, and in special cases it may make additional allowance dependent upon the facts; in other states and countries when an accident occurs while the employe is engaged in the discharge of his company duties the company at its own expense will furnish medical and surgical aid and will continue the employe on the pay-roll at half pay during

TEXACO STAR

disability up to 30 days and for such additional time as may be authorized or approved by the proper officer of the company.

6. BASIS REGULAR PAY. Overtime, extra pay, or commissions will not be taken into account in determining the amount of any of the benefits under this plan.

7. DEDUCTIONS. In the case of every employe, amounts paid by the company or employer under the provisions of any liability or compensation law or under any judgment or decree of court and amounts paid by insurers under policies carried at the expense of the company will be deducted from the payments that may become due as benefits of any kind under this plan, and such deductions will be made regardless of whether or not the beneficiaries are the same.

Where payments are made on account of any kind of disability, if such disability results in death, and the provisions of this plan in reference to death benefits become applicable, the company will deduct from the death benefits payable (canceling the last installments first) the amount of such other payments.

8. INFORMATION AND PROOF. Employes may be called upon for information touching their individual risks, and the company may exclude from the benefits of this plan any employe failing to promptly furnish such information in the form requested. Upon the occurrence of death or disability affidavits or other proof may be required in regard to the material facts. The company may treat as conclusive its records concerning an employe's service and salary or wages.

9. INTERRUPTION OF SERVICE. Temporary lay-offs ordered by the company resulting from shut-downs or lack of work and periods of an employe's temporary illness will not be counted against the continuity of the employe's service in determining the right to these benefits, nor will the time of absence not exceeding two years in the military service of the United States, the employe being back in company service at the date of death or disability and all other requirements of this plan being met, but the time of all such interruptions will nevertheless be deducted in determining the amount to be paid.

10. RESERVATIONS. Subject to the guaranty next following, the company reserves the right at any time in its discretion to withdraw or modify in any respect this plan in reference to benefits, and nothing

herein shall be construed as giving an employe a right to be retained in the service.

11. GUARANTY. The company guarantees that death and disability benefits will be paid in accordance with the plan as it may be in effect at the time the death or disability occurs.

12. OFFICER-EMPLOYEES. Corporate officers, if not inactive, will be deemed employes for the purpose of this plan.

13. EXEMPTION. Benefits accruing under this plan shall not be subject to transfer, garnishment, attachment, or execution.

14. *The present plan is not inclusive of mere temporary illness not due to accident, such cases being governed by other rules of the company.*

THE TEXAS COMPANY.

The U. S. Department of Labor sends copy of an editorial in *The Washington Post*, January 29, 1919, from which we quote the following:

There is a passing uneasiness in the public mind in the United States which is manifesting itself in various ways. The war has shaken individuals out of their former easy habits of thinking—or not thinking—and the acquisition of knowledge is proving acutely painful to many kinds of brains. They are turning sour, pessimistic, or bolshevist, according to the temperament of the individual. One type of mind that seems to be increasing in numbers is that which would throw away all the good that has been acquired through a century of effort, to embrace notions that cannot stand ten minutes of quiet analysis. This kind of hair-trigger American is reveling now in the chaotic state of affairs, hoping to see a complete overturn in which he will stand a chance of grabbing some advantage which he cannot hope to acquire in honest competition with his fellows.

With all due respect to the strength of the late German Empire, it seems to us that many Americans are conceding too much to the prowess of the enemy when they are afraid to go forward in business because of "unsettled conditions." Are they afraid that Germany will come back and start another war? Not a chance! Nor will anybody else start a war that need bother the United States. This mighty, eager nation is suffering now from nothing more than a false state of mind on the part of its own people. They have been shaken and are uneasy. Let them think twice and they will perceive that the old United States is intact, bigger and richer than ever, with greater prestige abroad and greater markets both at home and abroad than ever before. All that Americans need to do now, if they wish prosperity, is to cut out foreign notions of government, throw away their worry over the peace conference and the settlement of foreign questions, roll up their sleeves and get busy.

* *

Credulous men are the prey of crafty ones.

TEXACO STAR

(Continued from page four)

storm that burst around him. Party spirit blazed into fury. John Jay was hung in effigy; Hamilton was stoned; insurrection raised its head in the West; Washington himself was denounced. But the great soul was undismayed. Without a beacon, without a chart, but with unwavering eye and steady hand, he guided his country safe through darkness and through storm. He held his steadfast way, like the sun across the firmament, giving life and health and strength to the new nation; and upon a searching survey of his administration, there is no great act which his country would annul; no word spoken, no line written, no deed done by him, which justice would reverse or wisdom deplore.—George William Curtis.

* *

Salesmen who fail to read attentively the article by a representative of the Bureau of Mines on pages 11 and 12 (also some shorter items in the editorial pages) treating of the present outlook for the oil business, will miss something immediately helpful to them—unless they have already studied the same facts in other sources of reliable information and sound judgment.

All the "gingering" and "pep" for the "selling game" is worth very little compared with accurate knowledge of the determining conditions for one's business. The man who confines his interest to one narrow part of a complex business, fails to develop a rich source of power and usefulness and reward. Every man engaged in any 'end' of the oil business (if only because men in other businesses will talk so much to him about it) needs to understand his business at large sufficiently to correct any seriously erroneous assertion or surmise concerning it. Especially is this true when any confusion prevails in popular notions involving his business.

Just now our salesmen in attempting to renew contracts must be meeting in many of their prospects the notion that the prices of all commodities will fall after peace is declared. The arguments for this notion will be entirely in generalities. Do all our salesmen understand how to convince any open mind that most of the arguments for postponing purchases of petroleum products do not apply to oil, even if valid in the case of some other commodity?

In the first place, manufacturers' prices in this country for petroleum products never soared to "cost plus" or any other war basis. The petroleum industry of the

United States will have *stability* in the time of peace as the reward for its continence and wise management during the time of war.

The reasons (1) why the demand for petroleum products at home and abroad will be increased rather than diminished after peace is established; (2) why the production of crude oil cannot be expected to increase materially, if at all, beyond that of 1918; (3) the amount and probable effect of the decreased storage above ground, are explained in the article referred to. It is replete with information on these and other points which the oil salesman needs now.

Marketed Production from Oil Wells and Field Storage Tanks in the United States.—*U. S. Geol. Survey:*

Year	42-gal. bbls.
1916	300,767,158
1917	335,315,601
1918	345,500,000

Year 1918 increase over year 1917.3%

Year 1918 increase over year 1916.15.23%

Stocks of Crude Petroleum Held by Pipe Line, Marketing, and Producing Companies in the United States at the end of Each Month of 1916, 1917, 1918.—*U. S. Geol. Survey:*

Month	1916	1917	1918
Jan.	184,368,657	169,331,101	150,679,000
Feb.	185,802,710	168,424,484	148,130,000
Mar.	185,056,893	167,651,067	146,115,000
Apr.	184,080,748	167,357,306	144,798,000
May	184,201,822	165,974,098	*141,768,000
June	183,032,431	165,179,183	142,159,000
July	183,946,934	164,889,984	137,256,000
Aug.	180,591,157	162,506,116	135,513,000
Sept.	176,897,370	160,201,569	130,648,000
Oct.	175,080,854	156,618,939	129,616,000
Nov.	172,191,401	153,740,675	126,405,000
Dec.	170,682,514	150,208,978	123,000,000

*Excludes in May 1918 and subsequent months about 2,000,000 bbls. of refinery stocks in California included prior to May 1918.

Decline in Stocks Above Ground:

December 1918 compared with December

1917.27,208,978 bbls., or.18.11%

December 1918 compared with January

1916.61,368,657 bbls., or.34.57%

Factors in Oil Business.—The United States of America supplies 66.98% of the world's production of crude petroleum.

Stocks above ground in the United States were decreased 34.57% December 30, 1918, as compared with January 1916.

Petroleum stocks in all allied and neutral countries are down to a hand-to-mouth basis.

According to English authorities, England and other allied countries will require more oil immediately than was required during the fighting.

According to well informed opinion, there will be no early change in prices for oil well supplies or in wages for labor.

TEXACO STAR

Beyond the element which is common to all men, there is an element which separates them. This element may be religion, country, language, education. But all these being supposed common, there still remains something which serves as a line of demarkation—namely, the ideal. To have an ideal or to have none, to have this ideal or that,—this is what digs gulfs between men, even between those who live in the same family circle, under the same roof or in the same room.—*Amiel*.

* *

A just and enjoyable social state depends on the permanent settlement of families where they can live in security and freedom, with their bread-winners earning steadily in stable occupations the means of livelihood and education. Nomad life cannot yield real social welfare in the modern sense, no matter whether the wandering be from hunting ground to hunting ground, or pasture to pasture, or factory to factory.—*Charles W. Eliot*.

* *

Civil liberty, the great end of all human society and government, is that state in which each individual has the power to pursue his own happiness according to his own views of his interest and the dictations of his conscience, unrestrained, except by equal, just, and impartial laws.—*Blackstone*.

* *

A man's mind may be likened to a garden, which may be intelligently cultivated, or allowed to run wild; but whether cultivated or neglected, it must, and will bring forth. If no useful seeds are put into it, then an abundance of useless weed-seeds will fall therein, and will continue to produce their kind.—*James Allen*.

* *

Some folks make a fuss all the time, almost every one makes a fuss some of the time, and a few folks never make a fuss. Can't you sort your friends in these three groups?

If it has been your habit to fuss over things, break the habit; and if, on the other hand, you are in the habit of being irritated by the fussiness of others, break the habit. It is no time to disturb others with little things, or to be disturbed over trifles.—*The Three Partners*.

* *

Be deaf unto the suggestions of tale-bearers, calumniators, pick-thank or malevolent delators, who, while quiet men sleep, sowing the tares of discord and division, distract the tranquillity of charity and all friendly society. These are the tongues that set the world on fire, cankers of reputation, and, like that of Jonas his gourd, wither a good name in a night.—*Sir T. Browne*.

FENCES

I have torn down all my fences:
The challenging air blows free;
I can look across the spaces
Where new life is hailing me;
I have torn down all my fences—
But I never can recall
The seclusion of my garden
With the world beyond the wall;
My old way of looking upward
Where the sky was all in all.
—*Louise Ayer Garnett*.

LIFE WISDOM

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

—*Benjamin Disraeli*.

The laws of a nation form the most instructive part of their history.—*Gibbon*.

Corruption abounded in the commonwealth, and the commonwealth abounded in laws.—*Tacitus*.

The honors we grant mark how high we stand, and they educate the future. The men we honor, and the maxims we lay down in measuring our favorites, show the level and morals of the time.

—*Wendell Phillips*.

Commerce loves freedom.—*Richardson*.

It requires travel and shipping and the coming and going of strangers to impregnate a civilization.—*Walter Lippmann*.

The law of Nature is, that a certain quantity of work is necessary to produce a certain quantity of good of any kind whatever. If you want knowledge, you must toil for it; if food, you must toil for it; if pleasure, you must toil for it.—*Ruskin*.

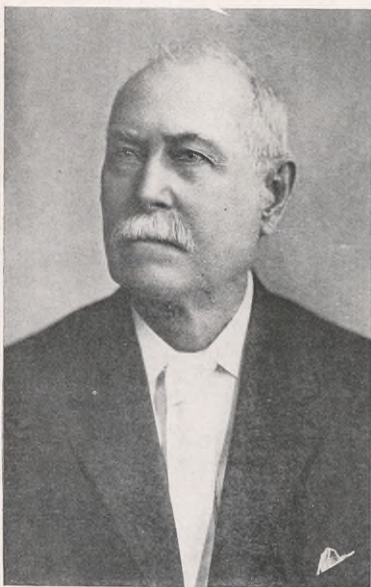
Let not the Law of thy Country be the non-ultra of thy Honesty; nor think that always good enough which the Law will make good. Put no new names or notions upon Authentic Virtues and Vices. Think not that Vices in one age are not Vices in another; or that Virtues, which are under the everlasting Seal of right Reason, may be stamped by Opinion.—*Sir Thomas Browne*.

A great character, founded on the living rock of principle, is, in fact, not a solitary phenomenon, to be at once perceived, limited, and described. It is a dispensation of Providence, designed to have, not merely an immediate, but a continuous, progressive, and never-ending agency.

—*Edward Everett*.

One must be a wise reader to quote wisely and well.—*A. Bronson Alcott*.

TEXACO STAR



Louis A. Jung

Louis A. Jung was a leading figure in the commercial life of New Orleans. He was the son of Alexander A. Jung, and was born on the Island of Martinique in 1845. His father was a native of the same island and was born in 1817. In Martinique the family owned Plateau Jung, on which they cultivated coffee. Alexander Jung was educated in France, graduating at the College of Louis le Grand. In 1848; when 31 years of age he came to New Orleans where he made his home the remainder of his life. His first employment in the City was as newspaper writer; subsequently as bookkeeper, being one of the expert accountants of his time. He died in New Orleans in 1897 at the age of 80 years.

Louis A. Jung, the subject of this sketch, was 3 years old when the family arrived in New Orleans. He attended McCauley's school, which was then on Camp Street, but on account of his father's impression, owing to the indifferent result of his own early efforts at newspaper writing, that in America an education was not valuable, he was taken out of school when but little more than 13 years old and put to work. He began as clerk in a wholesale flour store, afterwards being connected with the firm of Cambon and Avey, where he remained until the dissolution of the firm, when he became confidential clerk of the late Leon Godchaux, holding this position over 12 years. In 1881, at the age of 36, Mr. Jung went into the coal business on his own account. In 1895 he took his sons into partnership with him under the firm name of Jung & Sons, which was later incorporated with him as President. Mr.

Jung was also in the oil business, at the time of his death being Vice-President of The Texas Oil Company, to which concern he devoted most of his time.

In 1865 Mr. Jung was married to Miss Marie Azalie LeDossu d'Hebecourt. To Mr. and Mrs. Jung, the following children were born: Ambroisine, now Mrs. Ernest Develle; Charles and Theodore, members of Jung & Sons; Henry, now deceased; Rita, now Mrs. Samuel Stewart.

During Mr. Jung's early business career he encountered many setbacks, due to business associates, causing him serious monetary losses for his promises. He often said that had he met earlier men of the caliber of those forming The Texas Company he would have had a much greater financial success.

While Mr. Jung had a large circle of friends he was strictly a home man, devoting his spare time to his home. He was a man of artistic tastes and took pleasure in acquiring many "objets d'art," paintings, bronzes, etc., which adorn his late residence.

Mr. Jung died at his home in New Orleans, July 26, 1918, at the age of 73 years.

* *

One of the purest and most enduring of human pleasures is to be found in the possession of a good name among one's neighbors and acquaintances.

This is not fame, or even distinction; it is local reputation among the few scores or hundreds of persons who really know one. It is a satisfaction quite of this world, and one obtained by large numbers of quiet men and women whose names are never mentioned beyond the limits of their respective sets of acquaintance. Such reputation regards not mental power or manual skill, but character; it is slowly built upon purity, integrity, courage, and sincerity. To possess it is a crowning satisfaction which is oftenest experienced to the full rather late in life when some other pleasures begin to fade away.—*Charles W. Eliot.*

* *

Covet not that which belongs to others.

CRUDE OIL PRICES AT WELLS

February 1, 1919

Pennsylvania....	\$4.00	De Soto.....	\$2.15
Mercer Black....	2.23	Crichton.....	1.75
Corning, O.....	2.85	Caddo Light....	2.25
Cabell, W. Va....	2.77	Caddo Heavy....	1.25
Newcastle.....	2.23	Vinton.....	1.50
North Lima.....	2.38	Jennings.....	1.50
South Lima.....	2.38	Spindletop....	1.55
Indiana.....	2.28	Sour Lake.....	1.50
Princeton, Ill..	2.42	Humble.....	1.50
Illinois.....	2.42	Saratoga.....	1.50
Canada.....	2.78	Humble.....	1.50
Somerset, Ky... 2.60		Goose Creek....	1.50
Ragland, Ky.... 1.25		Markham.....	1.50
California Light.. 1.57		Corsicana Light.. 2.25	
California Heavy. 1.23		Corsicana Heavy. 1.30	
Wyoming.....	1.50	Petrolia.....	2.25
Kansas and Okla. 2.25		Electra.....	2.25
Cushing.....	2.50	Ranger.....	2.25
Headton.....	1.45		

TEXACO STAR

PETROLEUM AND RECONSTRUCTION PROBLEMS

By CHESTER NARAMORE, Petroleum Technologist of U. S. Bureau of Mines

From an address delivered Dec. 6, 1918, before the Washington Section of the American Institute of Mining Engineers

For several years the United States has been producing each year approximately 65% of the world's production of crude petroleum, reaching the high figure of 335,000,000 bbls. in 1917. As we have held the lead in the producing of petroleum so have we been to the fore in advanced methods of producing, refining, and transporting.

Such was our lead in the petroleum industry upon the entrance of the United States in the war, and it was obviously apparent at that time that the industry would be called upon for many and varied demands, which were met by the operators and refiners in a most willing spirit.

I want to point out to you the commendable spirit and manner in which the industry has met the extreme war demands. The American Petroleum Industry was very prompt in organizing on a war basis, and it is indeed a pleasure to be able to report that it met every war requirement to the limit of transportation facilities and storage equipment overseas. Through the National Petroleum War Service Committee, the various units that composed the great American petroleum industry were able to form an efficient working organization. At a later date Mr. Requa was called upon to organize the Oil Division of the U. S. Fuel Administration. He did so by gathering around him a staff of representative and able oil men. These two agencies, representing the industry and the government, were able to organize matters so efficiently that the great needs of the Allied and American forces for petroleum products were fully met, and this was accomplished with the minimum possible disarrangement of domestic requirements.

As a result of two years of working together, the industry is now equipped better than ever before to make efficient commercial utilization of its entire equipment and resources. This is fortunate because there will be an increased demand for gasoline and lubricants for internal combustion engines both at home and abroad. This statement is based upon general observations of greatly increased utilization of internal combustion engines, and on the extent that petroleum was utilized in winning the war.

The wonderful service which petroleum rendered to civilization in the war cannot be grasped in a moment, nor be understood by one not familiar with the overwhelming tonnage of munitions and supplies which had to be moved to maintain the armies in action. The airplane, the submarine, and the tank each stands forth in the average man's picture of recent great events. But, to those whose duty it was to supply the fuel it is evident that the humble motor truck functioned to an extent not measurable in any but superlative terms. Trucks, trucks, and more trucks, ever present from the channel ports to the Adriatic, constituting a main artery that carried the life blood of the army, whether in men, munitions, or supplies. How does that apply in a paper on Petroleum and Reconstruction Problems? Tremendously—because it means when the troops return a greatly increased use of the motor truck for every transport problem in Europe and America; yes, and in South Africa and Australia. The millions of men across the sea, who represent the best blood of each nation, have become accustomed to depending upon long trains of motor lorries for their every want. When they return home they will automatically think of transport in terms of truck loads.

Consider this universal use of trucks with the unrestricted manufacture of automobiles, and the problem from an engineer's point of view becomes one of unlimited road building. Good roads, with permanent bridges, and new regulations as to road maintenance and repair, must materialize. It means a revolution in the attitude of many communities toward expenditures for roads that will stand the traffic wear of fastmoving 4 and 5-ton trucks. I will let your fancy picture the problems immediately ahead in the fields of engineering, financing, and maintenance.

Tractors are another branch of the great field of automotive endeavor and their more extensive use is an assured fact. Their successful adaptation to farm use will spread with increasing rapidity as the knowledge of the internal combustion motor becomes more and more general.

If the skilled laborer and equipment for their manufacture is available, internal

TEXACO STAR

combustion engines will be built in ever increasing numbers.

Turning to the future demands for fuel oil, your attention is called to the fact that during last summer the fuel oil problem has been the cause of more worry to Mr. Requa than the supply of gasoline. Much of that supply was for navy use, so for the time being the fuel oil situation is easier; but the improved condition is for a period only. This demand will undoubtedly increase when a great number of ships of the merchant marine, now on the ways are put into service.

To guarantee the perpetuation of the tremendous industries in which the internal combustion motor functions, an unlimited supply of petroleum is a necessity.

The popular conception that there will be a permanent decrease in the demands of petroleum after the signing of peace is erroneous. Bear in mind that in France and England for the last year every gallon of gasoline has been used for war purposes, and every day was a gasolineless day. With the lifting of this ban undoubtedly any surplus of gasoline will be consumed by the civilian population.

Coming now to the means of maintaining our lead in the petroleum world, we are confronted with the problem: How will the industry meet the future demands for petroleum? It seems obvious to those who are close students that we can not expect any material increase in production over that of 1918. Optimistically assume that the production will remain constant for several years and assume that consumption will not increase for the next few years. How then will we make up the deficit of 52,000,000 bbls. as of 1917, 21,000,000 bbls. of which were drawn from storage and 31,000,000 bbls. imported from foreign fields, chiefly Mexico? With such a shortage and no probable increase in home production, it is evident that to meet the shortage we must first of all obtain from petroleum a maximum recovery and a minimum loss. Extensive research work should be carried on in order to improve the art of producing, storing, shipping, and refining of petroleum and to develop unknown and better uses of this wonderful natural resource.

It has been suggested by many writers that oil shale will solve the problem of the world's demands, but we should bear in

mind that this industry is in an experimental stage with need for extensive research work. The solution is not a simple one when we consider that on a basis of a barrel of oil to a ton of shale, 1,000 bbls. of crude oil output per day requires on the roughest estimate an initial investment of approximately \$1,000,000. With such heavy initial expense its development will be slow. Hence we can not look upon the oil shale industry as a solution of our nation's needs within the next few years. This industry has its place, of course, in the American problems and I do not intend to minimize the attention that should be given to the development of oil shale.

In spite of our best efforts for conservation and a maximum recovery from the oil produced, it is evident that this country must in the future depend upon foreign fields to meet a considerable part of the demand that will be made. Moreover, because of the importance of petroleum as a prime factor of national defense, we must expect every first class nation to endeavor to control as much crude production as possible in order to be less dependent upon the United States. In view of this, I would consider it little less than a national calamity if American capital should fail to develop the potential petroleum resources contiguous to Gulf of Mexico and Caribbean Sea, and those of South America.

With the facts thoroughly known and appreciated by the powers of Europe, it will be surprising if every encouragement is not furnished the petroleum industry by the respective governments to extend holdings the world over. Accordingly, with American interest thoroughly entrenched in the prolific fields of Mexico, it is to be hoped that they will not find it necessary to sell to foreign capital, but will be able to further increase their holdings in these fields, which are so accessible to the States.

It would be well if American capital did not limit its activity to this hemisphere, but participated in exploration and development work in distant parts of the globe.

Nationally speaking, it is a question to ponder over, when one considers that American geologists are locating prospective fields and American drillers are developing petroleum reserves the world over for foreign capital. May I leave that one thought with you, as of first importance?

TEXACO STAR

LETTERS OF A SELF-MADE FAILURE

By MAURICE SWITZER

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A series of ten letters from a "self-made failure" who had found success, to a younger brother, which embody enough of truth and common sense and wisdom to make them helpful in avoiding some of the mistakes that endanger the beginning of a young man's business career,—and their sauce of shrewd humor may make them equally entertaining to "chief" or office boy.

"It is less important to know how one man attained great success than it is to understand why a thousand men became utter failures."

Oldburg, Jan. 15, 1912.

Dear Bob: I'm delighted to learn that you have landed so happily, and from the way you put it, I'm inclined to agree with you that this is the first real opportunity that has rung your front door bell since you began to shift for yourself in the Big Town.

I'm going to give you some advice; it isn't a very tangible gift, but it cost me a lot of money to be able to offer it, so you needn't consider it cheap.

I don't expect you to follow it. Following never ran in our family; we're all leaders—or we think we are.

That idea began with a certain paternal ancestor of ours who led a detachment of Red Coats to magnificent defeat during the Revolutionary War, and it has continued down the line in varying forms until yours truly led your sister-in-law to the altar. Since then we've both led a desultory existence, and until recently I was considered one of the leading failures in the Empire State.

Emily never shared that opinion; she always thought I was unlucky, and never could understand why a person of my prodigious ability hadn't amassed a fortune when so many less clever men had rolled up millions. Like most good women, Emily is prejudiced in favor of those she loves; but I know what's the matter, only I found it out about fifteen years too late to capitalize the information.

The trouble with me was unbounded confidence in my ability, with no appreciation of my limitations.

I'm afraid you have a taint of the same disease; it's hereditary; so I'm going to hang out a red light to keep you from tripping over yourself.

I have no desire to dim your enthusiasm—not the slightest. Enthusiasm is a fine thing when founded on reason, but there are several brands of that article, so I don't think an awful lot of it *per se*.

In a young woman enthusiasm is called vivacity, which is attractive enough in the

parlor, but not much good in the kitchen when you haven't the price of a hired girl. Enthusiasm in a mob is called frenzy, which has changed many a map—human and geographical—and not always to the best advantage. Enthusiasm without experience is what led your misguided pup to grab Henderson's bulldog by the tail, and you remember what happened to the pup. So go right along and get up steam, but keep your hand on the throttle.

In the language of old Doc Johnson, you are towering in the confidence of twenty-four, and are apt to get the opinion that all slow movers are tottering to the tomb. I presume that's what you meant to convey in your statement that, after surveying the force of the Hopkins Co., you couldn't detect a real live one on the pay-roll. If they are all as dead as you suspect, then, my boy, it looks as though the outfit you're hitched up to is not a business house but a morgue, and you're headed straight for Potter's Field.

However, I happen to know the concern, and judging from their standing commercially I'm inclined to believe that there are several live wires connected with the institution that you must have overlooked; so I advise you to be careful, or you may step on one where there's no insulation and get a shock.

Keep your mind on your job, not on the other help; let your boss watch them, and don't get in the habit of comparing yourself with others, unless you're big and broad enough to give yourself the worst of it. No man ever went far wrong in overestimating the talents of the other fellow; but there's often a big surprise in store for the chap who plays that combination the other way around.

Be modest. I know it's a little out of fashion in New York, but for that very reason somebody may notice you.

You say you're anxious to make real money so you may cultivate some influential acquaintances. I've been all through

TEXACO STAR

that and there's nothing in it. Blowing in all you make to keep up with a bunch that can buy and sell you, in the hope that their influence will land you in a soft or a lucrative job, is only one form of gambling. It's playing futures; about like buying grain or cotton or stocks on margin.

I used to believe that no man ever made big money by the simple process of saving it. It was my impression that the very rich got that way by making more than they could spend. Well, I never succeeded in grabbing more than I could spend, because the more I made the more it cost me to keep pace with the crowd I trailed with.

I had the wrong viewpoint. Instead of trying to earn more than I could spend, I should have simply spent less than I was earning. I may not have grown very rich that way, but I would have acquired a lot more coin and considerably less experience. Experience is a mighty good thing, but it's like an automobile. To get it you have to pay the top price, and when you want to sell it you can't collect twenty-five cents on the dollar. Experience is the cheapest thing on the market; if you don't believe it look at the want ads in any newspaper.

Take it from me, Bob, if you ever make "real money," don't invest it all in friendships; put some of it in the bank.

This may sound like sad stuff, but I want it to sink in and make an impression on you, so that you'll not be disappointed in yourself and get to look on life as a tough proposition—because it isn't. And the surest way I know to help you make good is to teach you to put the brakes on ambition. Take it easy—not too easy, but make haste slowly—and open a bank account.

Your affectionate brother,

Jim.

Younger readers would do well to reflect on certain subjects suggested by the physical condition of the young men who are coming back from military service. The report from our Port Arthur correspondent (on page 20) concerning your fellow workers returned from the army at that point, declares: "Their faces are clear, forms erect, and in every instance look as if the time spent in the army was of untold benefit to them."

As in all "movements" and "drives" there was lack of candor in the strident appeals about protecting our pure boys from temptations during military service. The truth is the majority were reformed by military counsel and discipline from some follies or vices in their previous

life,—from the very things which cause the paleness, weakness, and nervous distraction frequently noticeable in offices and shops and "on the road."

No new "drive" or excited legislation need be urged, but the young soldiers should maintain by self-restraint the benefits of continence which they are now enjoying, and in the same way the same benefits should be sought by all others who may have been walking foolishly or wickedly.

The following "story" received from the War Department speaks plainly on this subject:

V. D. U-BOAT NO. 13

Uncle Sam and his allies were compelled to adopt every advanced method for combating the submarine murderers. A relentless posse of destroyers trailed them at sea, and depth charges constantly searched them out beneath its surface; the first advantage was attained, however, through a destruction of the U-boat bases. The blow at once deprived them of their source of supplies and their main base for future operations.

Within our own borders, from coast to coast, from Maine to the Gulf, another stealthy enemy lurks. Its casualty list surpasses that of the German Submarine. Venereal Disease is the name of this foe within our gates.

Venereal Diseases and the dishonorable wounds resulting from them incapacitated more than 200,000 men and boys of our National Army during the months intervening between mobilization and the signing of the armistice. "Why did our military authorities tolerate such conditions?" you ask. They did not! Our American Expeditionary Force over there has been and is the cleanest army ever known in the world's history. Here is the crux of the problem. *More than five-sixths of the venereal cases treated in our National Army were brought in from civil life,—contracted by the men before they were inducted into service.*

No one section of the country is responsible for this black record; cities, towns, and hamlets in every part of the United States contributed their full quota to the venereal wards. . . .

Aside from its tremendous importance as a war measure, the battle must be fought to protect this and future generations of mankind who may never don the blue or khaki. Venereal Disease takes its toll, also, from the non-combatants; syphilis and gonorrhoea show no mercy to women and babies. They are the U-boats of the disease forces.

Their two main bases are prostitution and ignorance.

Prostitution, priced and private, is the source of most venereal infections. The majority of professional prostitutes, according to authoritative data, are venereally diseased. After prostitution has planted the infection its chief assistant, ignorance, makes the result certain by permitting the disease to develop unhindered.

During the past twenty months, the War Department and the United States Health Service evolved a program for combating this menace. . . . The fight must hereafter be waged relentlessly by civilians in their own communities. On them lies the burden of making their home surroundings clean and fit to receive the men who have fought and bled in their behalf.—War Department, Social Hygiene Division.

TEXACO STAR

BY THE WAY

The Tel. and Tel. Division admonishes:

We sometimes receive very unnecessary and one-sided complaints about the telephone service. And we often wonder if the men who lose their temper over the telephone will ever be big men, men that have responsible and big positions which require head work and control of temper, men who do not get excited or rattled whenever anything goes wrong, men who can sit tight and look trouble in the eye and smile. Such men have to think quick and say very little, and you find them in responsible positions or climbing up to them as fast as those higher up take another step on the ladder.

The men who usually talk crossly or gruffly and try to scare the telephone operator, or some outsider calling for them, are the ones further down the line. These have little consideration for the feelings of the patient telephone girl who answers Yes sir, No sir, What is it please, I beg your pardon, etc. For these are the answers that are given in response to the abuse which some people give the telephone girl. Some men go even so far as to use abusive language to the operator; this, however, is not tolerated when discovered, but the girls usually let such talk pass.

The parties who do most of the roughneck stuff are persons who, if they were placed at the Private Branch Exchange and attempted to handle the calls for five minutes, would be unable to do it correctly on account of the delicate equipment and nervous calls.

The new telephone operator is generally the one that gets the worst treatment, as she has first to learn thoroughly how to handle the delicate equipment and then learn several hundred station numbers by heart since there is no time to look up the P. B. X. numbers when sitting in a regular position. Men can not do this work because of the talk of subscribers; they will not stand for it. When switchboards first came out men operated them; but, for the reason mentioned, had to be replaced by girls.

In investigating some complaints about service we find that the party is so cross and cranky to the telephone operator, that upon seeing his number light show up, the girl gets rattled and is afraid to ask him to repeat his wants.

We do not mean to kick about legitimate complaints on poor service; but it should be remembered that the telephone equipment is so delicate and the work of the operator with all she has to remember so difficult to handle, that it is wonderful the system ever came to be so generally used.

Some persons do not know how to go about getting a party although they have used a telephone for years. The girls have been doing their thinking for them. We have in the P. B. X. such trouble as this:

Subscriber.—Give me Mr. Brown. (Several Browns are in the building.)

Operator.—Do you know his initials?

Subscriber.—No.

Operator.—Do you know what Department he is working in?

Subscriber.—No.

Operator.—What did you wish to speak to him about?

Subscriber.—That is my business.

The girl then gives him a Mr. Brown and he starts off telling his business; but the Mr. Brown he is talking to tells him gruffly, "You don't want me; ask for the — Department." Both hang up cursing and thinking how they would run the telephone business if they had charge of it. All the work has to be done over again with the loss of probably five or ten minutes, and some persons after waiting a few seconds on a 'phone feel that they have waited an hour.

If you want to get quick action when the operator answers "Hello" or "Number, please," you give the number, or, if it is a P. B. X. operator answering, give the Department the party desired works in, first, then, Mr. so and so. This would eliminate a great deal of time and trouble.

Sometimes the number is correctly called but the person answering at the other end neglects to say who he is, and the party calling starts to tell his business. After talking several minutes the person at the other end says, "Just a minute; whom do you wish to talk to?" The party calling tells him, and several more minutes are wasted getting the right person to the 'phone.

We wish to thank the men who speak courteously to the telephone operators, as it makes both the subscriber and operator feel much better, eliminates trouble, saves time, and makes work a pleasure instead of a grind.

As for the persons these remarks hit,—when you go to losing your temper at the telephone operator, just stop and think how you would talk if your mother or sister were in her place at the switch board. Then we are sure the old spark of the gentleman will flame forth and you will be patient.

* *

Agent A. R. Griffith, of our Tucson, Ariz. Station, sends some bright specimens of his local advertising. With his letter, we give as a sample the main part of one of his advertisements:

The Texaco Star: Just a line to let you know Tucson is till on the map.

Major MacCauley said: "Of all service received in the West, The Texas Company of Tucson beats the Jews." He and I were filling his machine with Texaco gasoline and Texaco Motor E. H. at 6 a. m. in pouring rain with no one to help. When ready to start I cranked his "flivver" and he was off.

Remember, Major MacCauley broke the Transcontinental record from San Diego to Deming, N. M., in 8 hours; San Diego to Tucson on a pint of water which was due to good lubrication. Watch Tucson Grow. Yours truly, A. R. Griffith.

To Texaco Tucson is largely indebted for the privilege of having been visited by the Transcontinental Aero Fleet!

Major Albert Smith, Commanding Officer, wired Tucson: "Have you a gasoline which will meet Government requirements?"

Only Texaco could answer Yes.

It is a Safe Gasoline for you.

Major MacCauley, the man who blazed the aerial trail from El Paso to Tucson, said of Texaco Motor Oil Extra Heavy: "Its perfect lubricating qualities have saved my life more than once."

Texaco Oil may not save your life if you drive an automobile, but it may save you a long walk home.

TEXACO STAR

We have space only for extracts from four interesting letters from the Western Front written by Julius W. Dieckert, of Mechanical Repair Unit 309, Motor Transport Corps, American E. F. Mr. Dieckert was once in the Sales Department, but for two and a half years was a stenographer in the executive offices at Houston. The letters were sent, one to J. B. Duke, one to F. C. Kerns, two to "Dear Bunch," and range in date from October 16 to December 14, 1918:

Oct. 16.—In England everybody rolls the babies around in baby buggies, most of the buggy owners evidently being a far sighted sort of people, the buggies nearly all being made large enough for two; they are also very substantially built, evidently with the idea of being used again. France is entirely different. So far I haven't even seen a baby. Once I thought I had seen a Frenchman in the making, but it was only a French woman peddling grapes and using the buggy to carry her wares.

Sunday some chums and I went to the town not far from the camp to give it the once over, and found it a quaint old place with extremely crooked streets. Strict orders not to drink water in France without first being told it was pure had been given in England, and as we are good soldiers now, we obeyed instructions to the letter. Several drinks of French wine filled me with a real Christmas feeling and the streets seemed more winding than before. We felt so good we paid fifteen francs for one great big lobster. I can buy almost anything I want here, and American tobacco much cheaper than you pay. The only thing not to be had is candy.

So far my work has been varied. As usual "rest" in camp means work, and I have been building cinder paths, sweeping out newly built barracks, hauling and issuing winter clothes. It is not so bad as you may think.

Oct. 25.—We left our "Rest Camp" in box cars bearing signs "40 Hommes—8 Cheveaux." There were only 42 of us in our car, a little toy affair about 25 feet long. Ever since reaching this camp I have been trying to describe my experiences on that trip, but with little success, and will have to treat you like the rest by sending a copy of verses from the *Stars and Stripes*, official newspaper of American soldiers Over Here. It covers the case and is in no way overdrawn:

HOMMES 40, CHEVEAUX 8

Roll, roll, roll, over the rails of France,
See the world and its map unfurled, five centimes in your pants.

What a noble trip, jolt and jog and jar,
Forty we, with Equipment C, in one flat-wheeled box car.

We are packed by hand,
Shoved aboard in 'teens,—
Pour a little oil on us
And we would be sardines.

Rations? Oo-la-la! and how we love the man
Who learned how to intern our chow in a cold and clammy can.

Beans and beef and beans, beef and beans and beef,
Willie raw, he will win the war; take in your belt a reef.

Mess kits flow the coop,

Cups gone up the spout;
Use your thumbs for issue forks
And pass the bull about.

Hit the floor for bunk, six hommes to one homme's place;

It's no fair to the bottom layer to kick 'em in the face.

Move the corp'ral's feet out of my left ear;

Lay off, sarge, you are much too large, I'm not a bedsack, dear.

Lift my head up, please,
From this bag of bread.
Put it on somebody's chest,
Then I'll sleep like the dead.

Roll, roll, roll, yammer and snore and fight,
Traveling zoo the whole day through and bedlam all the night.

Four days in the cage, going from hither hence,
Ain't it great to ride by freight at good old Uncle's expense?

—Stuart M. Emery, A. E. F., in "Stars and Stripes."

I was transferred from Company A to Company H last Sunday, and was lucky enough to get in an outfit which has a cook who can make corn beef edible, which is about the highest praise an army cook can get. We have plenty of good food, and if I don't get fat it certainly won't be the army's fault.

Had our first pay day in France this week and were paid off in French money, which is made materially very much like and looks a good deal like cigarette coupons. Everything over two francs is paper money. There are one and two franc notes, but not many in circulation. The bills vary in size according to denomination, a one franc bill being about the size of a cigarette paper and a hundred franc note about as large as this sheet.

Please don't forget to write occasionally and have Mr. Lefevre send me the *Texaco Star*, if that is still done. I have been fortunate in getting mail so far and the more I get the better I will be satisfied.

Nov. 9.—Reached our destination at 11:30 p. m., frozen stiff. After hiking (with packs) about a mile to the mess hall, we had hot coffee and bread. Then began a blind search for sleeping quarters. Don't know how far we walked, and was too sleepy to care much. Just know that when I took my pack off at last I found myself in a large barn-like sheet-iron building with a gravel floor. The whole company slept so late next morning that we almost had to do without breakfast entirely. As it was, we had to be satisfied with one spoonful of syrup, bread, and coffee.

I thought I would try for a job driving a tin Henry between here and the front. Still no luck; for the C. O. made me admit I was better at running an Underwood than a Ford. I went to work at the headquarters of another outfit whose head office is also located here. Have been working as a steno. to the C. O. and Adjutant. This is a very nice place, but it makes me lose (maybe) my only chance of wearing my brand new tin hat. For the love of Mike, don't let my mother hear I have one of those contraptions. I am afraid she thinks I am astride a front line trench already.

The city near which we are camped is about the size of Houston, but, Oh, Boy! What a difference! The streets are narrow, dark, and so crooked that a fellow walks around in circles unless he watches his business. Got some good looking girls here

TEXACO STAR



A French village turned out to see American troops go by. — Copyr't by Com. on Pub. Information

though, which counts for something. Had another feed a few days ago, and to make you poor hungry stay-at-homes turn green with envy, I will tell you what I had:

One pint vin rouge (red wine)
One portion French fried potatoes
One portion beef steak
Two eggs, omelet
Three eggs, straight up
Bread (lots of it)

Total cost, six and one-half francs (\$1.30). Isn't that reasonable enough? There is also a real ice cream parlor in this town; but "cokes" haven't invaded France yet,—wine is too plentiful.

Saw an old battered Texaco Cup Grease pail lying in the ditch. The old thing made me homesick. Don't forget to send me a *Star*, so I can see for myself what a *real* magazine looks like. A bunch of fellows in our outfit are wedded to the "Pennsylvania Crude" idea. You ought to hear the arguments.

There is no use talking about the war. You fellows know more about it than I do. Our news is always a day or more late, and then we don't get the details.

Dec. 14.—Truck trains come piling in from the bases and others are made up here to proceed to Luxemburg and Germany, so you can imagine how much work there is to be done. Just before the Germans threw up the sponge we had an interesting experience. On Sunday night, November 10, we were aroused out of bed at midnight and got practically every truck in the Park gassed and rolling toward the front. The next day they were all called back on account of the armistice being signed. Believe me, the Dutch saved themselves an awful kicking by throwing up the ghost at the right time.

Ever since we came to this place I have been

working every day in the week including Sunday; but last Sunday I forgot to report back after dinner, and a chum and I went on a little exploring expedition. The Park is located on top of a hill, and across the valley there are other hills with attractive little towns on top. We cut across fields and went through vineyards discovering something interesting at every step. Once we thought we had stumbled across the remains of an old castle, and it took us half an hour to make a Frog understand that we wanted to know when it was built, or rather dug, the cellar being the only thing that was left; and then it took him about the same length of time to tell us that it was only an old abandoned stone quarry where they got the material for the many stone walls around here. On top of the first hill (Fontaine de Dijon) there is an old old church erected in honor of some saint or other. One of the cafes in the village itself puts out an old wine that has the kick of a Missouri mule. The day being a pleasant one, there were lots of people from Dijon out walking. They were all very polite and smiled friendly-like when we told them "bonjoor" and "bonswa." We did not know exactly which was right to say, so we made up for it by my chum saying "bonjoor" and me "bonswa."

The village on top of the second hill has more different smells within its walls than any other town of the same size. The wealth of the inhabitants is evidently gauged by the size of the manure pile in front of the house; the bigger the house, the bigger the pile. This little town was built on the same order as Langres, but, of course, on a much smaller scale.

From there we walked to Dijon and had another one of those whopping French dinners. You start in with soup at six o'clock and around nine the fruit is finally brought in. It is certainly pleasant to spend an evening that way. The chow in camp is

TEXACO STAR

"very wholesome", according to a report of the troop commander, which is very true. But when you get the same sort of a stew day in and day out, a change to corned willie itself would be a blessing. Some time ago we howled like wildcats because we never got jam or anything sweet. Now we howl as loud because we get apricot jam three times a day seven days in the week. We have planned a big Christmas feed down town for Christmas Eve, but I am betting ten to one we'll get corned beef hash in a box car instead. A menu including broiled fish, quail, and champagne is too good to be true. So far I have managed to keep from eating snails; but the temptation is great, and if I can get my chum to share a dozen with me, I will try them out tonight.

There is little else to be said. One day is much like another and the principal topic is "When will we go home?" I have given up hope of getting back until the middle of next year, if then, because troops will remain in Germany until after peace is declared, and when they do come out, *We* handle the transportation. Thank the Lord I did not join the Sanitary Corps to have the doubtful honor of cleaning up France after the Motor Transport Corps gets through.

I am greatly interested in references made now and then to a vacant chair "somewhere" in the Texas Building. It is only natural that I should be interested in anything that pertains to what I shall do after I put on long pants again, and as my stay in France may be a long drawn out affair, I would suggest that you tack a pin cushion to the seat of whatever chair you might have picked out for me.

I wish you all a Merry Christmas and a Happy and Prosperous New Year.

"Why are American soldiers called 'doughboys'?"

"Why?"

"Because the Secretary of War is a Baker."

—*The Three Partners.*

* *

"May I not?"—A doughboy on the *Orizaba* when the *George Washington* was wallowing along in the rough waves making the best speed she could with her important passenger list, called to his mates to share with him the wonderful sight, "Look at the old *George Washington*, making 21 may-I-knots an hour!"—*Ex.*

* *

"Charlie, dear," said young Mrs. Torkins, "have you a minute to spare?"

"Yes."

"Well, I wish you would tell me exactly what is meant by the 'league of nations' and 'freedom of the seas.'"—*Washington Star.*

* *

Peace is hard on the bonehead element. We no longer have the Germans to blame the waste and destruction of our fool carelessness on.

—*Geo. M. Bailey.*

* *

Married a Native.—They were looking at the kangaroo, when an Irishman said: "Beg pardon, sor, phwat kind of a crature is that?"

"Oh," said the gentleman, "that is a native of Australia."

"Good hivins!" exclaimed Pat, "an' me sister married wan o' thim."

* *

What you are to be, you are now becoming.



The mail arrives.—*Copyr't by Com. on Pub. Inf.*



U. S. Marines in France turn pay day into a semi-holiday to purchase gifts for home.—*Copyr't by Com. on Pub. Information*



A military house of worship; Portable chapel used by French and Belgian forces.—*Copyr't by Com. on Pub. Information*



These American troops were arriving at a French port; they will present a similar scene when they embark for home.—*Copyr't by Com. on Pub. Inf.*

TEXACO STAR



Mule train supply carriers plodding through Alsatian snows.—*Copyr't by Com. on Pub. Information*



Missouri mules hauling supply trains in France.—*Copyr't by Com. on Pub. Information.*



Our men marching through snows in France.—*Copyr't by Com. on Pub. Information.*



Soldiers of the 166th Infantry halting for a rest in the snow.—*Copyr't by Com. on Pub. Information.*



A quiet village in France teeming with American troops.—*Copyr't by Com. on Pub. Information.*

DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen whose names and addresses are here given the duty of sending to the *Texaco Star*, on or before the 25th day of each month, reports of departmental news and other items of general interest. Suggestions and information 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. | D. P. Harrington, Port Worth |
| Fuel Oil Dept. | E. B. Joyner, Houston |
| Railway Sales Dept. | E. B. Joyner, Houston |
| Marine Dept. | { A. V. Corley, Port Arthur |
| Legal Dept. | { T. H. Matters, Jr., New York |
| Treasury Dept. | { J. S. Ballard, Houston |
| Comptroller's Dept. | { Lee Dawson, Houston |
| Insurance Dept. | { B. E. Emerson, Houston |
| Sales Dept. S. Territory | { P. A. Masterson, New York |
| Sales Dept. N. Territory | { Roy B. Wright, New York |
| Export Dept. | { R. C. Galbraith, Houston |
| Purchasing Dept. | { S. Slattery, New York |
| Railway Traffic Dept. | { J. B. Nielsen, New York |
| Producing Dept. | { J. E. Byrne, New York |
| Pipe Lines | { J. T. Rankin, Houston |
| | { I. W. Painter, Houston |
| | { R. W. Plummer, Houston |
| | { A. M. Donoghue, Houston |

REFINING DEPT.

At the regular annual meeting of the Texaco Welfare League, held Jan. 14, Directors were elected:

- | | |
|-----------------|-------------------|
| C. P. Gunn | W. E. Repschleger |
| M. C. Van Gundy | C. E. Abbey |
| E. C. Follett | H. J. Green |
| R. W. Gillette | Miss Ida Edwards |
| C. R. Raup | Miss Dot Palmer |

During the year 1918 the League has paid out \$11,500 in sick and accident benefits, and \$1,150 death benefits. The membership is well above 850, and ere another month has dawned it will, no doubt, reach 1,000.



On Christmas Eve, the Texaco Welfare League at Port Arthur made 47 families happy by presenting each one with a basket containing

- | | |
|----------------------------|------------------------|
| Dressed turkey, or chicken | Two lbs. raisins |
| Two dozen oranges | Two lbs. assorted nuts |
| Two dozen apples | One dozen bananas |
| Two lbs. candy | One jar of jelly |

Not only members of the League, but other Company employes as well, were recipients of these gifts. A special assessment of 25 cents was asked from each member of the Welfare League to defray the expense.

We are in receipt of the following letter from Mr. F. L. Coffey, father of R. L. Coffey deceased. It will be remembered that Mr. Coffey and his wife were both the victims of pneumonia, one followed by the other within a few hours, leaving three small children:

Cheek, Tex., Dec. 20, 1918.

Dear ones and kind friends of our son and daughter: We received the money order and kind letter, and have explained to the children from whom it came. Many thanks for the floral offering, which together with the check caused a ray of sunshine in our hearts in the sad hour of sorrow. Hope some day to meet with each and every one of Robbie's friends. We certainly appreciate the kindness shown around the bedside and until the last.

F. L. Coffey and family.

We regret to announce the death of the following:

F. S. Hearon, timekeeper at the Barrelhouse; caused by influenza and pneumonia; survived by a wife.

P. C. Bunker, stillman; survived by a wife and three children. Mr. Bunker started for work one afternoon about 2 p. m.; later in the evening he was found in an unconscious condition five or six miles out from Port Arthur, lying at the side of the road; the auto in which he had been riding was standing at the roadside. While the cause of his death is somewhat a mystery, doctors have pronounced it heart failure.

Miss Isabelle Gunn, daughter of C. P. Gunn of the Cost Department, and sister of Miss Helen Gunn of the General Office, died at Denton, Texas, on New Year's evening. The funeral took place at the First Methodist Church in Port Arthur, on Jan. 5, with interment in the City Cemetery.

We extend a hearty welcome to the following employes of The Texas Company on their return from army to civilian life; their faces are clear, forms erect, and in every instance look as if the time spent in the Army was of untold benefit to them:

- | | |
|--------------------|------------------|
| Antoni, D. O. | Hartzler, W. E. |
| Blackman, Frank J. | Holloran, C. R. |
| Chenault, Wright | Jenkins, V. N. |
| Cherry, H. R. | Latham, Wm. H. |
| DeJean, Joe | McConnico, K. F. |
| Dodson, Joe | Olsen, E. E. |
| Davis, Ralph E. | Ramon, Carl C. |
| Ewing, W. B. | Steen, W. C. |
| Gautreaux, Chas. | Smiley, R. R. |
| Harrell, J. D. | Toler, J. W. |
| Hill, J. A. | Talbot, Wallace |
| Hunt, A. J. | Vaught, Jno. |
| Hawthorne, L. C. | Wilson, H. T. |

The dance given by The Texaco Club at the Plaza on January 10 was one of the most enjoyable affairs the club has ever given. There was a large attendance of the young people, good music, and excellent punch. A reciprocal entertainment for the members of the club is announced by a number of non-club members who were in attendance.

We are told that all oats planted in Jefferson

TEXACO STAR

County after Dec. 1, 1918, were killed by the frost that occurred later in the month. The wild oats which usually accompany the celebration of Christmas, however, were bountifully productive, and on the Port Arthur police blotter the next morning was



J. B. Webre

found the name of one A. S. Bailey; opposite was written "Speeding." Our kind Superintendent remarked: "He who speeds must pay."

The photograph of J. B. Webre was taken December 15, 1918, in France. Mr. Webre was employed at Port Arthur Works March 4, 1914, and up to the time of his enlistment on October 1, 1917, worked with Foreman Jack Collins in the acid Plant.

Evan Williams, formerly an employe of Port Arthur Works, in a letter to his father, dated Nov. 28, 1918, Ishgem, Belgium, writes:

I have been in all of the Argonne drive since the big drive of Oct. 15, and saw many dead Americans, as well as French, Italian, British, and Germans. We were always stationed about 3 kilometers behind the lines, but the lines moved up so fast that we were always on the move. So life for me and the rest of the shops was not so comfortable as it could have been. When they are sending over a big barrage you can always hear a lot of cannon going off all the time, guns from both sides. It certainly did thrill one when the doughboys kept on pushing the boches back every day. The German prisoners captured nearly all said they were glad to be captured. And some of the tales they told are very interesting, but I won't retell any of them in this letter as it would take too much space and time. This is Thanksgiving Day and we get the afternoon off. I have written 40 Xmas cards and this letter.

Well I've seen it so bad in the Argonne that the P. C. had to move back. And you have got to hand it to the boche aviators, they are certainly game. They will come over so high up and all of a sudden one will come swooping down, and I saw one get 5 observation balloons at Flodois. I could tell you a lot of experiences I had and saw on the Argonne front, but they will keep till I get home in about three months, I think, although if they put us on S. O. S. we will be over here 10 months, and that is the talk now (not official.)

We captured a German truck up in the Argonne front, and myself and a couple of other men drove it from there to this place. We got lost from the convey and it cost me over 150 francs for food till

we got to Paris, and drew enough rations at the rail head there to get us to Roulers which is the first town we were stationed at when we got to Belgium. At Roulers every night for nine nights straight we were dodging shrapnel. They bombed around us so close that it shook the buildings and threw mud on the barn in which I was, but I've been lucky and so has our outfit. We have lost only four men.

As I started to say before, we drove from Revereigny, France, to Roulers and hit every big town on the map that was anywhere near our route, and we were in Paris for three days and nights. Paris is all that it is claimed to be and then some.

I had a trip to Lille with another shop man here and the Germans had only been out of that town 10 days, and all along the road bridges were continually blowing up. The Germans had mined them and set from 6 to 18 days time on the mines. Lille is some City, about 250,000, and we were the first Americans there and we were certainly shown a good time. But food, oh my, how high it was! For two slices of bread we were charged 5 francs, and for a hamburger and a spoon of potatoes 30 francs. You see these trips cost one, but I figure that it is the chance of a lifetime. I am certainly glad now that I joined the army, but at times I would have sold my life for 15 cents.



Chris Groen, West Tulsa Works Chauffeur, showing off a new uniform of which he is very proud

BAYONNE TERMINAL—IN MEMORIAM

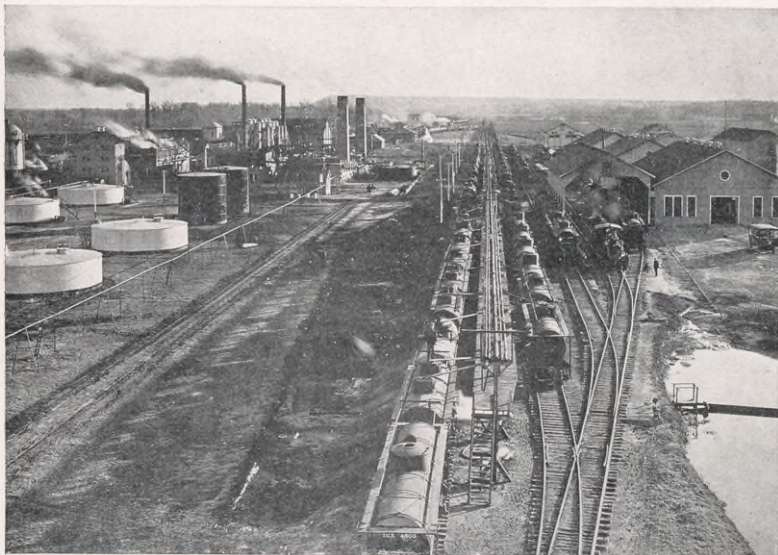
The smile so congenial and contagious has passed away. The familiar slogan "Shake 'em around boys" is heard no more. The body, so strong and manly, rests beneath the flowers. The soul, so devout and courageous, has gone to meet its Creator.

But the memory of Michael J. Doyle's cheerful smile, friendly voice, and steadfast allegiance to home and friends will linger forever in the hearts and minds of his friends and associates in Bayonne.

Michael J. Doyle was born in Bayonne, N. J., July 28, 1874; attended the parochial schools of the City; was in the employ of the Standard Oil Company for several years; and entered the service of The Texas Company November 1, 1909, as Warehouse Foreman, the position he held at the time of his death.

He was taken ill with pleurisy January 1,

TEXACO STAR



Section of West Tulsa Works— Loading Racks and Car Shops— Maximum loading for one day 206 cars; average loading for one month 2,334 cars



Loading Racks at West Tulsa Works — View from near south end of racks

TEXACO STAR

1919. Pneumonia set in and he passed away on January 8, one short week from the time he was taken sick.

Mike, as he was known to every one, enjoyed the distinction of being the oldest employe in length of service at the Bayonne Terminal. He had served under four Superintendents: T. Rieber, T. J. Mullin, W. S. S. Rodgers, Jr., A. E. Manley.

Mike was married in 1908 to Miss Anna Harrigan of Elizabeth, N. J., and she and three small children are left to mourn his loss and keep in fond memory his love and devotion as husband and father.

Both officials and employes join in extending their sincere and heartfelt sympathy to the sorrowing family in this their hour of bereavement.



Corp. L. W. Lindsay

L. W. Lindsay, formerly of Providence Terminal, now with the Army of Occupation in Germany, is in the office of the Chief Engineer of the Fourth Army and on December 17, 1918, was located at Cochen, Germany, where the photograph we send was taken.

MARINE DEPT.

The Naval Overseas Transportation Service has discontinued its branch office in our Marine Department, as the vessels which The Texas Company has been operating for account of the U. S. Navy Department have been returned to the Shipping Board for eventual return to their proper owners.

The Tank Steamer *John M. Connelly* has been assigned to The Texas Company for operation under the direction of the U. S. Shipping Board.

The Tug *American*, recently completed at the yards of The Texas Steamship Company, Bath, Me., has been given a very satisfactory trial trip. For the present she will be utilized in the Bayonne-Portland, Me., trade.

Captain Magnus O. Pederson, formerly Mate of the Tank Steamer *Brabant*, has been acting in the

capacity of Master of that vessel, and has recently completed his second round voyage to France.

J. E. B. Stuart is once more on home soil, having lately returned from the War Zone on the S. S. *Antigone* (ex-*Nackar*), which arrived at Newport News, Va., on Jan 3.

Mr. Stuart went to France at the request of the War Department. He left June 29, 1918, on the S. S. *Von Steuben*, and on July 9 landed at Brest, France, where he was connected with the Quartermaster's Department as a civilian employe. His duty was to assist in forwarding rations and supplies from the base warehouse to the divisions in the front lines. He was "mustered out" on January 6, and has already resumed his work in the Accounting Division of the Marine Department.

Responding to the call to the American youth to restore the American flag to the Seven Seas, Cornelius Roth, otherwise known as Neil, left his office employment early in September and joined the Tank Steamer *Pennsylvania* as wiper. Neil made three round trips, during which he "hit" Port Lobos, Port Arthur, and several other points of interest. On the first trip, he was "wiping", but on the last two trips he was performing certain duties called "firing". Although Neil says that life aboard a boat is all right, still the atmosphere and temperature of the engine and fire rooms are above his capacity. And as everything has an ending, so did Neil's career as a seafarer come to its termination, and thereby the American Merchant Marine was deprived of a first class engineer.

Harry Williams, formerly clerk in the Accounting Division, New York Office, has been transferred to Bath, Me., where he will act as Voucher Clerk in the offices of the Texas Steamship Co.

Fred Gober, Assistant to Port Engineer Charles Jackson, recently made his appearance at the office covered with smiles and satisfaction. Mr. Gober was presented with a bouncing 9-lb. young lady on January 6. The old cigar box made its appearance, and all who use the weed, smoked to the health of the young Miss Gober.

The British steamship *Araluen* sailed from Port Arthur for Australia on January 28, with a full cargo (193,983 cases) of petroleum products. This vessel will, of course, go through the Panama Canal, and Captain Startup estimates his date of arrival at Brisbane as March 4, which will make his passage out only about 35 days.

Sgt. W. McKee, Jr., ex-cashier of the Port Arthur Marine Department Office, informs us that he will receive his discharge within the next few days. (We hope the discharge will be an honorable one, Mac.)

Quirs.—The captain and the mate were at loggerheads. They scowled whenever they met, and seized opportunities of scoring off each other. Each took a turn at making the day's entries in the log book. The mate was surprised one day to find, in the captain's handwriting, the words:

"June 2d, 1918—Mate drunk."

He stared at it wrathfully a moment, then a slow grin broke over his face. He took his pen out and wrote:

"June 3d, 1918—Captain sober."

TEXACO STAR

THE TEXAS STEAMSHIP CO. Clark Williams, Accountant for The Texas Steamship Company, at Buffalo, N. Y., contributes a spasmodic column recounting a sudden revulsion of feeling on a certain critical occasion:

Mr. F. L. Hanks,	Horns.
My dear F. L.:	However,
Since last	Since the
Saturday,	Mail man
After the	Came in
Long period	A few moments
Of penury and woe	Ago and
Which has	Laid your
Surrounded us	Hearty "Ha ha ha!"
While we	On our desk
Awaited	We have revised
Them checks,	Our problem
We have been	A bit.
Wondering a lot	Now we can see
To ourselves.	How you can
For instance,	Hide your halo
We could see	In your hat,
How you could	But how
Hide your tail	In thunder
In your trousers	Do you get
And your	Your shirt on
Cloven hoofs	Over your
In a pair	Wings, and
Of kicks,	Where do you
But we couldn't	Check your
Figure out	Harp
How you got	During office hours?
Your hat	Apologies to K C B.
On	I thank you!
Over your	—C. Williams.

IT ISN'T YOUR JOB—IT'S YOU

If you want to land in the kind of a job
That's the kind of a job you like,
You needn't slip your clothes in a grip
And start on a long, long hike.
You'll find elsewhere what you left behind,
For there's nothing that's really new.
It's a knock at yourself when you knock your job,
It isn't your job—it's you.

Real jobs are not made by men afraid
Lest somebody else get ahead;
When everyone works and nobody knocks,
You can climb without being led.
And if while you make your personal stake
Your neighbor can make one too,
Your job will be what you want to see;
It isn't your job—it's you.

—The Mirror.

"So you're going to work," said Meandering Mike.

"You bet I am," replied Plodding Pete. "The I. W. W. has took all the dignity out of loafin'."
—Ex.

History repeats itself—with the exception of your own private history, which is repeated by your neighbors.—The Dallas Democrat.

Of course you have been unable to dodge the fool man who insists upon talking about himself when you want to talk about yourself.—Ex.

SALES DEPT. Organization Calendar of
S. TERRITORY the Sales Department,
Southern Territory, as of
January 1, 1919:

C. P. Dodge	Manager	Houston
W. H. Wagner	Ass't to Manager	Houston
G. Worley	Sec'y to Manager	Houston
W. H. Noble	Assistant Manager	Houston
W. E. Bradford	Assistant Manager	Houston
F. W. Freeman	West'n Represent've	Denver
R. C. Galbraith	Gen'l Lub. Ass't	Houston
.....	General Salesman	Houston
W. E. O'Neill	Gen'l Roof'g Salesmn	Houston
G. M. Worthington	Department Agent	Houston
<i>Atlanta District</i>		
J. S. Jones	Superintendent	Atlanta
C. M. Martin	Gen'l Assistant	Atlanta
J. E. Taylor	General Assistant	Birm'ham
E. A. Rulfs	General Assistant	Atlanta
T. L. Robertson	General Assistant	Atlanta
H. J. Dougherty	Chief Clerk	Atlanta
<i>Dallas District</i>		
P. H. McNemer	Superintendent	Dallas
Will Carroll	General Assistant	Dallas
Thos. Abraham	General Assistant	Dallas
R. B. Byrnes	Chief Clerk	Dallas
<i>Denver District</i>		
R. E. Armstrong	Superintendent	Denver
H. E. Johnston	General Assistant	Denver
Tom Fulton	Chief Clerk	Denver
<i>El Paso District</i>		
A. F. Fegan	Superintendent	El Paso
L. H. Daniel	General Assistant	El Paso
Chas. Worley	Chief Clerk	El Paso
<i>Houston District</i>		
S. E. Monroe	Superintendent	Houston
W. L. McCamley	General Assistant	Houston
A. R. Hutchins	General Assistant	S. Antonio
V. W. Rooke	Chief Clerk	Houston
<i>Oklahoma District</i>		
H. W. Dodge	Superintendent	Okla. City
T. E. Meece	General Assistant	Okla. City
H. F. Faerber	Chief Clerk	Okla. City
<i>New Orleans District (T. T. O. Co.)</i>		
M. A. Dyer	Superintendent	N. Orleans
C. J. D. Gerretts	General Assistant	N. Orleans
A. W. Phillips	Chief Clerk	N. Orleans
<i>Advertising Division</i>		
L. A. Jacob	Superintendent	New York
G. W. Vos	General Assistant	New York
<i>Lubricating Division</i>		
W. M. Davis	Supervising Eng'r	Houston
<i>Equipment and Construction Division</i>		
J. C. McCullough	Superintendent	Houston
O. D. Daniels	Chief Clerk	Houston
<i>Chief Accountants</i>		
J. Harrod	Southern Territory	Houston
J. D. Walker	Houston District	Houston
A. Brentano	Dallas District	Dallas
H. F. Faerber	Oklahoma District	Okla. City
Chas. Worley	El Paso District	El Paso
R. M. Ferguson	Atlanta District	Atlanta
R. H. Collins	New Orleans Dist.	N. Orleans
G. W. Schwert	Denver District	Denver

TEXACO STAR

HOUSTON DISTRICT.—Born to Mr. and Mrs. E. C. Hall, Jr., an 8-lb. baby girl, Ruth Maurine, on January 14, 1919. Mr. Hall is in the accounting department of the District Office. Our hearty congratulations to the happy parents.



Agent R. P. Brown (at left), of Sterling City, Texas Station, Dallas District, with his friend D. L. Slaton (a successful irrigation farmer who uses Texaco Products exclusively), on his last annual hunt in the Rio Grande country.

Agent Brown writes: "If I make January and February collections in the clear, I shall have made twelve months without a single account running over 30 days."



"This photograph explains why they must have Texaco roofing here—three carloads this week." Salesman W. H. Gray (headquarters Abilene) at De Leon, Texas, Jan. 16, 1919—"A 10-inch snow makes us drive a little slow."



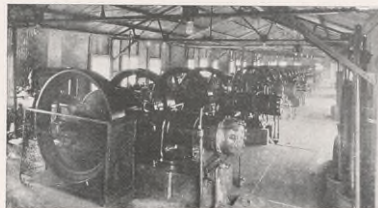
Driver E. P. Lackey, Amarillo, Texas—"Who said it never got cold in Texas?"

OKLAHOMA DISTRICT.—Our new Station at Nowata, Okla., has opened up with Agent L. H. Morrison in charge.

L. T. Bass, formerly of Houston District, who has been with Uncle Sam for the last two years, is now General Salesman in Oklahoma City.

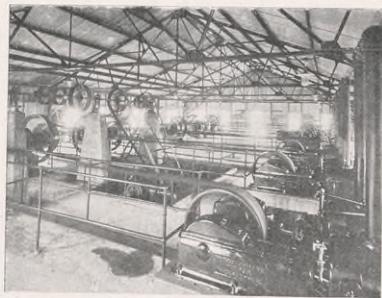
Walter Hein, who is still across the water, writes that he is having a great time but is anxious to be home.

A few of our boys are back from camp; among them are Russell Rowe, J. H. Miller, Jene Watkins, and Louis McAfee.



Tidal Gasoline Plant No. 1—Large casing head gasoline plant in Oklahoma District lubricated by The Texas Company

This ten-unit Bessemer is a plant owned and operated by the Tidal Oil Company. They are using for the entire lubrication of gas engines and air compressors Texaco Canopus Oil, and they claim that this oil is giving better satisfaction than any other oil they have ever been able to secure from anyone. This concern owns and operates in this field about fifteen plants for the manufacture of casing head gasoline. They use Texaco lubricants exclusively.



Roxana Gasoline Company Plant No. 1—Large casing head gasoline plant lubricated by The Texas Company

This plant, showing five Ingersoll-Rand Company units, is owned and operated by the Roxana Petroleum Company, a concern operating all through Oklahoma and Kansas under the names Roxana Petroleum Company and Yarhola Pipe Line Company. These companies are using for lubrication Texaco Ursa Oil, Texaco Alcaid Oil, and Texaco Canopus Oil.

TEXACO STAR

EL PASO DISTRICT.—We extend congratulations to our new officials—Superintendent A. F. Fegan, General Assistant L. H. Daniel, and Chief Clerk and Chief Accountant Chas. Worley. To these officers we pledge hearty cooperation and foresee the strongest kind of team work.



Charles Worley of Co. C, 55th Ammunition Train, C. A. C., still in France, but soon expected to take up duties as Chief Clerk and Chief Accountant in El Paso District Office

Chas. Worley was General Clerk in El Paso District Office before he went to France and since he finished the little job there so successfully the Office force stands at "attention" awaiting orders to go "Over the Top" in office efficiency.

DENVER DISTRICT.—We recently had a "B" account against John Doe at Doeville, a place forty miles from Agent Richard Roe's Station. Agent Roe made several trips to Doeville to collect this account without success, but on returning from the last trip he asked the postmaster in charge of the Doeville route, who is one of our best customers, when John Doe would receive

a check from the government for services performed as rural mail carrier. The postmaster agreed to telephone when the check arrived, and he did so the following Sunday so that Agent Roe could get to Doeville about the same time that the check reached there. Along with Agent Roe on Monday morning went a garage man who also had an account against Doe. Agent Roe and he agreed that the only way to collect was to outwit the debtor. In his pocket Agent Roe had \$100 in cash and a blank check. Upon arriving at Doeville the garage man asked Doe for payment of his account. Doe attempted to dispute part of the bill, but finally agreed to pay it, saying he had a check for \$350 which he would have to take to town in order to cash. Thereupon Agent Roe stated he would cash the check, and after Doe had made proper endorsement and handed him the check, Agent Roe told Doe that he was there to collect our account. Doe protested that he would not make payment then, but would do so later in the month; but Agent Roe figured the difference between the check and the sum of the two accounts and handed the difference to him. Before they got away the whole Doe family was on the running board of the mail car on which they were to return to Agent Roe's Station, and for a while it looked like a "free for all"; but finally they got away in good shape.

The garage man who owed us about \$50 was so elated over the collection of his account that he told Agent Roe to keep the amount collected for him and apply it to his account.

A tiny lad was carrying a huge bundle of final editions. He would walk a few steps, stop, and yell, "Pypaeee, Mistah," with a woe-begone expression that showed his load was too great. A man buying a paper remarked:

"Don't all those papers make you tired, son?"
"Naw," the newsy returned with supreme contempt, "I can't read."—Ex.



Helena, Mont. Station

TEXACO STAR



Fort Collins, Colo. Station tank truck and Agent Charles McIntosh — Mr. McIntosh has represented The Texas Company at Fort Collins for a good many years in a very satisfactory way.

NEW ORLEANS DISTRICT.—On the eve of their departure for Houston Mr. and Mrs. W. E. Bradford were guests of New Orleans District employes at a supper-dance. The farewell speech was made by M. J. Reach of the District Office. Mr. Bradford expressed his regret at leaving New Orleans and his appreciation of the cooperation he had received. His appointment to the position of Assistant General Manager is a source of gratification to all of us. His successor, Superintendent M. A. Dyer, formerly Agent at New Orleans Station, was given a hearty welcome.

R. H. Comeaux, formerly salesman in South Louisiana, succeeds Mr. Dyer as Agent at New Orleans Station.

C. J. D. Gerrets, formerly Chief Clerk, District Office, has been appointed General Assistant.

A. W. Phillips, formerly salesman New Orleans territory, succeeds Mr. Gerrets as Chief Clerk.

Stock Clerk Warren Siekman is back on his old job in the Office, having been released from the army where he was a member of an artillery unit.

Other employes of the New Orleans District Office who have recently been released from the service are: W. J. Stirling, C. W. Daney, P. J. Lauman, R. W. Allen.

Stock Clerk J. W. Rose started the New

Year with some very commendable resolutions, for on New Year's eve he promised to "love, honor and obey." The lucky girl, before her recent marriage, was Miss Thelma E. Murphy.

ATLANTA DISTRICT.—Salesman Charles W. Levy, of Birmingham, our oldest salesman in Atlanta District, has three sons in the American Expeditionary Force in France, of whom we have several times given most creditable reports. Their names, it will be remembered, are, in the order of their ages: Cedric Marks Levy, in Co. L, 167th Infantry, Rainbow Division; Leon Carlin Levy, in the same Company; Charles N. Levy, in the 37th Engineers Battalion.

Leon C. Levy, who (as reported in the November issue of the *Texaco Star*) was awarded the Croix de Guerre for bravery in action under fire, in a letter to his father dated Nov. 24, 1918, writes:

Today is Father's Day and every soldier is to write to his father and tell his experiences in France.

I left Hoboken for France February 10, and landed at Brest, France, February 24. Mar. 1 was sent to the 18th Infantry, and on March 5 was sent to the trenches. On April 1 was wounded in the side and was sent to a hospital and there an operation was necessary. The machine gun bullet was taken out and so was my appendix. I was in bed 27 days. In May I went back to my outfit and from there I was sent to the French Army on special duty. Was

TEXACO STAR



Miami, Fla. Station

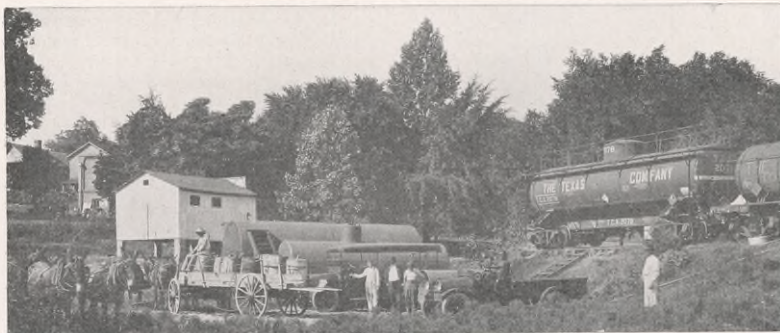
slightly wounded and stayed in a hospital about two weeks. From the French government I was given the French wounded citation, which is a very high honor to anyone.

Then I was sent back to the 18th Infantry, and soon as I got back I went over the top and was gassed and was laid out for a time. This happened at Rheims, where we beat the best German army and the Kaiser's best guards, the Flying Circus. This was some fight. My next place was at Cantigny, and one of the hardest battles that was ever fought was there. From there we went to Chateau Thierry. That was the drive that crippled the German army and the great drive for Paris. I got out of it safe and sound, and from there we were sent to a place that is called Soissons. There I won the Great Cross, the D. S. C. I won it at Soissons. There I was sent by my major to swim a river and get information. This I did, but had a hard time to do it, for I had to swim in the dark and did not know what I was swimming into. I got some good news and was on my way back when I was fired on by a German and I fell. He thought that he had hit me, but he missed me. When he came in sight I let him have one and gave him six more for good, and then I hit the river and was caught in barb wire and sure did have a hard time in getting out



View in Office — Miami, Fla. Station

of it. But when I got back I only had time to change clothes and get something to eat, for we had to go over the top. I was wounded and gassed and helped the wounded. There I won my medal, and was made sergeant, and from the hospital I went to Paris and stayed there three days. From there I



Abbeville, S. C. Station

TEXACO STAR

went to the front again, and this was at St. Mihiel. I got out of this all right. My next drive was in the Argonne, and here a great battle was fought and I got out of it safe. My next drive was a transfer to Cedric's company, 167th Infantry, Rainbow Division. I have been in many more drives, but have not time to write all of them. I could take one of these drives and could write a book on it, but have not time, as there are many more boys waiting to write and they all want to tell their story. Hope you all will have a good Christmas and a happy New Year, and hope all are well. Love and kisses to all. God bless you all.

Charles, the youngest son, writes:

I am well as ever and am in Luxemburg and will be in Germany proper in a few days. I am in the army of occupation. We were picked out to go, and we are all picked troops. We certainly think it is an honor to be in the army of occupation. We have hiked all the way from the Verdun front and we are having a very nice time, even if we are hiking. Cedric's and Leon's outfits are in the same army, but I have not seen either of them yet.



Filling Station No. 1, Griffin, Ga., on Dixie Highway between Atlanta and Macon. "We are glad to report a large business. This is a Texaco Products town." The picture shows Agent W. C. Wise and Filling Station Clerk C. C. Hainric.

When bananas are received by the retailer, the work of unpacking and hanging the bunches up for display should receive careful attention. It is advisable to hang the bunch up as soon as unpacked, but if this cannot be done it should be laid gently on a pile of hay or other soft material. When the banana is taken from the stalk the peel is often ripped from the pulp and the pulp is exposed to dirt and the action of the air. Both for trimming off mashed or otherwise unsalable fingers and for removing the bananas as sold a banana knife should be used. The knife severs the bananas from the bunch cleanly and the fruit can be detached in lots of a half a dozen or more.—*U. S. Food Adm.*

The world will never hear or read of much of the agony and cruelty that abounds everywhere, for the simple reason that the feet of women can't talk or write.—*Geo. M. Bailey.*

Don't forget that brains were made before phonographs and pianolas.—*Magnolia Oil News.*

NEW YORK DISTRICT.—We SALES DEPT., regret very much to announce the resignation of N. TERRITORY F. W. Bienecke, Supervisor of Motor Equipment, effective February 1. He leaves us to engage in business for himself, and goes with the best wishes of the entire District for his success.



Filling Station at Geo. P. Woodward's Latham's Corners
This pump does an excellent business



Hudson, N. Y. Station

In shifting gears, 'tis always wise
To take no gear by swift surprise;
But gently gauging speed and diction,
Avoid the crash and smash the friction.
For on the hills or on the level
A noisy shift sounds like the devil.

We asked the foreigners to "drop the hyphen," and they did, as their names on the casualty lists prove; but every time we call them "Hunkie," "Dago," "Kike," or such names, we are putting a hyphen as big as a crowbar between them and America.—*U. S. Bureau of Education.*

For the first time in the history of the army razors have been issued to the troops. They are safety razors, and new blades are furnished as they are needed. The army has learned by experience that a clean shave and a good appearance greatly sustain the morale of the men.—*Com. on Pub. Inf.*

Get the habit of doing things right. This will mean: greater production, less waste, increased earnings.—*W. B. Wilson, Sec'y Dep't of Labor.*

TEXACO STAR



Communipaw Avenue Filling Station, Jersey City, N. J.

BOSTON DISTRICT.—We extend our sympathy to Agent F. P. Callahan, of Norwich Station, for his bereavement in the death of his father who died January 3 of pneumonia after an attack of influenza.

We extend our sympathy to F. A. Planche, Clerk and Cashier at the Boston Refined Station, for the death of his mother who passed away on January 17.

We regret to report the death of Agent A. W. Finlay, Hyannis Station, and of Assistant Agent A. F. Whidden, Commonwealth-Beacon Filling Station, both passing away as a result of the epidemic of influenza.

We expect to unfurl shortly one of the new Business Men's Service Flags, which are now beginning to fly from many business establishments. This flag shows a white star circled with blue, denoting that each man who left his position to serve his country has been taken back and given his old position. As the District Office is now beginning to assume its pre-war aspect, we do not think it will be long before our flag will be flying.

The Boston District is still leading in the Crater Compound contest, but we are sorry to say that as yet none of our salesmen has qualified as "sharpshooter" or "expert" in the 1918-1919 Motor Oil contest. It seems to us that we should have the honor of having one of our men qualify as the first expert, and we trust our salesmen will work harder than ever toward this end.

Page thirty

There is a campaign on between the stations under the supervision of F. F. Hale. This campaign is being promoted with the idea of increasing the gallonage at the stations and to secure new customers.

Murray Brothers of Bangor, Maine, who are distributors of our products, carry a complete line and are booming The Texas Company and its products.

The Ladies' Bowling Team will be well under way by the next issue of the *Star* and we expect the pin boys to be kept busy setting them up (chasing the balls) when our bunch of huskies get well under way. Miss Anderson, one of the most enthusiastic bowlers on the Girls' Team, states that after they get under way they will compete with any Women's Team in the State.

The Men's Bowling League is now well under way and comprises eight 5-men teams. No team has any advantage as yet, and each match is hotly contested. Some of the boys are proving to be a great deal better than they thought they were, and the team representing the District Office is open for matches with any team of Texaco Employes. Matches can be arranged by communicating with Tom Flynn.

Texations—Overheard at the bowling alleys: "Hey, Nick, how many pins do I knock down with each ball?"

"Jim" McDevitt has again assumed his old role of comedian and entertains the boys after each bowling match.

Ovila Bonin got discouraged trying to raise a moustache and has shaved it off. Ovila says that it was attracting too much attention. That's funny, we couldn't even see it.

Well, boys, isn't it about time that we started planning a reception for the boys who are coming back from Over There? What have you to suggest?

TEXACO STAR

PHILADELPHIA DISTRICT.—The Texaco Athletic Association was well represented at the annual banquet of the Petroleum Athletic Association, composed of the six largest petroleum companies in and around Philadelphia, which was held at the Rittenhouse Hotel, January 15. A program covering athletic activities was outlined for the year 1919, the purpose of the association being to foster competitive athletics among the different companies.

President J. J. Ryan of the Texaco Athletic Association addressed the meeting, outlining what the Texaco Athletic Association had been doing and what they were going to do in the line of baseball, bowling, basketball, field sports, etc., which have now become fully organized. Other speakers were, C. A. Devlin, who had the floor on the subject of "Training Athletes"; H. J. Wilson; D. C. Wainwright; F. W. Staley, of the New York Office, who related some interesting stories of his experience with the fleet; W. J. King, Chairman of the Dinner Committee; H. T. Dietrick; C. E. Batchelder, who spoke on "Financing Athletics." Raymond W. Hahn was the entertainment feature of the evening and his excellent rendition of several baritone solos, accompanied by J. K. Murphy on the piano, won much applause. Telegrams were received regretting inability to attend the dinner, on account of absence from the city, from C. R. McCarthy, F. J. Doran, F. E. Taws, and S. E. Moudy.

Major F. Gurney Smith and Nelson M. Hoffman have been mustered out of the service and were welcomed back by all to take up their respective duties with the Company.

The road to good times and prosperity is by everyone now being patient and helping in the change from War Work to Peace Work.

—Wm. B. Wilson, Sec'y Dep't of Labor.



Salesman J. C. Richardson, "who is rendering valuable assistance in putting Grand Rapids, Mich. Station on the map."

NORFOLK DISTRICT.—We contribute this month two letters from France, which we trust will be of general interest:



A. R. Holland, Motor Oil Truck Driver, Norfolk, Va. Station, started as tankwagon driver May 1, 1912

Toul, France,
Dec. 13, 1918.

The Texas Company,
Norfolk, Virginia.
Mr. William Thompson,
Supt.

Dear Sir: Now that the rush and excitement of the war is over, one has time to collect thoughts of a more stable world. Our unit has been complimented on the excellent work it has accomplished. We are the nearest base hospital to the front lines and are situated in the St. Mihiel sector. During the American advance in this sector we handled over 7,000 patients a week, and under very adverse circumstances; but this has all passed and our thoughts are now turned back to the Land of Sunshine across the sea.

We have our bright moments sometimes and mine is when I meet a Texaco man.

The "Yank" when he meets a fellow "Yank" opens the conversation by "What State are you from?" and then "Where did you work?" If by lucky chance you are both from old Texaco, then 'Nuff sed, you're off; and talk continues until you are black in the face as 'Crater Comp.' But sometimes you will strike a Standard man, and if you are real lonesome you will even talk (or boast) to him.

This war has certainly proved the wonderful development of the Motor World. It has undoubtedly been won by motorized equipment of all kinds. Just picture the giant tank with its roaring gears and thrashing engine, the steady rumble of gears in the powerful artillery tractor, the whine of the high speed portable dynamo plant, the rush and roar of high powered dispatch cars, the rattle and bump of ammunition trucks, supply trains, ambulances, motorcycles, and heavy motor equipment too numerous to mention, and soaring above all is the "Eye of the Army" propelled through the air at unbelievable speed by the greatest engine ever built, the "Liberty."

But under all this, bearing the brunt of the shocks and the unbearable heat, performing its task uncomplainingly amid the worst conditions possible, is poor old grease and oil. Kicked and cuffed around, left out in the weather, 'cussed' for being "greasy," to the last drop it is "all there." In my mind it deserves a better name than "Grease" or "Oil," as it is known by Over Here. And in the U. S. A. it has a name that stands for ruggedness, character, and dependability, and that is *Texaco*.

TEXACO STAR

Its bright red star should have a Gold Service Stripe for each of its points, for it has done its big Bit over here.

Wishing you success for the coming year,
Respectfully yours

J. D. Watts.
A. P. O. No. 784.

P. S. 'Fo de War,' at Newport News Branch;
and darned anxious to get back.



Corp. L. C. Powers, stenographer in Norfolk Dist. Off., now
in Co. F, 323rd Inf., A. E. F.

American Expeditionary Forces, Nov. 28, 1918.

Mr. C. L. Short,
The Texas Company, Norfolk, Virginia.

Dear Sir: Your letter of November 5, 1918, and the *Texaco Star* for October were both received today and I was very glad indeed to hear from you and to receive the *Star* which I always enjoy reading.

I also wish to thank you for the *Smileage Books*, but I am more than sorry that I will not be able to use them, as there is not a theatre within fifty miles of where I am stationed. I am therefore taking the liberty of returning them to you so that you may send them to someone who will be able to have the pleasure of using them. I hope you will regard this in the same light as I do, and do not think I am ungrateful in the least. It is just a case of Hooverizing.

I am getting along fine and now that the war is over I am hoping to be back with the Company again very soon. Give my best regards to all my friends in the Office and tell them I hope soon to be Over There.

Hoping that I shall hear from you again,
Sincerely,

N. O. Kilpatrick.

Batt. B, 111 F. A., A. E. F.

Page thirty-two

EXPORT Joseph F. Bernard has returned
DEPT. to the Export Department after
being six months in military
service with the 437th Engineers, station-
ed at Washington, D. C.

D. E. Irwin sailed for So. Africa Jan. 16.
F. C. Karpp is at present in Honolulu.

PRODUCING W. F. Moore, who was
DEPT. Secretary to Manager C.
N. Scott and Assistant

Manager J. C. McCue, died at the
Baptist Sanitarium Monday morning,
January 13, death being due to pneumonia
following influenza. Mr. Moore's many
friends in The Texas Company regret his
untimely death and extend their deep sym-
pathy to Mrs. Moore and his little son.

R. J. Toppliffe, Chief Warehouseman of
the South Texas Division, has been trans-
ferred to Wichita Falls where he is Chief
Warehouseman of North Texas Division.

Robert Gay Carr, formerly stenographer
to our Chief Geologist, is with us again
after spending the last two years with
Uncle Sam, most of this time as Instructor
at the University, Berkeley, California.

Cravens Hunter is back with us again
after six months in the Navy. Cravens
says he had a bully time and that it was
one long vacation to him, but that he is
glad to be with us again. The "Navy hash"
sure did agree with Cravens from the weight
he is bringing back here. We are taking
his word for it that he spent the time in
the Navy, for, the uniform he came back
in looks very much like one of Stone &
Webster's to us; but Cravens says he don't
mind that, just so we don't call him a
Merchant Marine.

PIPE The following have been made
LINES District Foremen, effective Feb-
ruary 1:

John Wolf, headquarters at Burkburnett, Texas,
E. H. Mahan, headquarters at Fort Worth, Texas
L. C. Bowersox, headquarters Breckenridge, Texas.

C. W. Wise, who has been employed in
the Houston warehouse for some time, has
been transferred to a field position at West
Columbia, Texas.

I. P. Chidsey, who was honorably dis-
charged from the Army in December, has
returned to Houston and has temporarily
assumed duties in the Houston Office.
Mr. Chidsey enlisted in the Texas National
Guard as a private, but before being dis-
charged was commissioned a lieutenant.

SUGGESTIVE INDEX OF CURRENT ARTICLES

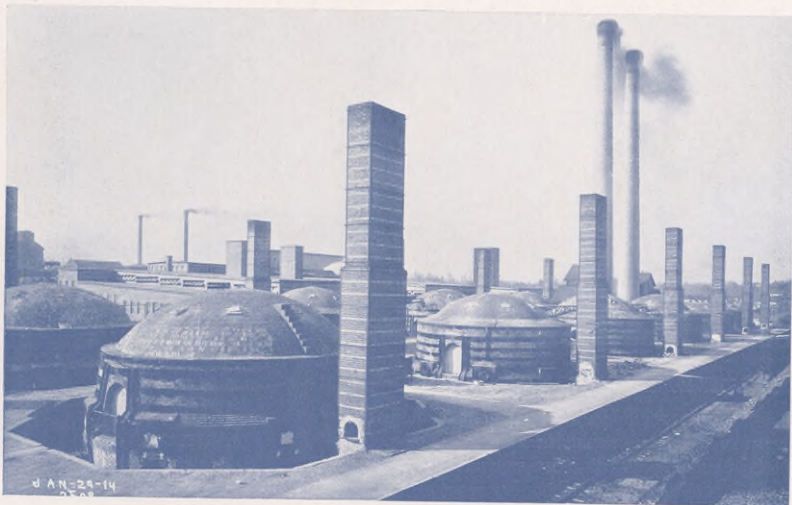
THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

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** Production Control—V, by C. E. Knoeppel—*Industrial Management*, Jan. 1919.
Salvaging Miscellaneous Wastes, by W. R. Conover—*Industrial Management*, Jan. 1919.
- EXPORT** Foreign Trade: The Play Is On! by James A. Farrell—*The Nation's Business*, Jan. 1919.
"A narrative of the forces which have pushed us, stage-struck, upon the scene of world trade."
Export Problems and Possibilities, by Edward Prizer—*Oildom*, January 1919.
- PRODUCING** Methods of Shutting Off Water in Gas and Oil Wells, by F. B. Tough—*Bulletin 163, U. S. Bureau of Mines*.
- SALES** Keeping Our Promises, by Everett Corey—*System*, January 1919.
On the Merit of the Product, by Leon Gilbert Simon—*System*, January 1919.
- PURCHASING** Principles of Purchasing and Storing, by Dwight T. Farnham—*Industrial Management*, January 1919.
"A series of standard practice instructions."
- GENERAL** Making Men Like Their Jobs, by Robert B. Wolf—*System*, January 1919.
Oil Men Take Notable Part in Atlantic City Conference, by L. M. Fanning—*The Oil Trade Journal*, January 1919.



American Steel and Wire Company, Fairfield, Ala.—Using Texaco Lubricants exclusively.



Harbison-Walker Refractories Company, Fairfield, Ala.—Using Texaco Lubricants exclusively.

A CLEARING HOUSE for Lubricating Experience

TEXACO Lubrication Engineers are always on the road meeting new conditions, new problems, and new equipment every working day. The knowledge they acquire is invaluable, but if this experience were locked in the mind of each individual engineer its value would be greatly limited.

So we have developed a clearing house for lubrication experience. Every day each Texaco lubrication engineer sends in a complete technical report covering his activities for the day.

These reports are carefully checked up and compiled. They are correlated and divided so that at our headquarters we can answer any question relating to the use of lubricants, not from any one individual's experience,

but from the experience of many trained men.

No opinions or theories here—but exact records of problems met and solved.

So you can put your lubrication problems right up to us—chances are that we have met it before.

And the mounting sales of Texaco Lubricants show how well Texaco engineering service and Texaco lubricating oils meet any or all lubricating conditions.

There is a Texaco Lubricant for Every Purpose



THE TEXAS COMPANY

HOUSTON

CHICAGO

NEW YORK

Offices in Principal Cities