

TEXACO STAR





American Marines in Haiti with Guns Captured from the Rebels

This copyrighted photograph, taken by a representative of Underwood's News Photo Service, shows two supply and ammunition auto trucks used by the U. S. forces who are maintaining order in Haiti. The guns in the truck at the right were captured by the marines in battle with the Haitian "Cacos" (brigands), who opposed the efforts of the U. S. A. to establish a stable government. It happened that the photograph shows very conspicuously what brand of gasoline is used by the U. S. Government auto trucks.

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HEAD AND HEART IN BUSINESS

SOMETIMES I think of business as a constant battle between heart influence and head influence . . . All of us at times find it in line with our duty to make decisions which for personal reasons we would rather not make. Everywhere there is stiff competition, a sort of warfare which has its temptations for the exercise of our most selfish traits . . . If the heart influence is too much, we may do an injustice to our business and to our stockholders. If the head influence is too much, we may do an injustice to the individual employe, or to our honorable competitors, or to the public. What we must have at all times is a fine mixture of both heart and head influence, to the end that we will serve best those whom we work for as well as those who work for us, and those whom we serve and by whose patronage we exist—the public.

—*Hugh Chalmers*

WHY MEN FAIL

THAT man is, largely speaking, the architect of his own fortune—that success or failure in business depends largely upon the individual—proved true in 1915 as in other years.

Causes of failures proceeding from or inherent in the individual as compared with those outside of his control:

A—DUE TO FAULTS OF THOSE FAILING

Incompetence (irrespective of other causes)

Inexperience (without other incompetence)

Lack of capital

Unwise credits

Speculation (outside regular business)

Neglect of business (due to doubtful habits)

Personal extravagance

Fraudulent disposition of property

B—NOT DUE TO FAULTS OF THOSE FAILING

Specific conditions (disaster, war, floods, etc.)

Failure of others (of apparently solvent debtors)

Competition

In 1915 74.4 per cent. of the failures in the United States were attributed to the faults of those failing. In other words, three-fourths of the failures were attributable to weaknesses of the individual.

—*Bradstreet's.*



TEXACO STAR

Hartford Garage Co., Texaco Filling Station, Hartford, Conn.

TEXACO STAR

VOL. III

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No. 5

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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ADDRESS: TEXACO STAR, 411 THE TEXAS COMPANY BUILDING, HOUSTON, TEXAS

THE full text of Washington's Farewell Address is offered to readers of the *Texaco Star* as a *Supplement* to this issue. With complete wisdom and clearness of vision, George Washington set forth in this greatest of State papers the abiding principles and fundamental policies on which the welfare of the United States must ever depend, and warned against errors which, if fallen into, would jeopard or destroy the peace, liberty, or prosperity of the people. The address was commended by its author to our "frequent review" as comprising the counsels which appeared to him "all-important to the permanency of your felicity as a people." The present is one of those times which he said might "now and then recur," when his counsels, he dared to hope, might moderate party spirit, warn against mischiefs, or guard against the impostures of pretended patriotism.

* *

If every citizen, on reaching years of discretion, would read attentively Washington's Farewell Address, and re-read it after each decade of his life, a high destiny for this nation would be secure. Alas, how many are willing to read a thoughtful discourse covering eight large pages? A great many read the huge Sunday papers; but those who waste most time passively reading thoughtless scraps are least disposed to any reading that demands intellectual activity. One may diagnose his own mental condition by observing whether Washington's address appears to him too long to tackle, or, if attempted, whether he finds himself skipping, and reading only a little here and a little there.

Lincoln's short address at Gettysburg is a stirring appeal to patriotic devotion, to carry on a bloody struggle with steadfast courage and lofty purpose. Lincoln's speech is noble oratory; Washington's address is supremely wise counsel: the one is to be felt; the other to be pondered. They differ somewhat as the Declaration of Independence differs from the Constitution. Whenever we are at war, Lincoln's address should help to inspire the necessary patience and sacrifice; Washington's, if heeded, would teach how to avoid the causes of unnecessary war.

* *

One who knows the outlines of our true history will see that if the first part of the body of Washington's address had been heeded during the years preceding our civil war, that disaster would have been averted and all of its desirable results would have been accomplished peaceably and with justice to all. How shall our children's children look back on our conduct in light of the second half of the Address, which applies to the present situation?

* *

Washington's Farewell Address deals comprehensively with vital principles, but does not go into detail. The question of "preparedness," for instance, is disposed of in one short sentence. His enlarged advice on both military and industrial preparedness may be read in his first and fifth annual addresses. If the self-styled "progressives" would study the past a little, they would not clamor so hysterically about their "new" problems and "new" measures. The plainest stigma of a mental degeneration peculiar to the present age is an ob-

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session by notions of the *newness* of every "problem" that is discussed by the numerous victims of this form of self-conceit. No better advice could be given to the average man than to pay no heed to any speaker or writer who talks about the new and unprecedented character of present problems; for such an attitude marks not only the mental condition referred to, which is incompatible with sound judgment, but is also sure evidence of ignorance. Changes in physical or social conditions (which come to pass for the most part slowly, occasionally suddenly) do modify some problems by the introduction of new factors, but never in a sense to justify the phrases which bespangle current discussion of public affairs. For example, ever since steam railways developed, the original principles of a country's preparation for defense have required—not as a new problem but as an immediate application—the construction of strategical railways. The main changes in modern physical conditions have been brought about by industrial chemistry, electrical inventions, and the internal-combustion engine; but it is no new "problem" from the point of view of the statesman whether it is necessary to provide horses or automobiles, or, as chemistry increases the force of explosives it simply becomes necessary to make protective works correspond to the new projectiles. The proper course of governments to defend rights and to avoid conflicts has been thought out and given to the world. It is sheer impertinence for any man to undertake leadership in such matters who has not taken the trouble to acquaint himself with the instruction given long ago by master minds on the same subject. We may rest assured that very few who did this would find much to say that they could call new. Now and then some thoughtful student would increase the sum of wisdom by discerning and solving a really new problem.

★ ★

Preparation for defense or for development is obstructed in this country not by lack of virtue in its people but by encroachments on the foundations of government-by-representation, whereby representatives are not *held responsible* for deliberation and the invention of good measures, but are required only to listen for suggestions and commands from the people. How can consistent plans be formed or executed if an educational campaign is required to get a popular demand for each needed thing?

By the time 100,000,000 people have been "educated" to demand a certain measure, it may be too late, or something else ought then to be done. As Washington says, "public opinion should co-operate," but "the execution of these maxims belongs to your representatives." Our ultimate destiny depends on whether government by representation, which alone agrees with our Constitution, is to be gradually restored or still further disintegrated.

★ ★

Montesquieu shows how one great cause of the ruin of ancient republics was "that the people had a right to active resolutions such as require some execution;" but he maintains that the people are well qualified, under suitable institutions, to choose competent representatives, "for though few can tell the exact degree of men's capacities, there are none but are capable of knowing in general whether the person they choose is better qualified than most of his neighbors." He continues:

The great advantage of representatives is their capacity of discussing public affairs. For this the people collectively are extremely unfit . . . It is not at all necessary that the representatives who have received a general instruction from their constituents should wait to be directed on each particular affair. True it is that by this way of proceeding the speeches of the deputies might with greater propriety be called the voice of the nation; but, on the other hand, this would occasion infinite delays; would give each deputy the power of controlling the assembly; and, on the most urgent and pressing occasions, the wheels of government might be stopped by the caprice of a single person.

★ ★

Another point deserves special consideration at the present juncture. If a thing is needed for reasons that could not be publicly stated—much less agitated, it is impossible to get it in a democracy that has been carried to excess. *The Independent* of March 6 offers "A Lesson from Canada" which is timely. After England formed the alliance with France and Russia, it probably became necessary in order to be ready to carry out her part of the pact, to double her naval expenditure:

Accordingly a strong hint was given to the Dominions that their aid was needed. But the Dominions were far from Europe, and did not realize the complications and obligations in which the mother country had become involved. So the British Government took the unprecedented step of inviting the colonial premiers and defense ministers to London in order that Mr. Asquith and Sir Edward Grey might explain to them personally and privately the foreign policy of England and her treaties and international understandings. What was revealed to the colonial representatives at the Imperial Conference of 1911 will not be known to the world until the passage of years removes the

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ban of secrecy. But whatever it was, the premiers, one and all, without regard to party or previous opinion, went back home convinced that the empire was threatened with imminent danger of war, and, one and all, they used their best efforts to induce their people to prepare for it. The Premier of Canada, in his historic speech of December 5, 1912, asking Parliament for an "emergency contribution" of \$35,000,000 for the construction of three dreadnaughts, said:

"These ships are urgently required *within two or three years at the outside* for rendering aid upon which may depend the Empire's future existence."

But the Canadian people refused to accept Mr. Borden's word that the danger was imminent, and he could not convince them without betraying the confidence of the British Government and revealing to the enemy the secret policy not only of Great Britain but of her allies. So the Canadian Parliament refused the appropriation.

The lesson which seems to us most clear and significant is that in a [excessive] democracy you have to explain what a thing is for before you can get it. Now that the Canadians know why their help is needed, no part of the empire is more generous with money and men.

★ ★

At a special meeting of the stockholders of The Texas Company, held at Houston, Texas, February 29, 1916, the capital stock of the Company was increased from \$37,000,000 to \$44,400,000. The increase of \$7,400,000, par value, is to be offered at par proratably to stockholders of record at close of business on March 10, 1916.

At a meeting of the Board of Directors of The Texas Company, held March 8, 1916, a (quarterly) stock dividend of \$2.50 per share was declared, payable March 31, 1916, to stockholders of record at close of business on March 20, 1916.

★ ★

Our readers have probably seen various reports in the daily papers of the acquisition by The Texas Company of a small shipyard in Bath, Me. These reports have been substantially correct. The yard is now being put in order for commencing work on the construction of vessels, and by the middle of April will show all the features of a modern and busy ship-building establishment. The first demand on our new yard is for four 400-footers. Our decision to build ships in this active and vigorous way was brought about by the present congestion in the yards of the ship-building companies.

★ ★

An account of the ingenious method used to extinguish the burning gusher at Humble, by which Sup't C. P. Clayton, Producers Oil Co., spent 15 hours in preparation and then put out the fire in 15 minutes, is given in a graphic article in the *Fuel Oil Journal* for March.

THE FORTUNATE ISLES

You sail and you seek for the Fortunate Isles,
The old Greek Isles of the yellow bird's song,
Then steer straight on through the watery miles,
Straight on, straight on, and you can't go wrong,
Nay, not to the left; nay, not to the right;
But on, straight on, and the isles are in sight,
The Fortunate Isles, where the yellow birds sing
And life lies girt with a golden ring.

These Fortunate Isles, they are not far;
They lie within reach of the lowliest door,
You can see them gleam by the twilight star,
You can hear them sing by the moon's white shore.
Nay, never look back! Those leveled gravestones,
They were landing steps; they were steps unto thrones

Of glory for souls that have sailed before
And have set white feet on the fortunate shore.

And what are the names of the Fortunate Isles?
Why, Duty and Love and a large Content,
Lo! these are the isles of the watery miles
That God let down from the firmament.
Lo! Duty and Love, and a true man's trust;
Your forehead to God and your feet in the dust;
Lo! Duty and Love, and a sweet babe's smiles,
And there, Oh, friend, are the Fortunate Isles.

—Joaquin Miller.

★ ★

One who never turned his back, but marched breast forward;
Never doubted clouds would break;
Never dreamed, though right were worsted, wrong would triumph;
Held we fall to rise, are baffled to fight better,
Sleep to wake.—Robert Browning.

When wealth is lost, nothing is lost;
When health is lost, something is lost;
When character is lost, all is lost.

—Old German Motto.

LIFE WISDOM

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

—Benjamin Disraeli.

I have not drawn my principles from my prejudices, but from the nature of things.

—Montesquieu.

The true rule, in determining to embrace or reject anything, is not whether it have any evil in it, but whether it have more of evil than of good. There are few things wholly evil or wholly good. Almost everything, especially of government policy, is an inseparable compound of the two, so that our best judgment of the preponderance between them is continually demanded.—Abraham Lincoln.

History will teach us . . . that of those men who have overturned the liberties of republics, the greatest number have begun their career by paying an obsequious court to the people, commencing demagogues and ending tyrants.—The Federalist.

He that is slow to anger is better than the mighty; and he that ruleth his spirit than he that taketh a city.—Solomon.

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The following snapshots, furnished by Mr. F. D. Shields, of our New York District, recently returned from a trip through the Panama Canal, show interesting views of the Canal and concerning the Submarine F-4 sunk at Honolulu. As all readers of the *Texaco Star* are aware, the lubricants used on the Panama Canal are supplied almost entirely by The Texas Company:—



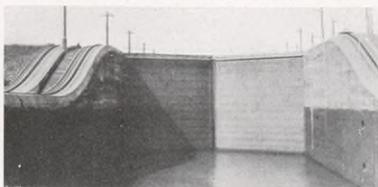
Culebra Cut, June 16, 1915



Colon Bay—Interned German Merchantmen



Panama Canal—Approach to Gatun Locks



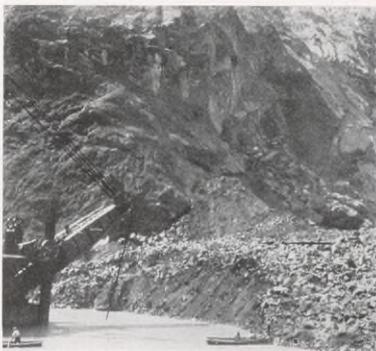
Gatun Locks—Lower lock closed



Gatun Locks—Lower lock half open



Panama Canal mule towing ship into Gatun Locks



Culebra Cut—Dipper Dredge, capacity 15,000 cubic yards in 24 hours—Bucket down for an 8-yard load.



Pedro Miguel Locks

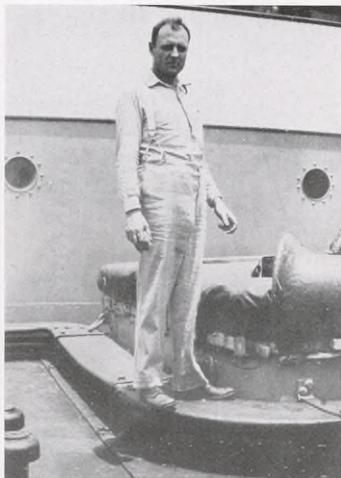


Pedro Miguel Locks—Control House

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Test of Crater Compound:—10 feet of badly rusted 10 $\frac{1}{2}$ " cable was oiled with Crater Compound, tied to a hawser, and towed back of S. S. *Honolulan* in the Pacific Ocean for four hours while the ship was making 14 knots an hour. Upon examination, considerable Crater Compound remained upon the surface of the cable.



Richard Barker, Chief Engineer S. S. *Arizonan*, examining winches after a hard trial of Crater Compound. Anyone interested in quality of Crater Compound, Pinnacle Mineral Cylinder Oil, and Neptune Engine Oil, write him.

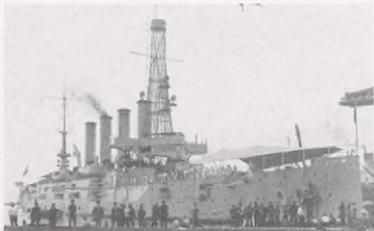


Chief Engineer of S. S. *Honolulan* and W. F. Parish, Manager of our Lubricating Division, happy over the results of Pinnacle Mineral Cylinder Oil and Neptune Engine Oil.



First Officer Maynard Young, S. S. *Arizonan*. For information on Crater Compound write him. He believes in it for all cables and "histers."

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United States S. S. *Maryland* at Honolulu



Jack Agraz, naval diver



The ill-fated submarine F-4



Agraz starts on 215 ft. dive



Looking for air bubbles from the F-4



Agraz coming up from 215 ft. dive

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THE FIELD MAN AS A CREDIT SCOUT

H. G. SYMMS

Credit and Delinquent Collections Division of Treasury Department.

The field representative can be of a great deal of assistance to the credit department in gathering useful information pertaining to the financial condition of the trade with which he comes in contact. Our Salesmen and Agents are daily calling on some of the people with whom we are doing business, and by close observation they should be able to "size them up," get a line on what they are doing, and ascertain if they are making any progress and if their bills are being taken care of promptly.

The field man, coming in contact with the trade daily, is better able to gather new information than the representative of the reporting agencies. Their traveler gets over his territory only about once every six months to revise their files, and consequently this information is not always up to date.

The hotel lobby at night is a good place to gather information, as the merchant who is behind with his obligations is usually discussed by those who are doing business with him.

Any information affecting a customer's credit should be communicated to headquarters at once. We are always on the alert to prevent losses, and when information of this kind is gathered by the credit department through the commercial agencies, or otherwise, it is always communicated promptly to the agent or salesman with proper instructions regarding future sales.

Henry K. Wicksteed is the quiet man who originated and executed the plan of boring through three and a half miles of solid rock to make the Mount Royal Tunnel back of Montreal, which has saved the city from its desperately cramped situation on a shelf between the mountain and the river and given a transcontinental railway access to the sea. Wicksteed is an ardent yachtsman. Some time ago, he and Captain Duggan sailed the Canadian challenger against an American yacht in the Seawanka Cup race at Alexandra Bay. In nautical phrase, they lost the cup but won a cap. As told in *Business*, this was the manner of it:

With the large number of accounts carried at some of our District Offices it is almost impossible to keep an accurate check upon each individual account, and for that reason the Credit Clerk in the District Office must rely upon the judgment and help that the men in the field can give him. If there is co-operation, the result will be gratifying. Of course we all realize that losses are bound to occur where goods are sold on credit; but with all departments working in harmony, the losses can be brought down to a minimum.

The employe working on a commission basis is just as much interested in collecting for the sales which he makes as the man on a salary, and more so, for he is paid on the basis of what he collects. Therefore, if working for the "Net Result," he knows that his efforts in selling goods will be for naught unless the Company is paid for them. Our commission men are keen to prevent a loss, because it is to them a personal matter and also their loss, if one of their customers "blows up."

We have made considerable progress in preventing losses during the past year; still, there is room for improvement. We are all working to the same end, and unity of action between the Sales and Credit departments is becoming closer all the time.

Let us all pull together for The Net Result.

Thousands of patriots lined up on the shores of Alexandra Bay to watch the yachts. Foot by foot the Canadian boat got the lead, due largely to superior sailing, and when the final buoy was rounded, it was seen that Canada would carry the coveted trophy home. The cheers of the Canadian contingent grew into wild enthusiasm as the yacht came in; but Wicksteed, paying no attention to the crowding congratulations, went quickly to the judges and made the simple announcement: "Our boom fouled the last buoy slightly, and we admit ourselves disqualified." There was a surprised silence. No one on earth except Wicksteed and Duggan had known of the technical accident, and they had hastened to turn it to the credit of their rival. This was true sportsmanship, and after a brief silence of amazement, cheer after cheer rang through the crowds for Wicksteed and Duggan. Canada had lost the Seawanka Cup, but never was there more glory in losing.

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Old York Road and Spencer Street Filling Station, Philadelphia

THE DEVELOPMENT OF THE GASOLINE FILLING STATIONS

C. R. McCARTHY

Superintendent Philadelphia District

After the proud possessors of the first horseless carriages found that they could start out on the smooth streets of their own city or town with excellent chances of making the round trip under their own power, they became more venturesome and soon were exposing themselves and flattered guests to the trials of a journey to towns as much as ten or twelve miles distant. Some of these parties by accident or design found themselves obliged to put off their return until the next day. Their new and expensive toy demanded housing for the night,—the logical place was the public livery. Before starting home in the morning some more or less expert assistance was required to adjust some part of the strange and complicated machine,—a hurry call for the bicycle repair man. Development was logical and rapid. The liveryman gave more of his space to the storage of transient cars; the repair man gave more time to the repair and adjustment of

automobiles. The liveryman began to purchase and store gasoline as well as oats, motor oils and motor greases as well as harness oil and axle grease; the repair man put in a modest line of supplies and accessories. Next came the representatives of the automobile manufacturer who had little difficulty in getting these men formally identified with the business as agents and dealers. While they had probably met with the average amount of success in their old lines, and are for the most part successful today, they had up to that time had little experience in the kind of merchandising required in the handling of automobiles, automobile accessories, and the general automobile supply business.

A product such as gasoline was entirely new to them, and the result was, especially after the establishment of the accessory store had brought increased competition, that there was absolutely no uniform policy covering the sale of gasoline. The

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ideas of the actual cost of handling were very vague, some of these dealers considering that they were making money if they sold gasoline at $\frac{1}{2}$ cent a gallon more than they paid for it, others feeling that they were not breaking even unless they received a gross profit of 4 or 5 cents a gallon; some of them, especially those who had well filled storage space, believed in charging as high a price as their customers would stand; some of the others used gasoline as a "leader" and sold it practically at cost. Therefore dealers within a few feet of each other were selling at widely different prices. Many of them advertised one particular brand of gasoline, while purchasing from two or three refiners and the gasoline in their storage tanks being often a mixture. A few of them went further than this, dumping into their gasoline tank not only different kinds of gasoline but also naphtha and in some cases kerosene. The purchaser had little assurance of getting one particular brand or grade of gasoline at all times even though he made it a point to purchase only from dealers advertising that brand or grade. Very few motorists, however, had much of an idea of the various grades of gasoline on the market, and motorists generally did not understand the different effects different gasolines would have on the operation of their cars.

To those marketing gasoline of poor or indifferent quality the situation was, of course, not serious; but to The Texas Company, with a decidedly superior product, it was a matter of concern. Its gasoline and motor oils had always been of a higher quality than the ordinary products offered to motorists, although (due to a prejudice that had been built up) few of the garages that we were supplying at that time cared to mention the fact that they were buying Texaco products.

The crux of the matter was that the refiner was not in touch with the ultimate consumer, but was dependent upon the whims, prejudices, and fears of the dealer. The Texas Company was, therefore, confronted with the choice of continuing to cater to the dealers with the hope of getting a final favorable recognition from the ultimate consumer in spite of substitution, misrepresentation, etc.,—or, by branching out along new lines, get in touch with the user and endeavor to secure a favorable verdict strictly on merit. Any plan con-

templating direct sales to consumer, of course, involved possible complication with the dealers and a risk of losing a considerable portion of the garage gallonage then held. Various propositions to meet this were brought forward, and it was finally decided to open up four or five retail stores to be operated by The Texas Company direct, selling to the public at a uniform price; to draw trade by newspaper advertising, circular letters, personal solicitation, sales of coupon books, etc., at the same time explaining to our garage accounts that this was in no way directed against them but was the opening gun of a well planned and vigorous campaign to establish definitely the high quality of Texaco products—with a view of building up a large steady gallonage the bulk of which would be marketed through them.

On putting this plan into execution it was found advisable, in order to secure representative locations at different effective points, not only to lease the four or five show rooms contemplated, but also to lease at a fixed monthly rental the gasoline rights of three or four garages—in some cases placing one of our own men in charge and in other cases having the garage proprietor act as our agent.

Our competitors noted these developments with undisguised interest, and did not hesitate to express their unfavorable opinions to the trade. Our largest competitors, in particular, were very definite in their views: they believed that, although the filling station idea might possibly work out successfully in other localities (the middle west, for instance), it was not feasible in Philadelphia. These opinions were undoubtedly supported by plausible arguments, but having full confidence in our original plan, we did not allow these comments and criticisms to discourage us or modify our plans.

We must admit that during this preliminary period we were confronted with some knotty questions and gained considerable experience; but the steadily increasing prestige of the Texaco brand made the solution of problems less difficult as time went on, and we shortly found that we were able to prosecute the second phase of our Filling Station Campaign—when many of our best garages in rapid succession decided that the advertisement and designation of their place of business as a Texaco Filling Station was a distinct asset.

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Our representatives then had comparatively little difficulty in convincing them that the most equitable and satisfactory way of handling our product, from the standpoint of The Texas Company, the dealers, and Texaco consumers, was under a filling station agreement based on a fixed commission per gallon of product sold.

It is interesting to note that our competitors who had formerly ridiculed our filling station idea soon ceased to criticize and began to consider a similar plan of action, with the result that within eighteen months of the opening of our first filling station our two largest competitors were spending thousands of dollars in the erection of filling stations and other thousands in equipping them with pumps, tanks, filling devices, and other conveniences.

The Coupon Book adopted with the opening of our Filling Station Campaign has proved to be of great value, not only as a means of securing many good customers, but also as a gauge on the feeling of the automobile public toward our products and our methods. These books contain detachable coupons of various values from one to fifty cents, good in payment for Texaco products at any of our advertised filling stations. The books that we are now using, containing coupons aggregating \$10.00 and \$20.00 respectively, we have found to be satisfactory for those using two or more cars, trucks, etc. A smaller \$5.00 book now in the hands of the printer will appeal to a large number of owners of single cars who do not care to contract for supplies so far in advance. We encourage steady patronage on a coupon book basis by allowing 5% cash discount on purchases of these books. This serves to secure exclusive purchase of our products and also keeps our accounts with distributors on a more satisfactory basis.

From a credit and collection standpoint, the sale of these books, together with the form of settlement under our filling station agreement, has been of material value. In fact, although the re-selling gasoline and motor oil trade has been generally regarded as a very poor commercial risk, our filling station accounts will at the present time compare favorably with the average mercantile account.

This plan has also been of benefit from the standpoint of delivery equipment efficiency. In many cases where we formerly made a number of comparatively small deliveries, we now make deliveries in full tank wagon loads. The result is greater service per unit of equipment, as well as decreased accounting work at bulk storage stations and at our District Office.

In making our decisions as to the Distributors with whom we desire to contract on a Filling Station basis, care is taken not only to secure connections of integrity and of good financial repute, but to give preference to those having a place of business so located as to best serve the motorists in one particular section or sections, with a view of developing business among subur-

ban owners. We have made certain of at least one station favorably located on each principal artery of incoming suburban traffic.

In order to bring the filling station before the consumer effectively, we have adopted certain distinctive and standardized signs; have as far as possible carried out the same idea in window displays, pumps, and other equipment,—all of this fitting in with Texaco advertising both general and local. The motorist therefore has no trouble in quickly determining which is a Texaco Filling Station and which is not.

The point of convenience must be ever in our mind. We endeavor to secure the precise location which will be most convenient for the motorist in maneuvering his car to and from our filling connections, etc. Arrangements are made to eliminate as far as possible annoyance due to traffic regulations or due to the character of traffic on the streets. With the same end—convenience—in view, our attendants are trained in the essentials of prompt and courteous service. They are at the same time taught to turn the attention of the patron to our full line of motor products, some of which he may not as yet have adopted, doing this in a tactful way that will impress the motorist as being done not primarily to increase our sales, but rather to give him the benefit of the best that we have been able to produce.

In the further development of this idea, we will have these stations on the main thoroughfares stand out as prominently to the motorist's eye as Texaco Quality stands out in his mind, and the Texaco Filling Station will mean to the motorist not only a place where gasoline is sold, but a place where he can be assured of getting the uniform gasoline that he has found to be of the highest quality, lubricants of a recognized merit, and courteous and efficient service.

"How long did it take you to learn to run a motor car?"

"Oh, three or four."

"Weeks?"

"No; motor cars."—*Boston Transcript.*

A party of tourists were going through a small town having the time of their lives, laughing and joking. One of them thought she would have some fun, and called to a little girl standing near, "Are there any shows in town?" To which the little girl answered, "Only the one you people are making."—*St. Louis Lumberman.*

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Boulevard Filling Station, Hartford, Conn.

FILLING STATIONS

A. S. KENNEDY

Agent, Providence, R. I. Station

The filling station business in New England, with the exception of one or two cities, is in its infancy. I believe, however, that eventually 65 per cent of the gasoline sold to automobile owners will be sold in this manner.

My reasons for believing this are, that the service in the average garage is poor, and that in many cases the price is higher. A filling station, in the proper sense, can and does give quicker and better service. The average person to-day, especially the motorist, desires and appreciates quick service. Filling stations properly located and equipped can give so much better service, that the garages will not be able to compete with them.

In speaking of filling stations, I do not mean merely a sidewalk pump, or a pump just inside the property line with a hose across the sidewalk; these have the same relation to a filling station as a peanut stand to a delicatessen store.

My idea of a Filling Station is a place

located near the most traffic,—not near enough to be in a congested district,—where a car or truck can drive in off the street and secure gasoline, oils, grease, water, and air quickly and easily, together with courteous treatment and a good quality of gasoline and oil at a reasonable price.

The most important feature of a Filling Station in my estimation is the driveway, which of course includes the exit and entrance. These should be as near on a level with the street as is allowed, making the entrance and exit as smooth as possible. The driveway at the pump should be absolutely level to avoid accidents, such as car starting down a grade while being filled with no occupants in it. The driveway should also be wide enough to allow two cars to pass easily, and so arranged as to allow a car to enter or leave without having to back or make any sharp turns.

There is so much competition in the gasoline business, so many places where the motorist can have his car filled, that a

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Texaco Filling Station, Kent Avenue, Pittsfield, Mass.

successful Filling Station business must build up on the following:

Location

Service,—which of course means prompt filling of cars, together with courteous treatment

Quality and price of products

I consider *Service* as the most important feature, and have seen many cases where a customer was secured simply by advising him that his radiator was hot and filling it with water for him, or tightening a grease cup, or other such slight services.

In order to emphasize the importance of

Location and Service, I submit some comparative figures which I had compiled in February and March, 1915, concerning two filling stations in Hartford, Conn., one of which was operated by The Texas Company and the other by a competitor. By referring to the photograph of our Boulevard Filling Station, note that the driveway entrance and exit are almost level and that the entrance is from a level street. The other station is located in such a way that a heavy car coming down a hill, if the



Coombs Filling Station, Hartford, Conn.



Texaco Filling Station, Meriden, Conn.

TEXACO STAR

EFFICIENCY

P. C. SCULLIN

Chairman Refining Dept. Efficiency Committee

HOW I REDUCED THE TIME REQUIRED TO TYPEWRITE A REPORT

Contributed by J. H. Gleckler, Refining Department, Houston Offices



Old Cove Filling Station, Providence, R. I.



Elmwood Filling Station, Providence, R. I.

street is wet, would have to be very careful not to skid when turning into the entrance; also the entrance was abrupt, and the driveway narrow.

Now note the figures showing the number of cars passing the two points, which are located about the same distance from the center of traffic but on opposite sides of the city. From Feb. 10th to 16th inclusive, from 7 a. m. to 7 p. m., 4,093 cars passed our Boulevard Station; from March 24th to 30th inclusive, from 7 a. m. to 7 p. m., 19,042 cars passed the other station. Yet, even with this wide difference in the number of cars passing (at that time), the other station did not fill as much gasoline as did our station.

"What are you running for, sonny?"

"I'm trying to keep two fellows from fightin'."

"Who are the fellows?"

"Bill Perkins and me."

Lady—"Why are you all so worried?"

Captain—"Madam, we have broken our rudder."

Lady—"Is that all? Well, the rudder is under water; and won't show. Let's go on."—*Toledo Blade.*

The report referred to consists of 24 sheets of $8\frac{1}{2} \times 14$ " paper and I had been writing it in from $6\frac{1}{2}$ to 7 hours, which seemed to be about as quickly as it could be done. I reduced this time to four hours by analyzing the work, i. e. determining the average length of time required to write one sheet. I found, by keeping a record for one hour, that one sheet required from 8 to 10 minutes of constant writing. Now, if one sheet required about 10 minutes I decided there should be no reason why I could not write 6 sheets in 1 hour and 24 sheets in 4 hours, instead of $6\frac{1}{2}$ hours; so I set four hours as my standard time to complete the work and made my schedule so as to begin on a new sheet every ten minutes. I followed the schedule and succeeded in getting the work done in four hours, and have done this every month since, when writing this report.

To follow the schedule, which calls for a new sheet to be started every ten minutes, it is necessary to eliminate all waste of time that might occur between the time of finishing one sheet and beginning the next, and I am sure that here is where the greatest waste of time had occurred, as I do not think that I operate the typewriter any faster than I did before.

The main point in this is the value of (1) analyzing a task so as to find the shortest possible time in which *each part* of it can be done, and taking the total time necessary for all parts as the standard time to complete the entire task; (2) preparing and following your schedule so that each part is begun at the proper time, thus saving the minutes that are so very likely to be wasted before each part is begun.

It is hard to believe that much can be accomplished in the few minutes between pages, but when they are all added together they may amount to an appreciable part of a man's working time.

I have used this plan on a number of tasks that I considered were taking too long, and find that it tends very materially to increase Personal Efficiency.

SAFETY AND SANITATION

ST. C. B. BYRNE

Chairman Central Committee of Safety

ANNUAL MEETING AND BANQUET OF THE
AMERICAN MUSEUM OF SAFETY, NEW
YORK CITY, FEB. 3, 1916

Report to President E. C. Lufkin by a Committee consisting
of Messrs. John C. Ostrup, L. R. Holmes, C. C.
Hawkins, L. H. Canfield

Your committee, appointed for the purpose of attending the Annual Meeting and Banquet of the American Museum of Safety and of making a report thereon for the benefit of the employees of The Texas Company, wishes to report as follows:

The meeting and banquet was attended by a liberal percentage of women, and the Hon. Geo. B. Cortelyou, who presided, paid an eloquent tribute in his opening address to the part which they had played in furthering the work of the Museum of Safety. Mr. Cortelyou called attention to the measures that were being taken by the intelligent employer for the protection of employees, the employer looking upon these measures not only as a duty but also as the right of the employe. He also referred to the Anthony N. Brady Memorial Medal, awarded to that American Electric Railway Company which for the year of the award has done most to conserve the safety and health of the public and of its employes; and to the Edward H. Harriman Memorial Medal, awarded to that American Railroad which has been the most successful in protecting the lives and health of its employes and of the public. He called attention to the fact that Mr. Brady had been conspicuous in promoting the education of his employes, in profit sharing, and in home building, and that he had eagerly supported all rational plans for the betterment of his employes. Mr. Harriman, he said, had planned for permanency and for progress among his employes, the result being a better feeling among his workers.

Mr. Arthur Williams, President of the American Museum of Safety, made a report in which he called attention to the development of the Museum during its nine years of existence, and to the establishment of museums in various other cities. He emphasized the change in public sentiment toward the safety movement, from a feeling of tolerance at first to the point where the movement is now endorsed by a favorable public opinion and where few large commercial or industrial occupations do not take some measures for the promotion of safety and the reduction of infectious diseases. He called attention to the unbelievable reduction in deaths, accidents, and industrial diseases, and to the compensation laws for the benefit of workers which have been enacted in thirty-one states. He stated that 90% of accidents were due to carelessness of the person injured, the other 10% being due to exposed machinery or other causes. The most dangerous industries can be safe, and the result is better and faster work by the laborers and a more kindly feeling existing between employer and employe. Calling attention to the medals to be awarded, Mr. Williams said that last year there were seventeen railroads upon which there was no loss of life of passengers and six others with no loss of life of employes. He also called attention to the movement to reduce the number of injuries and deaths on high-ways.

Dr. Wm. H. Tolman, Director of the American

Museum of Safety, referred to the traffic signals in use in New York City, as a means of promoting safety on crossings when traffic is heavy. According to Dr. Tolman, preparedness in this country should begin in our industries by keeping the men whole and sound and by eliminating the army of cripples.

The next speaker was the Hon. Henry Wilson Hodge, of the Public Service Commission of New York.

Mr. Hodge was followed by Mr. Wm. Armstrong Fairburn, President of the Diamond Match Company, who delivered a very eloquent and carefully prepared speech on "The Good-fellowship Idea in Modern Business." Mr. Fairburn first called attention to the three motives behind welfare work in modern industry, first, the fact that better conditions are conducive to greater profits through greater efficiency; second, a spirit of philanthropy with effective advertising as the ultimate purpose; third, a true interest in the health, morality, and happiness of the workers. He laid great stress upon the fact that workers are human and should not be handled as machines or automatons, but that their reason should be appealed to. Machines depreciate with use, but the value of the worker appreciates with intelligent treatment on the part of the employer. Welfare work is simply a stepping stone to what Mr. Fairburn called Good-fellowship in Business. Mr. Fairburn read a creed which he called the Creed of the Good-fellowship Worker: "I believe in myself, my work, and my fellows. I believe in my Company. . . . The better service I render the Company the greater my growth." He laid great stress upon reciprocity between employer and employe, confidence of one in the other. He explained that this did not approach equality nor presuppose freedom from restraint and restriction on the part of the employe, but simply meant an opportunity for development and necessitated the placing of men in work for which they are fitted. Good-fellowship does not lessen discipline, but demands obedience, respect, and whole-hearted cooperation. Scientific management is splendid when scientific, but fails when it ignores the human element. Mr. Fairburn apologized for his idealism but insisted that it was, after all, intensely practical. He explained that welfare work should be backed by the utmost sincerity and should not partake of patronage. The speaker characterized the welfare movement as the most efficient in industry today.

Mr. Fairburn's speech was followed by a motion picture film showing the complete process in the Diamond Match Company's factory.

Mr. Elmer A. Sperry, President of the Gyroscope Company, gave an illustrated address on the Gyroscope compass and stabilizer, including the stabilizer for use in ships, aeroplanes, telescopes, etc. Mr. Sperry explained that while some of his devices were intended for the safety of the aviator or battleship, in the present war times they were far from safe for the other fellow.

These speeches were followed by the presentation of the medals.

★ ★
Early in the history of the American Museum of Safety it was decided that some encouragement ought to be offered to individuals and corporations to invent and install safety devices, to establish sanitary conditions, and to look after the welfare of

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employees. The *Scientific American* was the first to offer a medal. This medal has now been awarded seven times, as follows:

For 1908: to the Rich Marine Fire Extinguisher Company, for a system for indicating and extinguishing fire at sea.

For 1909: to the Patent Scaffolding Company, for masons' suspended platforms.

For 1910: to The Norton Company, for a device for the prevention of accidents with grinding wheels.

For 1911: No exhibit was deemed worthy of a medal.

For 1912: to the Draeger Oxygen Equipment

Company, for its Pulmotor for saving life in cases of gas poisoning, electric shock, drowning, etc.

For 1913: to the Wellin Marine Equipment Company, for several safety devices, including the Wellin davit and the Lundin life-boat.

For 1914: to the Shurloc Elevator Safety Company and Glenn S. Williamson, the designer of a device for an elevator mechanism making it impossible to open the door from within or from without until the car is within four inches of the landing, or to start the car from a landing until the gate is closed.

For 1915: to Elmer A. Sperry and the Sperry Gyroscope Company, for a gyroscope mechanism for safety in marine and aerial navigation.

BY THE WAY

THE CALL OF THE GOLF BUG

Poker players, Pool players,
Billiard Players, all,
Come listen to my story
Of how I heard "the call."

I've been down in Houston, Texas,
Where they do things big and bold—
Found "Southern hospitality"
Much more than I could hold.

They wined me and they dined me—
But that was not the part
That brought the keenest pleasure,
Warmed and won my heart.

They took me to a golf course,
Put a golf stick in my hand,
And led me to a hill top
Where I "viewed the Promised Land."

Now, with your kind permission
I will introduce to you
Some gentlemen I met there—
Golf players good and true:

Mr. Noble

My patron saint and guardian,
Whose *nobility* of soul
Shone forth in kind encouragement
When e'er I missed a hole.

Mr. Green

A par-excellent golfer
Who much belied his name—
If *green* at any thing at all
'Tis surely not this game.

Mr. Dodge

Who never dodged a golf course.
His playing is sensational.
Green says he oftentimes wins his game
A *la* conversational.

Mr. Holmes

Under *refining* influences
'Tis easy to be seen
He gets the power for his drives
From "Texas" gasoline.

This kind and courteous quartet
Made up the "Noble" team
Which initiated me into
This sport of which I dream.

Why, I'd rather be a golfer
Playing always "in the rough,"
Than to win a million dollars
Playing pingpong indoor stuff.

So, when our days are over
And we join Jehovah's Band,
I hope to meet these four friends there
With a golf stick in my hand.

Though heaven be a perfect place,
E'en then we'll all declare,
They'll need at least a nine hole course
To keep us "Golf-Bugs" there.

—R. A. F.

★ ★

Asked to describe his sister's new baby, the bachelor replied:

"Um! Very small features, clean-shaven, red-faced, and a very hard drinker."

★ ★

Mr. F. O. Colby, in the Houston Offices of the Railway Traffic Department, promises a series of these—

APHORISMS OF THE TEXACROW

I DON'T BELIEVE IN KICKIN
IT AINT APT TO BRING ONE PEACE
BUT TH WHEEL WHAT SQUEAKS
TH LOUDEST
IS TH ONE WHAT GITS TH GREASE



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 twenty-fifth day of each month, reports of new appointments, transfers, removals, resignations, promotions, and other items of departmental news of general interest. Suggestions and information for this purpose should be sent to them before the twentieth day of the month. All are invited to co-operate.

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|---------------------------|-------------------------------|
| Pipe Line Dept. | A. M. Donoghue, Houston. |
| Natural Gas Dept. | D. P. Harrington, Fort Worth. |
| Fuel Oil Dept. | E. B. Joyner, Houston. |
| Refining Dept. | C. K. Longaker, Houston. |
| Marine Dept. | E. C. Macmillan, Port Arthur. |
| Legal Dept. | A. R. Weber, New York. |
| Treasury Dept. | J. S. Ballard, Houston. |
| Comptrollers' Dept. | Lee Dawson, Houston. |
| Sales Dept., S. Territory | B. E. Emerson, Houston. |
| Sales Dept., N. Territory | P. A. Masterson, New York. |
| Export Dept. | S. Slattery, New York. |
| Purchasing Dept. | J. B. Nielsen, New York. |
| Railway Traffic Dept. | J. E. Byrne, Chicago. |
| Producers | J. W. Painter, Houston. |
| | P. C. Harvey, Houston. |

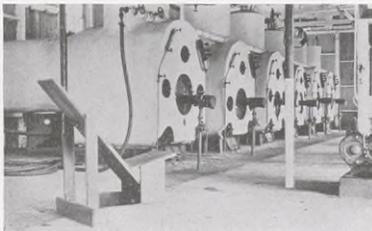
Ben Davis, Chief Clerk to PIPE LINE DEPT. Gen'l Sup't J. L. Dowling, is temporarily engaged as Commissary for the Repair Gang between Logansport and Port Arthur. Ben expects to pick up about 25 pounds in weight and gain some valuable experience.

J. N. Wilson, Chief Clerk to Supt. G. H. Speary at Beaumont, has been on the sick list for a fortnight, but is now able to attend to his duties.

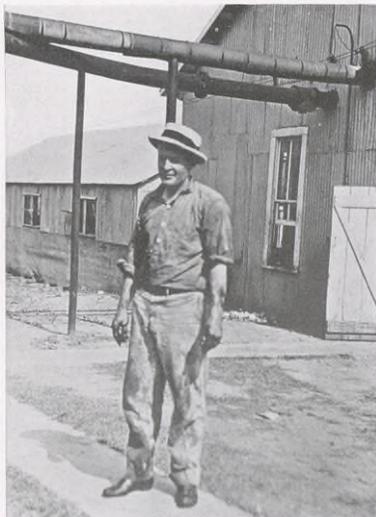
J. H. Borchers, Telegraph and Telephone Foreman, has been transferred from Shreveport to Gates, Texas.

E. A. Wilson, formerly Telegraph and Telephone Foreman at Tulsa, has been transferred to Wichita Falls.

T. W. Mason, formerly Oil Dispatcher and Chief Telegraph Operator at Tulsa, has been assigned to duties in the Headlton, Okla. field, looking after construction and other matters.



Interior of Boiler House, Pipe Line Pump Station, Caddo, La. (A splendid panorama view of this Station was given in our Jan. 1916 issue.)



G. E. Johnson, original engineer at Caddo Pump Station

G. N. Hobbs, Stenographer, has been transferred from the General Offices to the Pipe Line Department, succeeding J. C. Mitchell who has resigned.

L. J. LaRue, Chief Clerk to Sup't J. R. Mayer, was married on March 1 to Miss Jennie Morgan. Mr. LaRue and bride left for a honeymoon trip through North Texas.

FUEL OIL DEPT. J. J. Flynn has joined the Railway Division force as representative in Southwestern Territory.

S. J. Jones, after several years' service in this Department, has left us to take a position with the Commercial Trading Co., Tulsa, Okla. He is succeeded by O. B. Walker from the Pipe Line Department at Shreveport.

REFINING DEPT. Effective February 25, 1916: F. T. Manley, headquarters Port Arthur, Texas, will succeed F. C. Smith as General Superintendent Port Arthur Works, Mr. Smith having resigned to accept a position with other interests.

Mr. F. C. Smith joined The Texas Company as Superintendent of Port Neches Works in January 1907. He was transfer-

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red to the superintendency of the Port Arthur Works in February 1910. Mr. Smith's departure is much regretted, but the good wishes of a host of friends in all Departments of The Texas Company, springing from long association and high esteem, will ever follow him.

On Feb. 9 a banquet was tendered General Superintendent Smith, on his sixth anniversary as head of the Port Arthur Works. The banquet was attended by about fifty persons, composed mostly of the local staff. Representatives from Port Neches and Houston were in attendance. D. J. Moran acted as toast master. The toasts were responded to in a very able manner, particularly the subject assigned to John Collins whose able talk disclosed the fact that he can make as good a talk as he can make acid. Mr. Smith was presented with a complete travelling outfit, consisting of trunk, suit case, and hand bag. Music for the occasion was furnished by Von Benken's orchestra.

L. R. Blake has been transferred from Port Arthur Works to the Houston Engineering Offices.

Geo. B. Murray has entered the service in the Houston Offices.

David L. Lindsey of the Houston office force has been advised by the Bar Association that he passed a creditable bar examination, having received an average of 93½%, being the second highest average at the examination. We congratulate Mr. Lindsey on his success.

F. L. Hanks, Dep't Agent of the Marine Department, was a welcome visitor to the Houston Offices. Mr. Hanks will spend some time at Port Arthur acquainting himself with shipping conditions at that point.

C. H. Lange, of the Engineering force, has been transferred to Morgan City to assist on construction work.

W. M. Dowling, former agent at Casper, Wyo. has been transferred to the Bayonne Terminal. Before leaving Casper Mr. Dowling checked over to the extent of a bride. We offer congratulations.

We regret to announce the death of E. M. Burlingham, which occurred at Dallas, Texas, Feb. 27. Mr. Burlingham was at one time in the employ of this Department.

The Base Ball season at Port Arthur was officially ushered in Feb. 24. Manager Pollett is busy rounding his team into

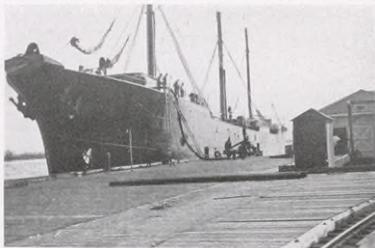
shape and expects to have a winning team. Most of the 1915 players have signed up, and with the new material Manager Pollett should make a record this year.

T. E. Simpson has been transferred from Port Arthur Works to be Foreman of the Bayonne Compounding Plant.

Oliver F. Fuchs has been transferred from Port Arthur Works to Port Neches Works as Construction Engineer.



Barge *Vera Cruz*—at Port Neches for the first time, with cargo of crude oil from Mexico



Barge *Tampico*—at Port Neches for the first time, with cargo of crude oil from Mexico



"Toots," son of J. N. Barineau, in charge of Storehouse at Port Neches. "He is three years old, and the idol of the place."

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At Port Arthur Terminal construction has begun on a three-story reinforced concrete Package Warehouse which will occupy the water front at the extreme head of the Turning Basin. This warehouse will give the Company a continuous line of warehouses from the head of the Turning Basin to a point opposite the Coal Docks.

Born to Mr. and Mrs. H. M. Herron, Feb. 3, a fine 8-pound girl. There is rejoicing in the Herron home by reason of this completing a pair.

William Kelly, of Rome, N. Y., has entered the service in the Timekeeping department of Port Arthur Terminal.

G. W. Erwin, former Sup't Galveston Terminal, has been transferred to Amesville Terminal.

J. W. Riseden, formerly Sup't at Amesville, has been appointed Sup't of Charles-ton Terminal, relieving W. G. Mayo.

A. B. Cox, Chief Clerk Northern Terminals, was a welcomed visitor at Norfolk Terminal early in February.

Ass't Sup't T. F. Mercer is spending a few weeks at Port Neches. W. S. S. Rogers, Jr. will look after Mr. Mercer's duties while he is away.

W. D. Brown, Stenographer, has resigned.

L. H. Newberry has been assigned to stenographer's duties.

C. H. Merrick has been employed at Norfolk Terminal, and will have charge of Stock Books.

Cris Pederson, Yard Foreman of Bayonne Terminal, was transferred to the Long Island Station as Ass't Agent. The "boys" of the Terminal presented him with a gold watch. A presentation speech was delivered by Michael J. Doyle, foreman of the Barrel House. We know that Cris will make good and wish him the best of luck.

Thomas Curran has been transferred to Norfolk Terminal.

James M. Humphrey has been transferred from Delaware River to Bayonne Terminal, to be Shipping Clerk.

Thomas Mooney, Checker at Bayonne Terminal, is the proud father of a 10-pound boy born Feb. 22.

We regret to report the death of William Edward, the 17-months-old son of Mr. and Mrs. Fay L. Muckey; also the death of Elizabeth Irene, 6-months-old daughter of Mr. and Mrs. Arthur Bender. Bayonne

Terminal employes extend their sympathy to the parents.

At the regular meeting of the Bayonne Texaco Club officers were elected for one year:

Fred Brown	President
Mathew Fitzimmons	Vice President
Jos. F. Conner	Rec. Secretary (Reelected)
Earl J. Martiny	Fin. Secretary
Geo. Carr	Treasurer (Reelected)
Thos. Allen	Sergeant-at-Arms
Jack Robinson	Ass't Sergeant-at-Arms

Directors were elected for one year:

A. E. Sanford, Chairman	
T. J. Mullin	K. G. Mackenzie
S. Hallager	E. Hagemeister

The Club held its Annual Ball Feb. 25, and it was a financial success.

The first annual Bowling Contest between Bayonne Terminal and Bayonne Laboratory employes was held at the Bayonne Republican Club Thursday evening, Feb. 24.

1st Game: Terminal	766	Laboratory	729
2nd Game: "	707	"	773
3rd Game: "	746	"	747

Totals	2219	2249
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The highest scores were made for the Terminal by A. E. Ford averaging in the three games 165½, and W. Darrell 161½. 3rd and 4th honors went to the Laboratory, John Schulze averaging 157½, and A. Scullin 153.

Water shipments by The Texas Company from Port Arthur, Texas, month of February 1916:

DATE	VESSEL	BARRELS Refined.	DESTINATION
3rd	S.S. Alabama	29,758	Delaware River
4th	S.S. Illinois	56,873	Bayonne, N. J.
4th	S.V. Sydnaes	22,252	South Africa
6th	S.S. Tecumseh	66,280	Dartm'th, Eng.
7th	S.S. Winnebago	45,103	Dartm'th, Eng.
9th	Brg. Pittsburgh	7,297	Sabine, Texas
10th	S.S. Prometeo	38,965	Messina, Italy
10th	S.S. Florida	10,997	Bayonne, N. J.
11th	Brg. Dallas	16,943	Norfolk, Va.
12th	S.S. Louisiana	32,368	Providence, R. I.
12th	Brg. Magnolia	6,773	Charleston, S. C.
12th	S.S. Volute	37,021	Dartm'th, Eng.
12th	S.S. Tancred	30,595	China
13th	Brg. Tulsa	7,745	Amesville, La.
14th	Brg. Sixty-three	4,593	Berwick, La.
14th	Brg. Sixty-One	4,662	Berwick, La.
17th	Brg. Pittsburgh	7,094	Sabine, Texas
18th	S.S. Agamemnon	18,785	Brazil, S. A.
19th	Brg. Pittsburgh	7,281	Sabine, Texas
19th	S.S. City of Everett	2,305	Bayonne, N. J.
20th	S.S. Georgia	55,202	Providence, R. I.
21st	S.S. Chr. Knudsen	37,593	Taranto, Italy
22nd	S.S. Alabama	28,463	Delaware River
22nd	S.S. Illinois	56,638	Bayonne, N. J.
25th	Brg. Pittsburgh	7,402	Sabine, Texas
25th	Brg. Tulsa	7,418	Mobile, Ala.
27th	Brg. Pittsburgh	7,438	Sabine, Texas
27th	S.S. Rosahnd	60,152	Dartm'th, Eng.
28th	S.V. Gen. de Boisdeffre	18,663	Australia
28th	S.S. Mariana	4,226	Porto Rico
	Miscellaneous	2,425	
		739,310	

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	Crude.	
4th S.S. Illinois	12	Bayonne, N. J.
19th S.S. City of Everett	28,318	Bayonne, N. J.
	28,330	

Total: 767,640 bbls.

E. C. MacMillan, brother scribe from Port Arthur, was a welcome visitor at the New York Offices of the Marine Department.

R. S. Trotti is now employed in the offices of Manager W. A. Thompson, Jr.

Louis F. Dixon has been engaged as a stenographer in our New York Offices.

Transfers and promotions:

The new S. S. *Texas* is commanded by Captain E. Jonassen, formerly on S. S. *Illinois*; Chief Engineer E. F. LaPrise, formerly of the *Illinois*.

Captain H. Iversen and Chief Engineer Geo. W. Osenburg have been transferred from the *Illinois* from the *Louisiana*.

Captain J. A. Pattson commands S. S. *Georgia* (ex *Texas*); Chief Engineer, Fred Gober.

Captain Pattson is the senior steamship master in our employ, and in recognition of his long, faithful, and efficient service he was appointed to the command of the new S. S. *Texas*, the management sending with his appointment a letter authorizing him to go in the new *Texas*, or remain in the good ship *Georgia* (ex *Texas*) which he has commanded ever since she first slipped into the water. Captain Pattson's preference was promptly communicated to the management by wire; he preferred to stay in his own ship; so that is where he is, and that is why he is there.

Captain K. A. Jensen will command S. S. *Louisiana*, transferred from the *Alabama*; Chief Engineer, A. Klippberg, formerly on the *Northwestern*.

Captain A. Anderson and Chief Engineer Lewis H. Higgins have been transferred from S. S. *Florida* to S. S. *Alabama*.

Captain N. Mathiesen, formerly on S. S. *South American*, will command S. S. *Northwestern*. N. Pelmas, first assistant engineer on the *Georgia*, has been promoted to Chief Engineer on the *Northwestern*.

Captain A. C. Chaney, first officer of S. S. *Florida*, has been promoted to the command of that ship. F. Lobel is Chief Engineer, formerly on Tug *South American*.

Captain E. O. Larssen, who, with Captain N. Mathiesen, just returned from a trip to Norway, will command the S. S. *New York* when that ship goes into commission. Henry Larsen, formerly on the *Illinois*, will be chief engineer of the *New York*.

Captain Jacob Hansen, formerly on Tug *North American*, will command Tug *Pan-American*.

Captain G. N. Francisco has been appointed master of steam lighter *Nina C*.

Charles Eisliener has been appointed captain of Barge *Scott*.

TRIAL TRIP OF S. S. TEXAS

The accompanying photographs of S. S. *Texas* were taken during the trial trip of



S. S. *Texas* on her trial trip

the new ship, Feb. 8 and 9. The ship left the builders' yard 11:50 a. m. Feb. 8, and reached Race Point at 4:10 p. m., engine turning 74 and 75 revolutions per minute. Three runs were made over the measured mile course off Provincetown at a speed of 11.47 knots per hour, at 10' 6" draft, engine turning 71 r. p. m. The *Texas* was anchored for the night in Provincetown Harbor, and during the night was ballasted to the trial displacement. On Feb. 9, ballasted with 9,200 tons of water and drawing 25' 7", nine runs were made over the measured course, and a speed of 11.62 knots per hour was attained, with a top speed of 11.8 knots on the straightaway course. This is 8-10 of a knot in excess of the required contract speed. During the trials the working of main engines and all auxiliaries was tested and found satisfactory. On the 19th the *Texas* was delivered to and accepted by The Texas Company. She then sailed for New York for oil fuel, arriving there Feb. 21, and left the same day for Port Arthur, Texas, where she will load her first cargo.



S. S. *Texas* on her trial trip

TEXACO STAR

LAUNCHING OF S. S. *NEW YORK*

Our S. S. *New York* was launched Feb. 16 at the Fore River Shipbuilding Corporation's yard, Quincy, Mass. The *New York*



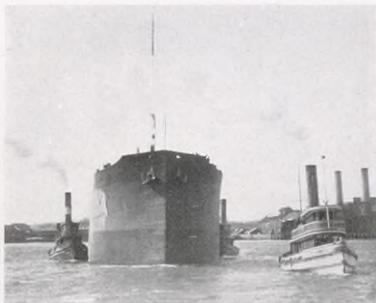
Miss Elizabeth Thayer Geizendanner, Sponsor for S. S. *New York*

was christened by Miss Elizabeth Thayer Geizendanner, daughter of Mr. and Mrs. Charles J. Geizendanner, of Houston, Texas, and niece of Mr. and Mrs. W. A. Thompson, Jr.

Beside the sponsor, the launching party included Mr. and Mrs. W. A. Thompson, Jr., Mrs. May H. Cooper, Mr. and Mrs. W. B. Knight, Mr. and Mrs. Frank B. Hall, Mr. and Mrs. Geo. B. Drake, Mr. and Mrs. J. P. Cook, Mr. and Mrs. John N. Moore, Mrs. K. A. Jensen, Messrs. L. R. Holmes, Charles Jackson, David Brown, J. P. Roney, Geo. H. Reinhardt, and E. H. Oakley, and officials of the shipyard.

The *New York* left the ways at 9 a. m. As was the case with her sister ship, the *Texas*, the new craft made record time down the ways in taking her first dip. After the launching, an enjoyable luncheon was provided by the shipyard company at the Copley-Plaza Hotel.

The *New York* is a duplicate in every way of the new *Texas*, which was completely described in the January issue of the *Texaco Star*.



The *New York* on her way to the dock immediately after the launching

Houston District.—C. P. Dodge, Jr., Agent at Beaumont, has been transferred to Houston as City Salesman. We are glad to see him back in Houston.

L. T. Bass, traveling salesman out of Houston, has been assigned as City Salesman in Houston to work with C. P. Dodge, Jr. Watch Houston Station grow.

A. A. Hinson has been added to our selling force, taking territory formerly covered by Salesman Bass.



Beatrice Lee LaTouche (18 mos.), daughter of A. P. LaTouche, Voucher Clerk, Houston District Office

TEXACO STAR



How we sell goods in the Lower Rio Grande Valley
Ready for business, collections, and iron barrels chasing—Auditor E. A. Sluder and Salesman B. L. Kowalski, both duly appointed deputy sheriffs of Cameron County.

E. M. Allison, Sales Clerk District Office has been transferred to San Antonio Station. We wish him all good luck.

J. A. Damon has entered the service as Sales Clerk, taking position formerly held by Mr. Allison.

D. T. Monroe is still leading in Houston District in securing future orders for Lubricating Oils and Liquid Wax Dressing, although J. K. Sullivan is a close second on Liquid Wax and we cannot lose sight of Mr. Arnett, and Mr. McCamly.

On Feb. 9, H. W. Dodge and Miss Katherine Dunn were married and departed for a trip to Cuba. Mr. Dodge is Agent at Houston Station, and our District extends to Mr. and Mrs. Dodge hearty congratulations.

Dallas District.—H. C. Livingston, tank wagon driver at Marshall, was married Feb. 1, 1916 to Miss Bertha Craver of Marshall, Texas.

Birmingham District.—Agent Schwend, Montgomery Station, recently submitted the following report on a XXX account:

Drove 30 miles, walked $3\frac{1}{2}$, built two bridges, killed a dog, and missed supper to get this account, but I collected it.

Lub. Ass't Taylor recently spent a week at Wilkesbarre, Pa. and vicinity visiting wire rope factories, and since his return has been disseminating valuable information on wire rope lubrication.

Supt J. C. McCullough of the Equipment and Construction Division is vigor-

ously pushing the erection of the new Birmingham Station at the newly acquired location, Avenue E and 34th Street.

J. F. Ryan, clever Representative of the Fuel Oil Dep't, paid us a visit and, as usual, elicited from us all uproarious laughter during his stay.

Atlanta District.—J. J. Nightingale, stenographer to Lub. Ass't Reynolds, has returned to his home in Brooklyn, N. Y.,



Filling Station, Live Oak, Fla.

"One of the noblest filling stations on the Dixie Highway, which runs from Chicago to Miami, Fla. Agent C. E. Jones planned this little station himself; it is operated by the Live Oak Supply Company and uses Texaco products exclusively."

TEXACO STAR

on account of the ill health of his mother. He will continue with the Company in the New York Offices. He has made many friends here, all of whom sympathize with him for his mother's sickness and wish him well in his new field.

File Clerk M. S. Hamilton has been transferred to Lubricating Division as stenographer to Lub. Ass't Reynolds. L. K. Baer succeeds as file clerk.

Charles M. Boling has been employed as Iron Barrel Clerk, succeeding Otto Keener promoted to Extension Clerk on resignation of W. M. Poole.

T. L. Robertson led on collection percentage efficiency during January, with salesman Gallagher second. Salesman Vick led on greatest total number of collections and number of B's collected, tying with salesman Craig on number of XXX accounts collected. Salesman Taylor was second on total number of collections and number of B and XXX collections.



Mrs. Lucy May S. Landrum, Secretary and Treasurer of the Holder Coal & Lumber Co., Rome, Ga. Mr. E. E. Holder, President of the Company, is our agent at Rome, and practically all the work connected with our business is handled by the Secretary and Treasurer.

Salesman Vick made highest percentage on sales of lubricating oils and greases, with Salesman Bennett second.

Agent Hammond, Macon, Ga., gave all employes at his Station, including Salesman Craig, a banquet on Dec. 28, the idea being to cement the Texaco spirit and induce greater loyalty and co-operation on the part of all. Incidentally the subject of specialty sales by tank wagon drivers was discussed in the after dinner talk, and, luckily for agent Hammond, Lub. Ass't Reynolds dropped into Macon that afternoon (Uncle Bill seems to scent these banquet occasions, whether from a sense of hunger or a desire to spread lubricating information is a matter of inference) and gave the boys a talk. Results for January indicate that either the banquet or the talk had the desired effect. Agent Hammond has the right idea. Keep the boys feeling that they are all members of the same family—the great Texaco family, if you want to keep them hustling.

Boston District.—R. W. SALES DEPT. Cunningham, Special Rep-
N. TERRITORY N. TERRITORY representative in the Metro-
politan District, has resigned and A. F. Noble, representative in Connecticut and Western Massachusetts, has been appointed in his place.

F. F. Hale, of Motor Oil Campaign, has been appointed Representative in Connecticut and Westerly, R. I.

C. A. Flexon is Agent at Hyannis, Mass., and N. E. Boudreau, formerly clerk at Attleboro Station, Agent at Burlington, Vt.

On January 22 the regular bi-monthly meeting of Buchner Chapter Crater Compound Club, convened at the United States Hotel, Boston. We were honored with the presence of C. H. Parker, J. T. Groves, and W. B. Troy.

With pleasure we announce new members:

A. E. Whitehill	G. L. Sawyer
R. W. Cunningham	H. C. Hall
J. W. Riley	Morrell McKenzie



Texaco Filling Station, New Britain, Conn.

TEXACO STAR



Warren, R. I. Station. Agent G. E. Clark is holding the horses; standing by him is his son, who is an expert horseman and holds several records for high jumping.

J. E. Ryan Jos. H. Miller
 A. D. Murray D. A. Marshall
 Officers of 1915 were re-elected for another year:
 C. E. VanBibber, Pres. L. M. Henderson, Treas.
 F. H. Knight, V.-Pres. N. W. Phillips, Jr., Sec'y
 Sup't G. H. Reinhardt was elected delegate to
 the National Convention at Chicago, Ill. After
 adjournment the party proceeded to an unusually
 fine dinner, which was greatly enjoyed by all.

New York District.—Change in Agents:
 W. M. Wilson succeeds G. I. Sheffield at Stamford, Conn.

Jas. H. Allen succeeds M. A. Park, at Watervliet, N. Y.

Thos. J. McDermott succeeds E. C. Storer, at Perth Amboy, N. J.

L. E. Weiler, of Red Bank, N. J. Station, has been transferred to District Office as stenographer.

At our favorite bowling alleys in Brooklyn on Saturday afternoon, Feb. 26, an exciting match was rolled between employes of New York District Accounting Offices and the Treasury Department. The score tells the tale:

	ACCOUNTING				Total
	1st game	2nd	3rd	4th	
Micelli	155	163	150	150	618
S. Richardson	182	129	114	167	592
Snyder	116	168	130	147	561
Total pins	453	460	394	464	1771
	TREASURY				
Berton	127	160	191	137	615
Fisher	143	154	141	98	536

Flynn	143	97	95	...	335
Pierson	145	145

Total pins 413 411 427 380 1631
 A return match is expected soon.

Norfolk District.—We announce the marriage of Agent Sol Noreck, Raleigh, N. C. Station, and Miss Mae Edwards of Smithfield, Va., which took place Feb. 16, 1916. The Norfolk District wishes Sol and Mrs. Noreck a most happy and prosperous future.

We understand from a very good source that Agent Slater at Lynchburg, Va. expects to follow Mr. Noreck's example in the near future.

W. C. Stack has resigned as Agent at Monroe, N. C., and has been succeeded by E. Z. Sell. Also B. T. Bell has succeeded Agent Seward at Smithfield, Va., Mr. Seward having resigned. Here's hoping the new Agents maintain the good records set by their predecessors.

Salesmen R. B. Allport and J. V. Bidgood, Jr. tendered resignations effective Feb. 15. Mr. Allport will be much missed by the Crater Compound Club as he was a very active member.

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J. A. Moore has entered the service as stenographer in the District Office.

Sup't Thompson who recently returned from the Salesmen and Agents meeting of Chicago District reports that he had the time of his life. We hope to have Mr. Snell and some of the boys of the Chicago Chapter of C. C. C. with us at our next meeting, when we will endeavor to reciprocate the good time shown Mr. Thompson.

Philadelphia District.—A few months ago we had the pleasure of announcing the arrival of Miss Sarah Virginia Dryden, daughter of Agent Asbury Dryden at Pocomoke City, Md. Miss Dryden has now attained her fifth month, and in cele-



Sarah Virginia Dryden, daughter of Agent Asbury Dryden, Pocomoke City, Md.

bration thereof has sent us her photograph which we are pleased to publish.

The Refined Station at Salisbury, Md. has been increased to the extent of an Office, and Agent S. C. Braughton is now ready to receive all the Company's friends. An Office has been badly needed at this point.

The new Station at 10th and Chelton Aves., Philadelphia, is ready for occupancy, with Agent Chas. A. Devlin in charge. Mr. Devlin lately had charge of the Filling Station at York Road and Spencer Street.

The latest Benedict in this District is Albert M. Cornell, stenographer in Order department. Mr. Cornell joined the ranks Feb. 19, when he married Miss Helen Furness of South Hampton, Pa. After a honeymoon in Atlantic City Mr. and Mrs. Cornell will reside in South Hampton, Pa.

The best wishes of the entire Office force are extended.

Chicago District.—Chicago-West Pullman Station was opened Feb. 21, Agent H. B. Pletz. Mr. Pletz formerly was a tank wagon driver at Chicago-North Kingsbury Street Station.

F. H. Knowlen, appointed Lubricating Salesman, St. Paul, Minn., effective Jan. 1.

F. L. Richardson, appointed Agent Desplaines, Ill. Station, Jan. 16, vice L. H. Krueger. Mr. Krueger will solicit Gasoline and Refined Oils in territory formerly covered by Mr. Richardson.

We learn with great regret that our Chief Accountant, H. D. Eccleston, has been transferred to New York Office to be assistant to Dept. Agent W. R. Ellwood. The Accounting Offices presented Mr. Eccleston with a handsome Howard watch and chain, suitably engraved as a token of their esteem and regard. Mr. Eccleston is succeeded by R. G. Hill, who comes from the Pierce Oil Corporation, St. Louis.

The Chicago District Sales Organization Second Annual Meeting was held at the Great Northern Hotel, Chicago, Feb. 17-18. The meeting was attended by all agents, salesmen, and heads of departments in this district. The following outside officials were also in attendance:

C. E. Woodbridge	J. P. Gruet, Jr.
W. F. Parish	Williar Thompson
J. T. Groves	W. B. Troy
C. H. Parker	T. Mullin

Matters of interest were fully discussed.

Addresses were given by Messrs. Woodbridge, Parish, Groves, and Parker.

We also had the pleasure of having with us the following, who gave interesting talks regarding the excellent results they have had through the use of Texaco products:

F. A. Snow, Metallurgical Engineer, Thos. B. Jeffery Co., Kenosha, Wis.

Wm. Moore, Chief Engineer, Sanitary District Power House, Lockport, Ill.

R. B. Lipsner, in charge of truck equipment, Albert Pick & Co., Chicago.

H. N. Tolles, of the Sheldon School of Salesmanship, gave a very interesting talk on Salesmanship.

On Friday evening a banquet, given by the Crater Compound Club, brought the meeting to a close.

W. H. Cleveland left New York EXPORT DEPT. Feb. 9 for Havana, Cuba. He will be employed in Cuba as engineer salesman. Mr. Cleveland was with the Cia. Mexicana de Petroleo el Aguila, S. A., in Mexico for some four years, but left that concern because of the disturbed conditions in Mexico.

G. L. Englebright sailed for San Juan, P. R. Feb. 5. He will be engineer salesman in Porto Rico.

E. T. Wrack recently joined the staff of the Export Department.

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PRODUCERS E. C. Skinner, formerly Chief Warehouseman at Wichita Falls, has been appointed Warehouse Manager with headquarters in Houston.

T. B. Simpson, Civil Engineer, has been put in charge of the Shreveport Engineering Office, taking the place of H. M. Phillips deceased.

A. F. Hinton entered the Tulsa Engineering Office as draftsman on Jan. 1.

We are indebted to Mr. Earley Dean of Shreveport for the following interesting snapshots:



Afire—Feb. 8th. Galvanized screen to protect from heat.



Producers No. 25 Stevenson Tract, Humble, Texas, discharging into pit through 6-inch pipe, on Feb. 7, 1916, the day before the fire. Scout Lake Fowler taking a sample. The well Farmers No. 25 in the background.

The following was said a few weeks ago of a railroad which operates something over a thousand miles of track:

Considerable headway has been made by the management in bringing about a reduction in costs; and although gross revenues increased 17% in December, actual expenditures in the transportation department increased only 3%. These economies have been brought about in part through the introduction of superheaters on the company's locomotives, which effects an economy of between 20% and 25% in fuel, and at the same time increases the tractive power and earning capacity.

★ ★

"To-day is the to-morrow you worried about yesterday."



Piping away a portion of the burning oil to pit. First attempt to extinguish,—before applying the steam by which the fire was extinguished the evening of the same day.

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.

EXECUTIVES What a New System of Management Did for Us, by John S. Runnells, Pres. Pullman Co.—*System*, Feb. 1916.

How Fast Should a Business Expand? by Albert Y. Gowen, a Vice Pres. of the Lehigh Portland Cement Co.—*System*, Feb. 1916.

FUEL OIL Relative Costs of Coal and of Oil Fuels, by F. C. Fearing—*Power*, Dec. 7, 1915.

REFINING Handling Materials in Manufacturing Plants. IV. Hoists, by Robert L. Streeter—*Engineering Magazine*, Feb. 1916.

Logical Factory Costs, by W. E. McHenry—*Engineering Magazine*, Feb. 1916.

"A plea for the exercise of common sense in a department which has been strangely neglected."

Cost Accounting by Machinery—*American Machinist*, Nov. 25, 1915.

Electrically actuated machine installed Oct. 1, 1915, by the Synthelytic Co. of Chicago in the plant of Liquid Carbonic Co., Chicago. "At any moment of a working week it shows how much each man has earned, the total wages in each department, and grand total." The novelty of this machine is indicated by the statement: "In prosecuting the applications for the patents there were no citations to previous art, and no interferences of any importance."

Manufacture of Gasoline and Benzine-Toulene from Petroleum and other Hydrocarbons—*Bulletin No. 114, Petroleum Technology* 29, U. S. Bureau of Mines.
Summary of this bulletin in *Fuel Oil Journal*, Mar. 1916.

Coal Tar and Its Products—*Engineering and Mining Journal*, Jan. 1, 1916.

Products from distillation of coal shown diagrammatically, with amounts of each from 100 Lb. coal. Principal uses of most important products, and list of recent plants built for production of benzol.

SALES How to Plant Flowers at Service Stations, by John Boddy—*Nat'l Petroleum News*, Feb. 1916.

Landscape architect and expert gardener gives advice on planning and making beds, selection of plants, and their care.

Records Salesmen Like, by K. K. Bell—*System*, Feb. 1916.

Lubricating Oil Testing Machine—*American Machinist*, Jan. 13, 1916.

A machine designed for commercial work.

Putting Your Sales Arguments into "Movies," by David Lay—*System*, Feb. 1916.

PRODUCERS Causes of the Rise in the Price of Gasoline—From a Statement Submitted to the Federal Trade Commission, by Lee Hager—*Fuel Oil Journal*, Mar. 1916.

Suggestive summary of geological data relating to probabilities of resources for future supplies of crude oil.

GENERAL National Industries and the Federal Government—*Annals of the American Academy of Political and Social Science*, Vol. LXIII, Whole No. 152, Jan. 1916.

Contains 25 articles.

Response of the Secretary of the Interior to a Senate Resolution of Jan. 5, 1916, Relative to the Production, Consumption, and Price of Gasoline, *Senate Document No. 310*.

Some Suggestions for the Improvement of the Railroad Situation, by W. J. Maroney—*Railway Age Gazette*, Jan. 21, 1916.

A genuinely constructive contribution.

Little Gardens—Three Practical Talks to People Who Have Yards and Want to Use Them—*The Independent*, Mar. 6, 1916.

Simple Hardy Borders—A Garden of Annuals—The Backyard Vegetable Garden



Producers Oil Company's Hermann Water Station, Humble, Texas

TEXACO STAR—SUPPLEMENT

MARCH 1916

WASHINGTON'S FAREWELL ADDRESS

UNITED STATES, September 17, 1796.

Friends and Fellow-Citizens:

The period for a new election of a citizen to administer the Executive Government of the United States being not far distant, and the time actually arrived when your thoughts must be employed in designating the person who is to be clothed with that important trust, it appears to me proper, especially as it may conduce to a more distinct expression of the public voice, that I should now apprise you of the resolution I have formed to decline being considered among the number of those out of whom a choice is to be made.

I beg you at the same time to do me the justice to be assured that this resolution has not been taken without a strict regard to all the considerations appertaining to the relation which binds a dutiful citizen to his country; and that in withdrawing the tender of service, which silence in my situation might imply, I am influenced by no diminution of zeal for your future interest, no deficiency of grateful respect for your past kindness, but am supported by a full conviction that the step is compatible with both.

The acceptance of and continuance hitherto in the office to which your suffrages have twice called me have been a uniform sacrifice of inclination to the opinion of duty and to a deference for what appeared to be your desire. I constantly hoped that it would have been much earlier in my power, consistently with motives which I was not at liberty to disregard, to return to that retirement from which I had been reluctantly drawn. The strength of my inclination to do this previous to the last election had even led to the preparation of an address to declare it to you; but mature reflection on the then perplexed and critical posture of our affairs with foreign nations and the unanimous advice of persons entitled to my confidence impelled me to abandon the idea. I rejoice that the state of your concerns, external as well as internal, no longer renders the pursuit of inclination incompatible with the sentiment of duty or propriety, and am persuaded, whatever partiality may be retained for my services, that in the present circumstances of our country you will not disapprove my determination to retire.

The impressions with which I first undertook the arduous trust were explained on the proper occasion. In the discharge of this trust I will only say that I have, with good intentions, contributed toward the organization and administration of the Government the best exertions of which a very fallible judgment was capable. Not unconscious in the outset of the inferiority of my qualifications, experience in my own eyes, perhaps still more in the eyes of others, has strengthened the motives to diffidence of myself; and every day the increasing weight of years admonishes me more and more that the shade of retirement is as necessary to me as it will be welcome. Satisfied that if any circumstances have given peculiar value to my services they were temporary, I have the consolation to believe that, while choice and prudence invite me to quit the political scene, patriotism does not forbid it.

In looking forward to the moment which is intended to terminate the career of my political life my feelings do not permit me to suspend the deep acknowledgment of that debt of gratitude which I owe to my beloved country for the many honors it has conferred upon me; still more for the steadfast confidence with which it has supported me, and for the opportunities I have thence enjoyed of manifesting my inviolable attachment by services faithful and persevering, though in usefulness unequal to my zeal. If benefits have resulted to our country from these services, let it always be remembered to your praise and as an instructive example in our annals that under circumstances in which the passions, agitated in every direction, were liable to mislead; amidst appearances sometimes dubious; vicissitudes of fortune often discouraging; in situations in which not unfrequently want of success has countenanced the spirit of criticism, the constancy of your support was the essential prop of the efforts and a guaranty of the plans by which they were effected. Profoundly penetrated with

this idea, I shall carry it with me to my grave as a strong incitement to unceasing vows that Heaven may continue to you the choicest tokens of its beneficence; that your union and brotherly affection may be perpetual; that the free Constitution which is the work of your hands may be sacredly maintained; that its administration in every department may be stamped with wisdom and virtue; that, in fine, the happiness of the people of these States, under the auspices of liberty, may be made complete by so careful a preservation and so prudent a use of this blessing as will acquire to them the glory of recommending it to the applause, the affection, and adoption of every nation which is yet a stranger to it.

Here, perhaps, I ought to stop. But a solicitude for your welfare which can not end but with my life, and the apprehension of danger natural to that solicitude, urge me on an occasion like the present to offer to your **solemn contemplation** and to recommend to your **frequent review** some sentiments which are the result of much reflection, of no inconsiderable observation, and which appear to me **all important to the permanency of your felicity as a people**. These will be offered to you with the more freedom as you can only see in them the disinterested warnings of a parting friend, who can possibly have no personal motive to bias his counsel. Nor can I forget as an encouragement to it your indulgent reception of my sentiments on a former and not dissimilar occasion.

Interwoven as is the love of liberty with every ligament of your hearts, no recommendation of mine is necessary to fortify or confirm the attachment.

The unity of government which constitutes you one people is also now dear to you. It is justly so, for it is a main pillar in the edifice of your real independence, the support of your tranquillity at home, your peace abroad, of your safety, of your prosperity, of that very liberty which you so highly prize. But as it is easy to foresee that from different causes and from different quarters much pains will be taken, many artifices employed, to weaken in your minds the conviction of this truth, as this is the point in your political fortress against which the batteries of internal and external enemies will be most constantly and actively (though often covertly and insidiously) directed, it is of infinite moment that you should properly estimate the immense value of your national union to your collective and individual happiness; that you should cherish a cordial, habitual, and immovable attachment to it; accustoming yourselves to think and speak of it as of the palladium of your political safety and prosperity; watching for its preservation with jealous anxiety; discountenancing whatever may suggest even a suspicion that it can in any event be abandoned, and indignantly frowning upon the first dawning of every attempt to alienate any portion of our country from the rest or to enfeeble the sacred ties which now link together the various parts.

For this you have every inducement of sympathy and interest. Citizens by birth or choice of a common country, that country has a right to concentrate your affections. The name of American which belongs to you in your national capacity, must always exalt the just pride of patriotism more than any appellation derived from local discriminations. With slight shades of difference, you have the same religion, manners, habits, and political principles. You have in a common cause fought and triumphed together. The independence and liberty you possess are the work of joint councils and joint efforts, of common dangers, sufferings, and successes.

But these considerations, however powerfully they address themselves to your sensibility, are greatly outweighed by those which apply more immediately to your interest. Here every portion of our country finds the most commanding motives for carefully guarding and preserving the union of the whole.

The *North*, in an unrestrained intercourse with the *South*, protected by the equal laws of a common government, finds in the productions of the latter great additional resources of maritime and commercial enterprise and precious materials of manufacturing industry. The *South*, in the same intercourse, benefiting by the same agency of the *North*, sees its agriculture grow and its commerce expand. Turning partly into its own channels the seamen of the *North*, it finds its particular navigation invigorated; and while it contributes in different ways to nourish and increase the general mass of the national navigation, it looks forward to the protection of a maritime strength to which itself is unequally adapted. The *East*, in a like intercourse with the *West*, already finds, and in the progressive improvement of interior com-

munications by land and water will more and more find, a valuable vent for the commodities which it brings from abroad or manufactures at home. The *West* derives from the *East* supplies requisite to its growth and comfort, and what is perhaps of still greater consequence, it must of necessity owe the *secure* enjoyment of indispensable *outlets* for its own productions to the weight, influence, and the future maritime strength of the Atlantic side of the Union, directed by an indissoluble community of interest as *one nation*. Any other tenure by which the *West* can hold this essential advantage, whether derived from its own separate strength or from an apostate and unnatural connection with any foreign power, must be intrinsically precarious.

While then, every part of our country thus feels an immediate and particular interest in union, all the parts combined can not fail to find in the united mass of means and efforts greater strength, greater resource, proportionably greater security from external danger, a less frequent interruption of their peace by foreign nations, and what is of inestimable value, they must derive from union an exemption from those broils and wars between themselves which so frequently afflict neighboring countries not tied together by the same governments, which their own rivalships alone would be sufficient to produce, but which opposite foreign alliances, attachments, and intrigues would stimulate and embitter. Hence, likewise, they will avoid the necessity of those overgrown military establishments which, under any form of government, are inauspicious to liberty, and which are to be regarded as particularly hostile to republican liberty. In this sense it is that your union ought to be considered as a main prop of your liberty, and that the love of the one ought to endear to you the preservation of the other.

These considerations speak a persuasive language to every reflecting and virtuous mind, and exhibit the continuance of the union as a primary object of patriotic desire. Is there a doubt whether a common government can embrace so large a sphere? Let experience solve it. To listen to mere speculation in such a case were criminal. We are authorized to hope that a proper organization of the whole, with the auxiliary agency of governments for the respective subdivisions, will afford a happy issue to the experiment. It is well worth a fair and full experiment. With such powerful and obvious motives to union affecting all parts of our country, while experience shall not have demonstrated its impracticability, there will always be reason to distrust the patriotism of those who in any quarter may endeavor to weaken its bands.

In contemplating the causes which may disturb our union it occurs as matter of serious concern that any ground should have been furnished for characterizing parties by *geographical* discriminations—*Northern* and *Southern*, *Atlantic* and *Western*—whence designing men may endeavor to excite a belief that there is a real difference of local interests and views. One of the expedients of party to acquire influence within particular districts is to misrepresent the opinions and aims of other districts. You can not shield yourselves too much against the jealousies and heartburnings which spring from these misrepresentations; they tend to render alien to each other those who ought to be bound together by fraternal affection. The inhabitants of our Western country have lately had a useful lesson on this head. They have seen in the negotiation by the Executive and in the unanimous ratification by the Senate of the treaty with Spain, and in the universal satisfaction at that event throughout the United States, a decisive proof how unfounded were the suspicions propagated among them of a policy in the General Government and in the Atlantic States unfriendly to their interests in regard to the Mississippi. They have been witnesses to the formation of two treaties—that with Great Britain and that with Spain—which secure to them everything they could desire in respect to our foreign relations toward confirming their prosperity. Will it not be their wisdom to rely for the preservation of these advantages on the union by which they were procured? Will they not henceforth be deaf to those advisers, if such there are, who would sever them from their brethren and connect them with aliens?

To the efficacy and permanency of your union a government for the whole is indispensable. No alliances, however strict, between the parts can be an adequate substitute. They must inevitably experience infractions and interruptions which all alliances in all times have experienced. Sensible of this momentous truth, you have

improved upon your first essay by the adoption of a Constitution of Government better calculated than your former for an intimate union and for the efficacious management of your common concerns. This Government, the offspring of our own choice, uninfluenced and unawed, adopted upon full investigation and mature deliberation, completely free in its principles, in the distribution of its powers, uniting security with energy, and containing within itself a provision for its own amendment, has a just claim to your confidence and your support. Respect for its authority, compliance with its laws, acquiescence in its measures, are duties enjoined by the fundamental maxims of true liberty. The basis of our political systems is the right of the people to make and to alter their constitutions of government. But the constitution which at any time exists till changed by an explicit and authentic act of the whole people is sacredly obligatory upon all. The very idea of the power and the right of the people to establish government presupposes the duty of every individual to obey the established government.

All obstructions to the execution of the laws, all combinations and associations, under whatever plausible character, with the real design to direct, control, counteract, or awe the regular deliberation and action of the constituted authorities, are destructive of this fundamental principle and of fatal tendency. They serve to organize faction; to give it an artificial and extraordinary force; to put in the place of the delegated will of the nation the will of a party, often a small but artful and enterprising minority of the community, and, according to the alternate triumphs of different parties, to **make the public administration the mirror of the ill-concerted and incongruous projects of faction rather than the organ of consistent and wholesome plans**, digested by common counsels and modified by mutual interests.

However combinations or associations of the above description may now and then answer popular ends, they are likely in the course of time and things to become potent engines by which cunning, ambitious, and unprincipled men will be enabled to subvert the power of the people, and to usurp for themselves the reins of government, destroying afterwards the very engines which have lifted them to unjust dominion.

Toward the preservation of your Government and the permanency of your present happy state, it is requisite not only that you steadily discountenance irregular oppositions to its acknowledged authority, but also that you **resist with care the spirit of innovation** upon its principles, however specious the pretexes. One method of assault may be to effect in the forms of the Constitution alterations which will impair the energy of the system, and thus to undermine what can not be directly overthrown. In all the changes to which you may be invited remember that time and habit are at least as necessary to fix the true character of governments as of other human institutions; that experience is the surest standard by which to test the real tendency of the existing constitution of a country; that **facility in changes upon the credit of mere hypothesis and opinion exposes to perpetual change, from the endless variety of hypothesis and opinion**; and remember especially that for the efficient management of your common interests in a country so extensive as ours a government of as much vigor as is consistent with the perfect security of liberty is indispensable. Liberty itself will find in such a government, with powers properly distributed and adjusted, its surest guardian. It is, indeed, little else than a name where the government is too feeble to withstand the enterprises of faction, to confine each member of the society within the limits prescribed by the laws, and to maintain all in the secure and tranquil enjoyment of the rights of person and property.

I have already intimated to you the danger of parties in the State, with particular reference to the founding of them on geographical discriminations. Let me now take a more comprehensive view, and warn you in the most solemn manner against the baneful effects of the spirit of party generally.

This spirit, unfortunately, is inseparable from our nature, having its root in the strongest passions of the human mind. It exists under different shapes in all governments, more or less stifled, controlled, or repressed; but in those of the popular form it is seen in its greatest rankness and is truly their worst enemy.

The alternate domination of one faction over another, sharpened by the spirit

of revenge natural to party dissension, which in different ages and countries has perpetrated the most horrid enormities, is itself a frightful despotism. But this leads at length to a more formal and permanent despotism. The disorders and miseries which result gradually incline the minds of men to seek security and repose in the absolute power of an individual, and sooner or later the chief of some prevailing faction, more able or more fortunate than his competitors, turns this disposition to the purposes of his own elevation on the ruins of public liberty.

Without looking forward to an extremity of this kind (which nevertheless ought not to be entirely out of sight), **the common and continual mischiefs of the spirit of party are sufficient to make it the interest and duty of a wise people to discourage and restrain it.**

It serves always to distract the public councils and enfeeble the public administration. It agitates the community with ill-founded jealousies and false alarms; kindles the animosity of one part against another; foment occasion-ally riot and insurrection. It opens the door to foreign influence and corruption, which find a facilitated access to the government itself through the channels of party passion. Thus the policy and the will of one country are subjected to the policy and will of another.

There is an opinion that parties in free countries are useful checks upon the administration of the government, and serve to keep alive the spirit of liberty. This within certain limits is probably true; and in governments of a monarchical cast patriotism may look with indulgence, if not with favor, upon the spirit of party. But in those of the popular character, in governments purely elective, it is a spirit not to be encouraged. From their natural tendency **it is certain there will always be enough of that spirit for every salutary purpose; and there being constant danger of excess, the effort ought to be by force of public opinion to mitigate and assuage it.** A fire not to be quenched, it demands a uniform vigilance to prevent its bursting into a flame, lest, instead of warning, it should consume.

It is important, likewise, that the habits of thinking in a free country should inspire caution in those entrusted with its administration to confine themselves within their respective constitutional spheres, avoiding in the exercise of the powers of one department to encroach upon another. **The spirit of encroachment tends to consolidate the powers of all the departments in one, and thus to create, whatever the form of government, a real despotism.** A just estimate of that love of power and proneness to abuse it which predominates in the human heart is sufficient to satisfy us of the truth of this position. The necessity of reciprocal checks in the exercise of political power, by dividing and distributing it into different depositories, and constituting each the guardian of the public weal against invasions by the others, has been evinced by experiments ancient and modern, some of them in our country and under our own eyes. To preserve them must be as necessary as to institute them. If in the opinion of the people the distribution or modification of the constitutional powers be in any particular wrong, let it be corrected by an amendment in the way which the Constitution designates. **But let there be no change by usurpation; for though this in one instance may be the instrument of good, it is the customary weapon by which free governments are destroyed. The precedent must always greatly overbalance in permanent evil any partial or transient benefit which the use can at any time yield.**

Of all the dispositions and habits which lead to political prosperity, religion and morality are indispensable supports. In vain would that man claim the tribute of patriotism who should labor to subvert these great pillars of human happiness—these firmest props of the duties of men and citizens. The mere politician, equally with the pious man, ought to respect and to cherish them. A volume could not trace all their connections with private and public felicity. Let it simply be asked, Where is the security for property, for reputation, for life, if the sense of religious obligation desert the oaths which are the instruments of investigation in courts of justice? And let us with caution indulge the supposition that morality can be maintained without religion. Whatever may be conceded to the influence of refined education on minds of peculiar structure, reason and experience both forbid us to expect that national morality can prevail in exclusion of religious principle.

It is substantially true that virtue or morality is a necessary spring of popular

government. The rule indeed extends with more or less force to every species of free government. Who that is a sincere friend to it can look with indifference upon attempts to shake the foundation of the fabric? Promote, then, as an object of primary importance, institutions for the general diffusion of knowledge. **In proportion as the structure of government gives force to public opinion, it is essential that public opinion should be enlightened.**

As a very important source of strength and security, cherish public credit. One method of preserving it is to use it as sparingly as possible, avoiding occasions of expense by cultivating peace, but remembering also that **timely disbursements to prepare for danger frequently prevent much greater disbursements to repel it**; avoiding likewise the accumulation of debt, not only by shunning occasions of expense, but by vigorous exertions in time of peace to discharge the debts which unavoidable wars have occasioned, not ungenerously throwing upon posterity the burthen which we ourselves ought to bear. **The execution of these maxims belongs to your representatives; but it is necessary that public opinion should co-operate.** To facilitate to them the performance of their duty it is essential that you should practically bear in mind that toward the payment of debts there must be revenue; that to have revenue there must be taxes; that no taxes can be devised which are not more or less inconvenient and unpleasant; that the intrinsic embarrassment inseparable from the selection of the proper objects (which is always a choice of difficulties), ought to be a decisive motive for a candid construction of the conduct of the Government in making it, and for a spirit of acquiescence in the measures for obtaining revenue which the public exigencies may at any time dictate.

Observe good faith and justice toward all nations. Cultivate peace and harmony with all. Religion and morality enjoin this conduct. And can it be that good policy does not equally enjoin it? It will be worthy of a free, enlightened, and at no distant period a great nation to give to mankind the magnanimous and too novel example of a people always guided by an exalted justice and benevolence. Who can doubt that in the course of time and things the fruits of such a plan would richly repay any temporary advantages which might be lost by a steady adherence to it? Can it be that Providence has not connected the permanent felicity of a nation with its virtue? The experiment, at least, is recommended by every sentiment which ennobles human nature. Alas! is it rendered impossible by its vices?

In the execution of such a plan nothing is more essential than that permanent, inveterate antipathies against particular nations and passionate attachments for others should be excluded, and that in place of them just and amicable feelings toward all should be cultivated. The nation which indulges toward another an habitual hatred or an habitual fondness is in some degree a slave. It is a slave to its animosity or to its affection, either of which is sufficient to lead it astray from its duty and its interest. Antipathy in one nation against another disposes each more readily to offer insult and injury, to lay hold of slight causes of umbrage, and to be haughty and intractable when accidental or trifling occasions of dispute occur.

Hence frequent collisions, obstinate, envenomed, and bloody contests. The nation prompted by ill will and resentment sometimes impels to war the government contrary to the best calculations of policy. The government sometimes participates in the national propensity, and adopts through passion what reason would reject. At other times it makes the animosity of the nation subservient to projects of hostility, instigated by pride, ambition, and other sinister and pernicious motives. The peace often, sometimes perhaps the liberty, of nations has been the victim.

So, likewise, a passionate attachment of one nation for another produces a variety of evils. Sympathy for the favorite nation, facilitating the illusion of an imaginary common interest in cases where no real common interest exists, and infusing into one the enmities of the other, betrays the former into a participation in the quarrels and wars of the latter without adequate inducement or justification. It leads also to concessions to the favorite nation of privileges denied to others, which is apt doubly to injure the nation making the concessions by unnecessarily parting with what ought to have been retained, and by exciting jealousy, ill will, and a disposi-

tion to retaliate in the parties from whom equal privileges are withheld; and it gives to ambitious, corrupted, or deluded citizens (who devote themselves to the favorite nation) facility to betray or sacrifice the interest of their own country without odium, sometimes even with popularity, gilding with the appearances of a virtuous sense of obligation, a commendable deference for public opinion, or a laudable zeal for public good the base or foolish compliances of ambition, corruption, or infatuation.

As avenues to foreign influence in innumerable ways, such attachments are particularly alarming to the truly enlightened and independent patriot. How many opportunities do they afford to tamper with domestic factions, to practice the arts of seduction, to mislead public opinion, to influence or awe the public councils! Such an attachment of a small or weak toward a great and powerful nation dooms the former to be the satellite of the latter. Against the insidious wiles of foreign influence (**I conjure you to believe me, fellow-citizens**) the jealousy of a free people ought to be *constantly* awake, since history and experience prove that foreign influence is one of the most baneful foes of republican government. But that jealousy, to be useful, must be impartial, else it becomes the instrument of the very influence to be avoided, instead of a defense against it. **Excessive partiality for one foreign nation and excessive dislike of another cause those whom they actuate to see danger only on one side, and serve to veil and even second the arts of influence on the other.** Real patriots who may resist the intrigues of the favorite are liable to become suspected and odious, while its tools and dupes **usurp the applause and confidence of the people to surrender their interests.**

The great rule of conduct for us in regard to foreign nations is, in extending our commercial relations to have with them as little *political* connection as possible. So far as we have already formed engagements let them be fulfilled with perfect good faith. Here let us stop.

Europe has a set of primary interests which to us have none or a very remote relation. Hence she must be engaged in frequent controversies, the causes of which are essentially foreign to our concerns. Hence, therefore, it must be unwise in us to implicate ourselves by artificial ties in the ordinary vicissitudes of her politics or the ordinary combinations and collisions of her friendships or enmities.

Our detached and distant situation invites and enables us to pursue a different course. If we remain one people, under an efficient government, the period is not far off when we may defy material injury from external annoyance; when we may take such an attitude as will cause the neutrality we may at any time resolve upon to be scrupulously respected; when belligerent nations, under the impossibility of making acquisitions upon us, will not lightly hazard the giving us provocation; when we may choose peace or war, as our interest, guided by justice, shall counsel.

Why forego the advantages of so peculiar a situation? Why quit our own stand upon foreign ground? Why, by interweaving our destiny with that of any part of Europe, entangle our peace and prosperity in the toils of European ambition, rivalry, interest, humor, or caprice?

It is our true policy to steer clear of permanent alliances with any portion of the foreign world, so far, I mean, as we are now at liberty to do it; for let me not be understood as capable of patronizing infidelity to existing engagements. I hold the maxim no less applicable to public than to private affairs that honesty is always the best policy. I repeat, therefore, let those engagements be observed in their genuine sense. But in my opinion it is unnecessary and would be unwise to extend them.

Taking care always to keep ourselves by suitable establishments on a respectable defensive posture, we may safely trust to temporary alliances for extraordinary emergencies.

Harmony, liberal intercourse with all nations are recommended by policy, humanity, and interest. But even our commercial policy should hold an equal and impartial hand, neither seeking nor granting exclusive favors or preferences; consulting the natural course of things; diffusing and diversifying by gentle means the streams of commerce, but forcing nothing; establishing with powers so disposed, in order to give trade a stable course, to define the rights of our merchants, and to enable the Government to support them, conventional rules of intercourse, the best that present circumstances and mutual opinion will permit, but temporary and liable to be from time

to time abandoned or varied as experience and circumstances shall dictate; **constantly keeping in view that it is folly in one nation to look for disinterested favors from another; that it must pay with a portion of its independence for whatever it may accept under that character; that by such acceptance it may place itself in the condition of having given equivalents for nominal favors, and yet of being reproached with ingratitude for not giving more.** There can be no greater error than to expect or calculate upon real favors from nation to nation. It is an illusion which experience must cure, which a just pride ought to discard.

In offering to you, my countrymen, these counsels of an old and affectionate friend I dare not hope they will make the strong and lasting impression I could wish—that they will control the usual current of the passions or prevent our nation from running the course which has hitherto marked the destiny of nations. But if I may even flatter myself that they may be productive of some partial benefit, some occasional good—that they may now and then recur to moderate the fury of party spirit, to warn against the mischiefs of foreign intrigue, to guard against the impostures of pretended patriotism—this hope will be a full recompense for the solicitude for your welfare by which they have been dictated.

How far in the discharge of my official duties I have been guided by the principles which have been delineated the public records and other evidences of my conduct must witness to you and to the world. To myself, the assurance of my own conscience is that I have at least believed myself to be guided by them.

In relation to the still subsisting war in Europe my proclamation of the 22d of April, 1793, is the index to my plan. Sanctioned by your approving voice and by that of your representatives in both Houses of Congress, the spirit of that measure has continually governed me, uninfluenced by any attempts to deter or divert me from it.

After deliberate examination, with the aid of the best lights I could obtain, I was well satisfied that our country, under all the circumstances of the case, had a right to take, and was bound in duty and interest to take, a neutral position. Having taken it, I determined as far as should depend upon me to maintain it with moderation, perseverance, and firmness.

The considerations which respect the right to hold this conduct it is not necessary on this occasion to detail. I will only observe that, according to my understanding of the matter, that right, so far from being denied by any of the belligerent powers, has been virtually admitted by all.

The duty of holding a neutral conduct may be inferred, without anything more, from the obligation which justice and humanity impose on every nation, in cases in which it is free to act, to maintain inviolate the relations of peace and amity toward other nations.

The inducements of interest for observing that conduct will best be referred to your own reflections and experience. With me a predominant motive has been to endeavor to gain time to our country to settle and mature its yet recent institutions, and to progress without interruption to that degree of strength and consistency which is necessary to give it, humanly speaking, the command of its own fortunes.

Though in reviewing the incidents of my Administration I am unconscious of intentional error, I am nevertheless too sensible of my defects not to think it probable that I may have committed many errors. Whatever they may be, I fervently beseech the Almighty to avert or mitigate the evils to which they may tend. I shall also carry with me the hope that my country will never cease to view them with indulgence, and that, after forty-five years of my life dedicated to its service with an upright zeal, the faults of incompetent abilities will be consigned to oblivion, as myself must soon be to the mansions of rest.

Relying on its kindness in this as in other things, and actuated by that fervent love toward it which is so natural to a man who views in it the native soil of himself and his progenitors for several generations, I anticipate with pleasing expectation that retreat in which I promise myself to realize without alloy the sweet enjoyment of partaking in the midst of my fellow-citizens the benign influence of good laws under a free government—the ever-favorite object of my heart, and the happy reward, as I trust, of our mutual cares, labors, and dangers.

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