

Vol. VI

No. 7



MAY

1919

TEXACO STAR

FOR EMPLOYEES OF THE TEXAS COMPANY





SALES DEPARTMENT, NORTHERN TERRITORY, GENERAL STAFF AND DISTRICT SUPERINTENDENTS. See "Departmental News."

Seated, left to right: W. R. Ellwood, Dep't Ag't; J. P. Gruet, Sup't New York Dis't; C. H. Parker, Gen'l Lub. Ass't; F. D. Gatchell, Ass't Manager; C. E. Woodbridge, Manager; L. A. Jacob, Sup't Advertising Div.; C. R. McCarthy, Sup't Phila. Dis't; W. Thompson, Sup't Norfolk Dis't. Standing, left to right: H. T. Snell, Sup't Chicago Dis't; W. T. Bushby, Ass't Sup't New York Dis't; P. D. Nash, Ass't to C. H. Parker; E. Nielsen, Ass't Sup't Philadelphia Dis't; F. J. Shipman, Special Rep.; G. L. Clifton, Sup't Boston Dis't; G. R. Rowland, Supervising Eng'r; Douglas Keyes, Ass't Sup't New York Dis't; A. E. Davenport, Sup't Equip't and Constr'n Div.; J. T. Groves, Chrm. Personnel Committee; E. H. Oakley, Ass't to J. T. Groves.



HIS

“LAST

WORD”

WEALTH is the slow accretion of many centuries. It changes its form and occupation with wonderful facility, but slight at all times is the margin between the world's production and its consumption. Practically only a few months would lie between a universal cessation of production and the destruction of the human race by starvation.

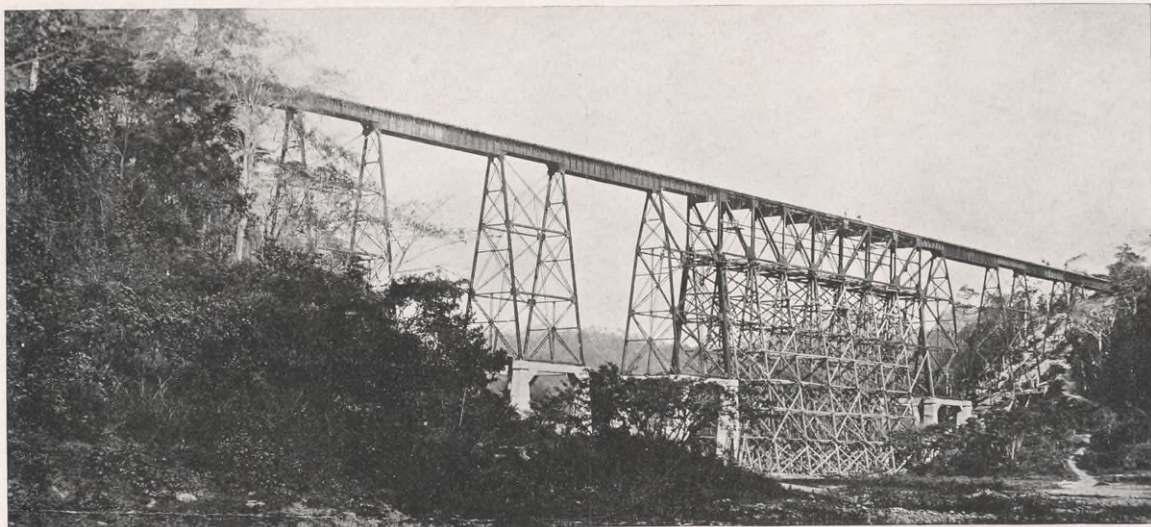
Nearly all the outcry and activity against corporate wealth are for political effect rather than moral reform.

Paternalism and extravagance have lived in conjugal union from the time that governments began. No decree of divorce can ever be pronounced between them, and their offspring, inefficiency, is the perpetual disturber of wholesome business life.

Examine the political nostrums now most talked of as saviors of society, humane in intent though many of them be, and it will be found that they all involve the continued expenditure of a large sum of money to be collected by taxation.

Rest from agitation, intelligent economy, efficiency, harmonious cooperation for business institutions as well as for political divisions--these are not abstruse ideas. They do not provoke eloquence or attract the self-seeking. They are things as long familiar and as little revered by the mass of men as the contents of the Decalog. We must go back to them or suffer the penalty paid by everything that defies the law of the physical or moral order of the world.

Extract from the late
James J. Hill's "Last
Word" in The Annalist



AGABAMA RIVER BRIDGE OF THE CUBA RAILROAD—A NOTABLE ENGINEERING ACHIEVEMENT

Mr. Isidoro Gonzalez, Agent of The Texas Company (So. Am.) Ltd., Cienfuegos, Cuba, writes: "The Cuba Railroad Co. is a doer of big things, and, incidentally, a user of Texaco Products—which of course cause big things to move.

"The Trinidad Branch of the Cuba Railroad Co. was opened for traffic March 10, 1919. It traverses the most picturesque and mountainous region in Cuba, comparing favorably with the Alps of Switzerland, the Rockies of the United States, and the Sierra Madre of Mexico, not only in panoramic beauty but in engineering achievements. Leaving the town of Fomento, kilometer 27 from Placetas Junction, the line winds along rolling country to the mountains encircling the Valley of Cayaguani at kilometer 38. From there to kilometer 43 the line runs through the abrupt canyon of the Agabama River, overcoming numerous obstacles which Nature has put forth as a challenge to man's genius. Precipice after precipice is crossed by modern steel bridges, the most remarkable of which is the one over the Agabama River. The dimensions of this bridge are: Length 780 feet, height 160 feet.

"This line will be instrumental in developing one of the most fertile regions of Cuba. Tobacco and sugar cane are cultivated, and the best pasture lands are to be found along the line all the way to Trinidad.

"Trinidad is a quaint old town, founded in 1714. Originally it was built on the coast, where the port of Casilda now is, but piratical incursions forced the inhabitants to move the town several miles inland to its present location. At one time it was an emporium. The biggest sugar plantations of the day were located around Trinidad; its wealth was famous, and the hospitality and culture of its inhabitants were known far and wide. To the tourist, its attractions have no peer."

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PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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NOTHING but harmony, honesty, industry, and frugality are necessary to make us a great and happy nation.
—George Washington.

This advice of the genuine father of his country, true at all times, is peculiarly applicable to the present juncture of affairs. There is no logical connection between the poverty and distress which many other peoples are suffering and the follies through which they are seeking relief, nevertheless for their madness human pity is not out of place; but for this country unmitigated scorn should be and would be the judgment of the world and of history, if we allow our puerile fools to plunge the commonwealth into abysses of wretchedness.

We have waged a successful war afar off. Social and political errors of the past caused enormous waste in our belligerent transactions; but the burden is not greater than we can bear, if we will turn to sober leadership and be normally industrious.

For many years there has been such amelioration of conditions even for the least valuable laborers, such spontaneous active recognition on the part of employers of their share of responsibility for fair dealing with workers of every class, that there is no shadow of excuse in this country for "socialism" or "communism" or "anarchism" or "bolshevism", or whatever name be given to the same thing.

★ ★

The opportunists are in high glee, they are riding fast and furiously; but the people are yet to hear from: let us not forget that.—*The Dallas Democrat.*

★ ★

Turnover!—A representative of the Department of Labor estimated the other day that the 8,000,000 industrial workers in the United States had been employed 32,000,000 times in the last year.

—*System.*

James J. Hill's "Last Word," chosen for the foreword of this issue of the *Texaco Star*, succinctly states a fundamental fact which every man should know and heed. The consumable reserve of wealth in the whole world would be exhausted in a few months if men ceased from productive labor. The wealth the communists dream of conscripting does not exist. Their program of comparative idleness would simply result in depopulation in proportion to the thoroughness with which it was carried out. In the extreme, starvation and disease would reduce population to the lowest limits of savagery.

There is no hoarding of wealth worth speaking of. All capital that needs political consideration is invested in the instruments of production, transportation, and distribution. Whether such working capital for any group of industrial workers is owned by one man, by a thousand stockholders, or by the "State" would affect the fortune of the workers only as it affected the skillfulness of the management. Profits are not easily secured, yet profits must accrue or the workers cannot support themselves. They have the right to demand good management, as they have the right to demand wholesome conditions for working; but when they agitate themselves over the matter of the ownership of working capital they miss their mark.

Of course it is possible, for instance, for a government to lose a thousand million dollars a year by mismanagement of railroads, and still continue to operate at the loss by taxing privately managed businesses to pay the deficit; but no such condition could exist generally.

The talk about the crying need for "redistributing" wealth is foolish in so far as wealth is invested in the means of produc-

TEXACO STAR

tion; and the amount wasted by any extravagances of the rich, although it excites so much envy, is really negligible. Suppose, for example, that by virtue of property right a man is captain of a thousand workers and that he receives \$100 a day while the worker gets only \$5 a day; suppose the owner consumes his entire income. The worker should not worry himself over a matter of such small moment to him,—nor would he worry if he did a little 'figuring.' For suppose the owner spent only \$5 a day and "redistributed" the \$95 to the thousand workers; it would give each of them less than 10 cents a day. Is that worth a revolution to abolish private property?

"We shall divide up your wealth," boasted a communist to Baron Rothschild in 1848.

"How much do you figure I have?" inquired Rothschild calmly.

"We estimate your unjust fortune at 200,000,000 francs," shouted the intruder.

"And how many inhabitants has France?" asked the capitalist.

"About 50,000,000," replied the communist.

"That's four francs apiece," rejoined Rothschild. "Here's your share." And he handed the man four francs (80 cents) and led the way to his door.

★ ★

The serious burden upon workers arises not from "capitalism" but from their worthless companions—to say nothing of those who practice sabotage. The man who does not "stay on the job" long enough to learn to do his work effectively causes a dead loss if the work is anything above mere animal labor. Labor "turnover" costs the workers of the world more than every other waste or injustice put together.

★ ★

The unfair or unreasonable or dishonest man, whether in public or in private life, may succeed temporarily; but it is only a question of time when he will be discovered and overthrown.—*Elbert H. Gary.*

★ ★

I see men who begin with ideas of universal reform and who, before their beards are grown, propound their loud plans for the regeneration of mankind, give up their schemes after a few years of bootless talking and vainglorious attempt to lead their fellows; and, after they have found that men will no longer hear them, as indeed they were never in the least worthy to be heard, sink quietly into the rank and file.—*Thackeray.*

Page four

It is natural for a man to indulge in the illusions of hope. We are apt to shut our eyes against a painful truth, and listen to the song of that siren till she transforms us into beasts. Is this the part of wise men, engaged in a great and arduous struggle for liberty? Are we disposed to be of the number of those who, having eyes see not, and having ears hear not, the things which so nearly concern their temporal salvation? For my part, whatever anguish of spirit it may cost, I am willing to know the whole truth; to know the worst, and to provide for it. I have but one lamp by which my feet are guided; and that is the lamp of experience. I know of no way of judging of the future but by the past.—*Patrick Henry.*

★ ★

Analyzing business failures during 1918, *Bradstreet's Journal* notes that "more than ever before the statistics show that the personal element was the mainspring of business success or failure"; it may be said approximately that "only those failed who lacked the essentials of good business equipment or judgment." The *Bradstreet* writer compares the figures for the last four years:

Business success or failure is largely personal—the individual himself is largely responsible for failure to succeed in business. There has been no higher percentage of personal liability established than in the year recently closed. In that year 86% of the failures were classed as due to the individual, and only 14% were charged to extraneous causes. In 1917 85% of all failures were charged to the individual and 15% to outside causes; in 1916 the proportions were 81.5% personal and 18.5% non-personal; in 1915, 74.4% and 25.6%, respectively.

It has come to the point where a body has to earn twice as much as he is worth in order to get half enough to live on.

—Jefferson City Democrat-Tribune.

The Bolsheviki are weakening at home and growing stronger away from home. The home-folk know the Bolsheviki best.

—Charleston News and Courier.

CRUDE OIL PRICES AT WELLS

May 1, 1919

Pennsylvania...	\$4.00	Crichton	\$1.75
Mercer Black...	2.23	Caddo Light...	2.25
Corning, O.	2.85	Caddo Heavy...	.75
Cabell, W. Va. ...	2.77	Vinton	1.00
Newcastle	2.23	Jennings	1.00
North Lima	2.38	Spindletop	1.05
South Lima	2.38	Sour Lake	1.00
Indiana	2.28	Batson	1.00
Princeton, Ill. ...	2.42	Saratoga	1.00
Illinois	2.42	Humble	1.00
Canada	2.73	Goose Creek	1.00
Somerset, Ky. ...	2.60	Markham	1.00
Ragland, Ky. ...	1.25	West Columbia ..	.75
California Light..	1.57	Corsicana Light..	2.25
California Heavy..	1.23	Corsicana Heavy..	1.05
Wyoming	1.50	Petrolia	2.25
Kansas and Okla.	2.25	Electra	2.25
Cushing	2.50	Ranger	2.25
Healdton	1.20	Burkburnett	2.25
De Soto	2.15		

TEXACO STAR

No worse danger has been left by the World War than that the practice of transforming important public discussion and vital news into "propaganda" be established as a permanent corruption. Before the war, headlines and comments often distorted the facts reported, and, of course, this was sometimes done intentionally, but in the main it was the result of incompetence or carelessness. Systematic *distortion and suppression of the news on an immense scale* is a thing of recent years. These evil practices do not appear to me to have been the free choice of the publishers or of the owners of newspapers and magazines, nor to have been enforced by any designing "influence" or "interest"; but they seem for the most part to be an effect of *mass tyranny* (sometimes operating through abuses of governmental power) which resents with unbridled vindictiveness anything not consonant with its presently dominant emotions or prejudices. Apparently, more courage than most individuals possess is required to stand at open variance with a mob spirit of the gigantic proportions of the thing that has been evoked in nearly all civilized countries by incantations in the name of "Democracy" and "The People."

At the present juncture of affairs no evil could be more dangerous; because communistic socialists and collectivists of every stripe are now getting many things referred to popular voting, which in their nature, ought never be thus decided. If at the same time the majority are deceived by false or misleading statements of fact—propaganda news, is not the case nearly desperate unless all sane elements of the society promptly arouse themselves under good leadership to resist the madness unpromisingly?

★ ★

A statesman is too often an intelligent man who doesn't know what is right until the voters who are uninformed tell him what to do.

Dictum may imply power, but not necessarily truth. Numbers may vote a Ben Davis apple to be superior to an Albermarle pippin by 200,000 majority, but it would mean only that the majority was composed for the most part of liars or ignoramuses.

Sometimes, it almost seems to us as if things would proceed better if the whole world could sit down for a quiet hour and just think it over. The world's mouth is trying to run away with it.

—Geo. M. Bailey.

But man,
Drest in a little brief authority,
Most ignorant of what he's most assur'd
(His glassy essence), like an angry ape
Plays such fantastic tricks before high heaven,
As makes the angels weep.

—Shakespeare.

The common problem, yours, mine, every one's,
Is—not to fancy what were fair in life
Provided it could be,—but, finding first
What may be, then find how to make it fair
Up to our means: a very different thing.

—Robert Browning.

LIFE WISDOM

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

—Benjamin Disraeli.

Nothing is more haughty than a commonplace man raised to power.

—French proverb.

The possession of great powers carries with it a contempt for mere external show.

—James Garfield.

The gentleman is a man of truth, lord of his own actions, and expressing that lordship in his behavior: not in any manner dependent and servile, either on persons, or opinions, or possessions.—Emerson.

Good breeding has been very justly defined to be the result of much good sense, some good nature, and a little self-denial for the sake of others and with a view to obtain the same indulgence from others.

—Lord Chesterfield.

A man's own good breeding is the best security against other people's manners.

—Chesterfield.

It is not doing the things we like to do, but liking the things we have to do, that makes life blessed.—Goethe.

The meaning of true valor lies between the extremes of cowardice and rashness.

—Cervantes.

There are no obstructions more fatal to fortune than pride and resentment.

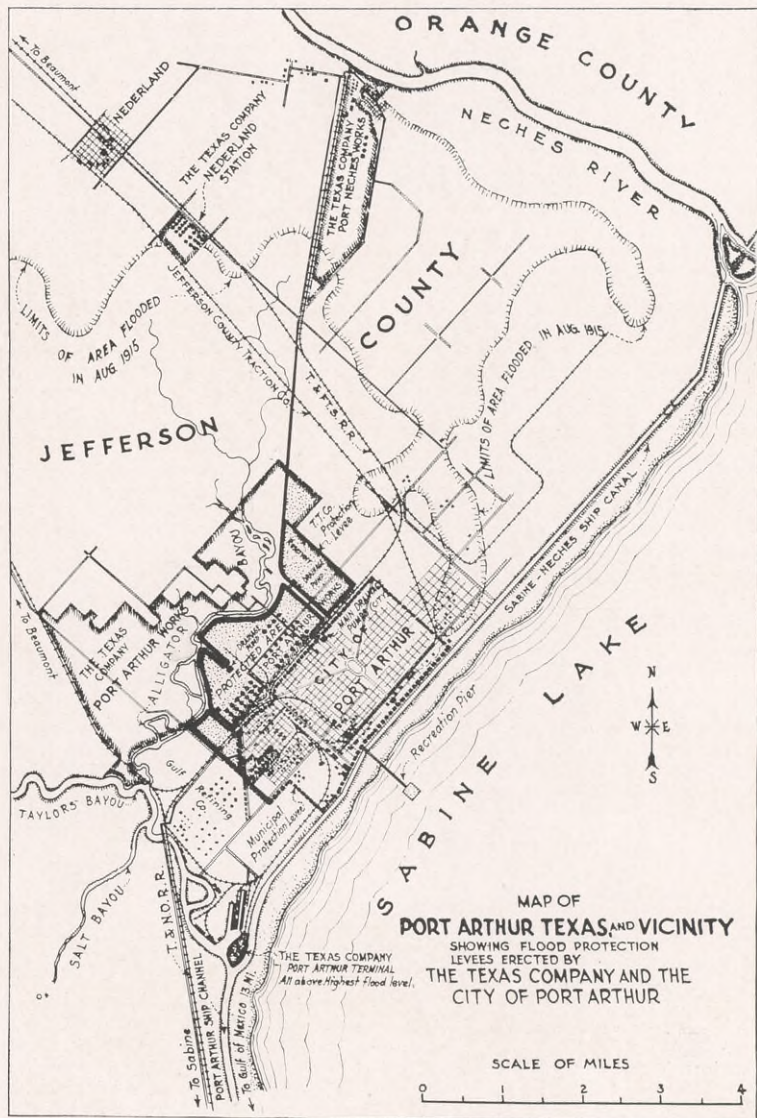
—Goldsmith.

A man's nature runs either to herbs or weeds; therefore let him seasonably water the one, and destroy the other.

—Francis Bacon.

Be not prodigal of your opinions, lest by sharing them with others you be left without.—Ambrose Bierce.

TEXACO STAR



TEXACO STAR



Main Drainage Pumping Plant, two centrifugal pumps, capacity 35 million gallons per day.

Drainage ditch inside of plant is seen in foreground. Reservoirs for cooling condenser water are shown in the background. A number of condenser pumps, located in the refinery, circulate from 50 to 80 million gallons of brackish or slightly saline water through the condensers every day.

PREPAREDNESS AT PORT ARTHUR WORKS

A. S. BAILEY

Chief Engineer, Port Arthur Works

"Preparedness" is in the thoughts of all just now. Never again will Uncle Sam be caught utterly unprepared as he was two years ago. Based on present needs as reflected by past experience, he will build with an eye to the future, determined to be ready for whatever happens when it happens. So it was with The Texas Company at the Port Arthur Works.

The great storm of 1915 and the tidal wave which inundated Port Arthur Works for two weeks is still fresh, vivid, threaten-

ing, in the minds of all of us who went through it. In the minds of many who merely read about it, saw pictures of it, or have heard about it in contrast with some high wind of today, it has become a sort of conversational last recourse. As a matter of fact, it pointed the way to preparedness in the minds of the far sighted executives of The Texas Company—preparedness for wind and water such as swept Port Arthur August 16 and 17, 1915. Where the Gulf of Mexico has gone once, it may go again—



Driving revetment to reinforce levee across a stretch of marshy ground.

TEXACO STAR



Auxiliary Drainage Pumping Plant, one pump, capacity 20 million gallons a day. This plant serves a double purpose, as it is used primarily for accumulating fresh water, when available after rains, in the reservoir at the left. Port Arthur Works consumes daily more than one million gallons of fresh water.

except inside the Port Arthur Works' Protection Levees.

Read from a Works diary kept during those water logged days to see how it was then:

Monday, Aug. 16. Great storm scare in town last night, but no real trouble yet. Wireless reports from Gulf warn us to expect high wind and water. This morning windy, but only occasional showers. Wind rose after noon, rain set in steadily, both increasing rapidly to alarming extent. All lights out about 9:30. People moving to high ground and brick buildings.

Tuesday, Aug. 17. Wind at maximum about 2:30 a. m., when lake came over banks and began creeping inland. People near the Works began flocking to our concrete warehouses, just ahead of the water. Texaco trucks and wagons moving everybody until water was too high. At 8 a. m. water came over the Kansas City Southern and Texas & New Orleans R. R. tracks and rose rapidly all over the plant. By noon practically all first floors were under water, all boilers houses flooded, all stills cold. For the first time since this was a refinery all fires are out. Wind and rain continuous and violent.

That tells the story of Port Arthur unpreparedness. True, there were vague ru-

mors that once, twenty years ago, before Port Arthur was founded or even conceived, water had been all over this country; that people were marooned in second stories; that cattle were fed on barn roofs from sail boats,—but that was twenty years ago. None of us had been here then, and, any how, nobody ever thought about it happening again. What happened to the Port Arthur Refinery in August, 1915, was the direct result of not being prepared for what might happen.

But out of that very flood—first conceived in the minds of the executives who came to our rescue, as they hurried around in motor boats, canoes, scows, and all the nondescript craft used in those wet, wet days—have arisen the Port Arthur Works' Protection Levees, The Texas Company's contribution to Industrial Preparedness.

The work was started by a small army of laborers, working with shovels in water to their waists, driving scrap lumber for piling



Finishing a reinforced section of the levee.

TEXACO STAR



Compounding Plant at right—Office at center of background—August 24, 1915.



Main road, Port Arthur Works, Aug. 19, 1915.



Barrel House, Aug. 20, 1915.



In the main road, Aug. 20, 1915.



Off for an inspection Trip, Aug. 24, 1915.
F. P. Dodge piloting; seated in boat, R. C. Holmes, F. T. Manley, D. J. Moran, B. E. Hull; L. F. J. Wilking standing in doorway.



North Tank Farm, Aug. 20, 1915.



No. 2 Boiler House, August 29, 1915. Note cofferdams in doorways.

TEXACO STAR



One of the six floating steel hull bucket dredges. These dredges were constructed at Port Arthur Works, and each was equipped with electric lights for working three 8-hr. shifts a day.



Dredge constructing a section of flood protection levee which also acts as a bank for a fresh water reservoir. The dredge is floating in about 6 feet of water.

with wood mauls, filling cement sacks with turf and tramping them into the cracks between the piles, using every old trick anybody had ever heard of, and inventing new ones when the old ones wouldn't work. This first flood levee was thrown up any old way, so that we could drain the plant and get the fires going again. It was patrolled day and night for weeks, and patched here with cement sacks, there with sheet piling. It enclosed an area of only 350 acres.

Today the Protection Levee is over 45,000 feet long, encloses nearly 1,500 acres, and contains over a million cubic yards of dirt. An average base width of 75 ft., crown width of 14 ft., and height of 8 ft. make it able to stand even the attacks of the Gulf of Mexico on a rampage. Instead of a thousand men with shovels, six great dredges with 75-foot booms and 3-4 yard buckets; instead of light sheet piles driven with mauls, 40-foot pile stiffeners with 3" x 12" sheet piles driven by three steam hammers; instead of dirt filled sacks tramped into place, massive cast iron flood gates set in reinforced concrete, and drainage connecting to two drainage pumps capable of discharging 30,000 gallons of water per minute. Such changes

as these prove that we have learned well our lesson.

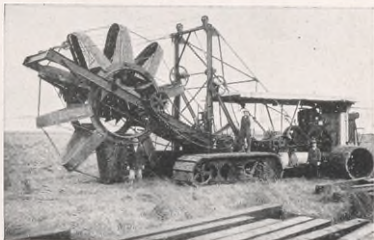
Nobody in these United States wants another war, but we are ready for it. Nobody at Port Arthur Works wants another storm, but we are ready for it. No work of human hands can withstand the combined attacks of all of nature's forces, but the Port Arthur Works Protection Levee was designed to keep outside water out of the Works, and it



Locomotive Crane lowering pump parts into a pit. The two pumps have a combined capacity of 35,000,000 gallons in a 24-hour day.



Buckeye Ditcher No. 1 working on levee.



Ditcher No. 2, practically a duplicate of No. 1.

TEXACO STAR



A section of completed flood protection levee. At this point the levee also acts as one of the banks for a fresh water reservoir. The area subject to inundation by flood is shown at the right.



Levee used to elevate main pipe lines above a salty marsh. Area subject to inundation at left. Ditch at right conducts drainage (fresh water) from Port Neches to Port Arthur Works, 8½ miles.

will take a far mightier assault than the 1915 storm to darken the fire doors under the stills, or quiet the burners in the boiler houses. Against the unknown no man may be wholly guarded, but from what has been once we can judge what may be again. So far as executive foresight can plan, or engineering experience can design and construct, the Port Arthur Works is fully and permanently protected against wind and water

from without or within. Our system of protection levees today will stand for years to come as a fine example of Industrial Preparedness.

Port Arthur Works is located outside the limits of the City of Port Arthur. Soon after our flood protection work was begun the citizens of Port Arthur voted unanimously for a special bond issue for the purpose of building a flood protection levee around the city, and facilities similar to ours have since been completed.



A section of completed levee across marshy ground.

The watchwords in the 1919 savings campaign are "Thrift is Power: Save and Succeed." It is one of the expressions of Benjamin Franklin. The person who saves his earnings intelligently and invests them wisely is prepared to take advantage of a good opportunity when it presents itself and is protecting himself against a rainy day.

—Frank M. Smith, Director of War Loans.

We are living at a time when men and women in a large part of the world are

undergoing a discipline unrivaled in its severity and are exhibiting a heroism that has never been surpassed. Let it not be supposed that those who survive will lack the strength which such sacrifice and such discipline must give. Let us not content ourselves with the comfortable thought of hardships we have escaped, but rather reflect upon the vigor, self-discipline, and patriotic ardor which alone can make us worthy of opportunity or able to use it.

—Charles E. Hughes.

TEXACO STAR

SMILE, STUDY, WORK, AND WIN

T. E. SIMPSON

General Foreman, Bayonne Terminal

The Japanese as a race or nation have one great characteristic or attribute which we could with profit to ourselves induct into our own lives and dealings, and that is—meeting every situation with a smile.

There are no long faces in Japan. No matter how serious may have been the misfortune, loss of home by fire or flood, loss of fortune through unwise investment or confiscation, the death of a relative, they tell you about it with a smile on the face.

They are a race of stoics, and are taught from infancy that every action, no matter how disagreeable it be, should be performed with a smile. That above all, the trouble, whatever it is, is not to be inflicted on friends. If friends are told of it, it must be with a smiling countenance so that they may feel no sadness. The sick will tell of their physical pain; wives will part with their husbands and mothers with their sons when they start on their way to the field of battle, all with smiles. It is not frivolity that represses them nor hardness of heart, but the teachings of centuries that all decrees of fate must be met, in private with stoical firmness and in public with smiling resignation.

A Japanese is always courteous and polite, and no matter what he feels, he represses the outward display of anger as much as he does that of sorrow, and loud boisterous talking is never indulged in except by the lowest classes and by them only when they are under the influence of rum. What contrast to the average American! When we lose a few dollars, or think we did not receive as large an increase in salary as we thought we should have had or when we think someone has done us an injury, we proceed to buttonhole our acquaintances and pour into their sympathetic ear our melancholy tale of woe, and smear gloom, fire, and brimstone all over the surrounding landscape. We either make an ass of ourselves or provoke a fight which is about the same thing.

If we lose some of our worldly possessions, let us not take it too seriously. Don't talk about it so much that our friends will take a side street when they see us coming. Buckle up your belt, grit your teeth, put a grin on your face, and go forth determined

to recoup your losses. Worrying will never bring them back to you.

If our increase in salary was not as large as we thought it should have been, look around us and take a careful and impartial survey and inventory of yourself and surroundings. Ask yourself the questions:

Have my actions and attitude toward the Company been just what they should have been.

Have I really been working for the best interest of the Company, or have my efforts been selfish and mercenary?

Do I give all my talents to the Company that I should?

Am I working with a definite purpose in view and for a brighter and better day, or merely for quitting time and pay day?

Unless our knowledge of the Company's business has increased and we are rendering better and more efficient service, we can't expect remuneration to be increased to a very large extent. Let us rectify our faults, stiffen our spines, roll up our sleeves, overcome the obstacles, quit living in the past, and work for the common good and for the future that lies before us. We only get out of life what we put into it. You can't get money out of a bank unless you have put money in the bank, or have some good collateral or security to put up for it. It is the same with your work. Unless you put something into your work you can't expect very much out of it. Sometimes when we are discouraged and think we are not getting all we should, let us examine ourselves and see just what we are putting into the job and how much we really should receive for our efforts. It seems slow and hard at times, but ability, perseverance, and conscientious endeavor will eventually receive their just reward.

When some one has done us an injury, either real or imaginary, we place a chip on our shoulder and walk around daring anyone to knock it off, and if they should knock it off we immediately sever diplomatic relations, strip decks for action, and set sail for the scene of hostilities. We do not take time to study the case and weigh the evidence, but render snap judgment and start to mete out punishment to suit our own version of the case.

If someone has said something about us, their saying it does not make it true. Re-

TEXACO STAR

member, every knock is a boost and it takes far more courage to stand up under adverse criticism than it does to undergo physical combat. There is a saying that aptly fits in here: "Any man can smile when his automobile is in trim, but the man worth while is the man who can smile when he has to go home on the rim."

Be a man under any and all circumstances—a real man. Scientists in analyzing man say he has the ingredients:

Enough salt to fill a salt shaker,
Enough sugar to fill a sugar bowl,
Enough nitrate to blow up a city,
Enough albumen to make a case of eggs,
Enough fats to lubricate a factory,
Enough iron to make a good size nail,
Enough sulphur to rid a dog of fleas,
Enough hot air to float a balloon.

But who wants that kind of a definition?

When things seem to go wrong, don't go around as though you had lost your last friend and dollar; but face the music with a grin, and the world will think more of you for it.

Sir Thomas Lipton is one of the most popular sports in the world, not because he has built several boats to compete in the American Cup Races, but because he always went down to defeat with a smile and went home and built a better and faster boat and tried for the cup again and again and is still in the ring. No one loves a quitter or a whiner, but we admire any one that can stand adversity as well as success.

Watch His Laugh.—The leopard cannot change his spots, nor the laugher his laugh. No polish or educational veneer can alter the laugh much in quality and tone, although it may soften it. Yet, even then, in an unguarded moment the old laugh rings or cackles, or explodes, and the show is given away. A man to be avoided, to be passed by on the other side, is the man who laughs without smiling. The man who laughs like a mask or a ventriloquist's puppet. His face wrinkles. He makes a noise. But he is smileless. Take it from me, that man is hard, cruel, malignant.—*The Dallas Democrat.*

Courtesy is not like a dress suit, to be put on for certain occasions. If you do not wear courtesy all the time, it will not fit you when you don it.—*Home Office News.*

Snobbery is the pride of those who are not sure of their position.—*Berton Braley.*

If you nurse a grouch long enough, it will grow strong enough to lick you in the end.—*Texas Utility News.*

If your methods or department comes in for a little just criticism by your superiors, stand it like a man and rectify your mistakes and keep those things from reoccurring. It is essential that you accept criticism as well as praise, and the man who cannot stand the one as well as the other will never advance very far.

Co-operate to the fullest extent with those above you and you will find them more than ready to assist you in any way they can. Work in peace and harmony with your fellow workmen and you will find that the dark cloud that looms up once in a while will turn out to be only a passing shadow.

If you get up in the morning with a sluggish liver, don't inflict your ill feelings on others. An egg, if properly cooked, is a palatable food. If placed under a hen or in an incubator, it turns into a chicken; but if left around for a few weeks and some one steps on it, they are not received in polite society. You can be just as disagreeable as the over-ripe egg if you want to be, and shunned as much as the man who unfortunately comes in contact with the egg.

Study yourself and see if the trouble isn't with you most of the time. Pope, in his *Essay on Man*, after summing up the achievements of science and the beauties of nature, said "The proper study of mankind is man," and another poet says "Honor and shame from no condition rise, act well your part, *there* all the honor lies."

We are an imitative race,

Though now and then someone denies it;
Our brain is in its proper place,

But oft we fail to exercise it.

We laugh to see some thoughtless cuss

Attack a job and muddle through it,

But when a like task falls to us

We use the same poor way to do it.

We smile in pity when we read

Of sheep that rush to death together

By dumbly following the lead

Of one old ignorant bell-wether;

Yet we are shallow-brained as they,

And quite as dull, if we but knew it,

For we are prone to ape the way

We see the other fellow do it.

—*Rufus T. Strohm in "Coal Age."*

He who is to win the noblest successes in the world of affairs must continually educate himself for larger grasp of principle, and broader grasp of conditions.

—*Hamilton Wright Mabie.*

TEXACO STAR

LETTERS OF A SELF-MADE FAILURE—No. 4

By MAURICE SWITZER

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

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

Oldburg, Oct. 12, 1912.

Dear Bob: I've just returned from a trip and find your letter. I enclose a check for the fifty you asked for, and I am less worried, old chap, about your returning it than I am over your need of it.

Apparently I've been wasting perfectly good advice. In spite of all I've written you've laid down like a quitter.

But you expect to land another position which you say offers greater scope for your ability and brighter future. How about the present? Suppose in three months or three years you find you've made another mistake? What are you going to do right now to provide against such a contingency? Will you need fifty dollars, or will you have laid aside five hundred?

When I was a kid I had a job with a Buffalo concern. There were two errand boys, and I was one of the fleetfooted Mercuries. We had a shipping clerk who was in the habit of dolling up on Saturdays and disappearing about noon. In those days Saturday was not a half holiday. Sylvester tried to get me to do his work on those afternoons, but I couldn't see it. He was getting ten dollars a week and I was drawing down four. His business was filling in shipping forms, routing freight, and receiving goods, and it took head work and experience to hold the job.

I couldn't see where I came in to learn his business and labor at it while he enjoyed himself and copped the coin. Freckles, my side partner, fell for Sylvester's sophistry and learned to fill in the bills of lading and to master the other detail.

One day the boss took an afternoon off to see a matinee performance of "David Garrick," and as the Old Man took his seat in the theater he lamped Mr. Sylvester about three rows ahead of him.

The next day the Old Man haled me before him.

"Jimmy," said he, "we've decided to have a new shipping clerk and you're in line for the position; can you fill it?"

I saw ten dollars a week making faces at me and I grew nervous.

"I guess I can, sir," I stammered.

"I don't want you to guess," said the boss. "Can you DO the work—right now?"

I had to admit that at that moment I could not qualify.

He summoned Freckles while I stood there. "Freckles, Jimmy has been here a little longer than you have, so I've offered him the job of shipping clerk first, but he isn't positive that

he can hold it down; do you think you can?"

"Sure thing!" replied Freckles.

"Why are you so certain?"

"Because," said Freckles with a grin, "I been doin' the work for three months so's Mr. Sylvester could attend to some of his personal business."

"All right," said the Boss, with a smile, "you are the shipping clerk and your salary is ten dollars a week; don't have too much 'personal business' outside the shop."

And he didn't. Twenty years later he was one of the bosses.

I have told you that the family obsession was leadership, and that the taint was in your blood. We have all wanted to make "names" for ourselves. Lead? The average man hasn't the qualifications to lead anything but a fox-terrier. I think it was Emerson who said that there came a time in the experience of every man when he learned that envy was ignorance and imitation suicide. That time does arrive, only it usually comes so late in life that the knowledge doesn't help much.

You've been reading the wrong stuff. There is too much sunshine poetry and optimistic bunk being painted these days. That kind of matter emanates from a brand of philosopher whose principal qualifications consist of a little education, some imagination, a flow of words, and a colossal gall. Some of the fellows who write discourses on "Hope," "Optimism," and "Opportunity" own a code of morals that ought to be dragged out with a bale hook into the back yard and fumigated.

Those are the bards who tell you to study the lives of the illustrious dead or point to our living geniuses as examples for the emulation of every American youth. Running a close second in impracticability is the fond parent who hopes his or her offspring may some day become President of the United States, when the boy probably hasn't the inherent mental capacity to be doorkeeper of the White House. Many a good laborer has been spoiled in the making of a bad lawyer.

Really great men are born only occasionally, but the country is overflowing with men of ordinary ability, which, if properly applied, would bring the possessors comfort and happiness.

When fellows like you and me fall down it isn't because we're failures. It's because we waste and scatter our ordinary talents in attempts to attain the extraordinary—objects entirely beyond our reach—things we wouldn't be happy with if we got.

The fellow in a good position, who by his energy, application, and loyalty assists in the



TEXACO STAR

AMERICAN RED CROSS

Atlantic Division---New York City

How Much Gas Do Red Cross Women Use in a Day?

Prepared Expressly for the *Texaco Star*

The Red Cross Motor Corps is now firmly established on a peace time basis, but the work is still running along "on high." Far from slackening their speed when the armistice was signed, the women had to increase it; for as soon as the transports began to bring back our sick and wounded men in such large numbers, still greater demands were made upon the Motor Corps. With the almost daily debarkation of troops these first months of 1919 have been among the busiest in the history of the organization. During the month of February, in the territory included in the Port of New York alone, 275 cars were in daily service.

The Red Cross Motor Corps is the only one allowed on the piers and permitted to aid in the removing of sick and wounded men from liner to hospital, and its representatives meet every transport. While on the piers the corps work under army regulations and the rapid and efficient transfer of the wounded has brought forth the highest commendation from the military authorities.

But when the last army transport docks at Hoboken, and the last debarkation hospital is empty, the Motor Corps will still stand ready to answer emergency calls. The State and National authorities have at their disposal at all times a body of trained women, experts in first aid, skilled motor drivers and mechanics, who are pledged to respond at the first call to duty. If the city at any time should be placed under martial law, women of the Red Cross Motor Corps, with their familiarity with military rules and customs, would be of invaluable assistance to the authorities.

The Motor Corps, while it was brought into being by the war and had for its first object war services, has given ample proof of its worth in various emergencies. Instead of war service one may now say that patriotic service is the aim of its existence. During the Perth Amboy disaster and the grounding of the Northern Pacific, the women did heroic work and rendered incalculable aid.

Under less spectacular circumstances, but equally pressing necessity, the Motor Corps women were among the most courageous fighters in the influenza epidemic. In every city where there was an organized corps its members were on duty day and night, working many hours at a stretch, carrying the victims to hospitals, rushing doctors and nurses from one case to another and transporting food and medical supplies.

The Bureau of Motor Service was established at National Red Cross Headquarters in February, 1918. There are now nearly 300 motor corps operating throughout the United States with a membership of almost 12,000 women, not including the personnel of auxiliaries which may be called upon for occasional service.

The New York City district has to its credit 509 private cars, 63 ambulances, and 15 trucks. Doctor Dorothy G. Smyley is the commander. Her forces on duty at the Port of New York during February handled 199 stretcher cases and 1,143 ambulatory cases, and extended traveling courtesies to 2,765 casual officers. The daily average was 275 cars on official service. Their cars are not those which get 22 miles to the gallon. How much "gas" do they use?

upbuilding of some great enterprise, is as big in a way as the enterprise itself.

You complained some time ago that I was getting a premium on mediocrity. The great multitude, my boy, isn't even mediocre; it's absolutely ignorant—and a lot of the ignoramuses have good educations. Learning isn't necessarily knowledge, and illiteracy doesn't always spell stupidity. I'm for the mediocre man; for more literature that will hold out some hope to him and bring home to him the truth that he is as important to the world's progress as the captain of industry.

Future? Forget it, old man; look after the present and the future will take care of itself.

Your affectionate brother,

Jim.

HIS SEVEN AGES.

First Age—Sees the earth.

Second Age—Wants it.

Third Age—Hustles to get it.

Fourth Age—Decides to be satisfied with only about half of it.

Fifth Age—Becomes still more moderate.

Sixth Age—Content to possess a six-by-two strip of it.

Seventh Age—Gets the strip.

—*Louisville Courier-Journal*.

"Being busy does not always mean real work. One must produce as well as perspire."

It is the struggle to keep appearances up that keeps some persons down.—*The Dallas Democrat*.

One secret of success is to know how to deny yourself and other people.

TEXACO STAR

DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen whose names and addresses are here given the duty of sending to the *Texaco Star*, on or before the 25th day of each month, reports of departmental news and other items of general interest. Suggestions and information for this purpose should be sent to them before the 20th of the month. All are invited to cooperate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	D. P. Harrington, Fort Worth
Fuel Oil Dept.	E. B. Joyner, Houston
Railway Sales Dept.	E. B. Joyner, Houston
Marine Dept.	{ A. V. Corley, Port Arthur
Legal Dept.	{ T. H. Matters, Jr., New York
Treasury Dept.	{ J. S. Ballard, Houston
Comptroller's Dept.	{ Lee Dawson, Houston
Insurance Dept.	{ B. E. Emerson, Houston
Sales Dept. S. Territory	{ P. A. Masterson, New York
Sales Dept. N. Territory	{ Roy B. Wright, New York
Asphalt Dept.	{ R. C. Galbreath, Houston
Export Dept.	{ S. Slattery, New York
Purchasing Dept.	{ C. E. Murphy, New York
Railway Traffic Dept.	{ J. B. Nielsen, New York
Producing Dept.	{ J. E. Byrne, New York
Pipe Lines	{ J. T. Rankin, Houston
	{ J. W. Painter, Houston
	{ E. W. Plummer, Houston
	{ A. M. Donoghue, Houston

REFINING The third Get-Together meeting of Texaco Foremen was held at Port Arthur, Texas, on Wednesday evening, April 16. About 220 of the foremen from Port Arthur Works, Port Neches Works, Port Arthur Terminal, and Case and Package Division attended; also F. T. Manley, L. D. Fletcher, V. R. Currie, and D. L. Lindsay of the Houston offices and L. R. Holmes of New York, Superintendent of Northern Terminals Div.

F. A. Stivers, of the efficiency department, reports the meeting as follows:

Promptly at 7:30 p. m. the guests assembled in the Domestic Science Hall of the Franklin School building, which was appropriately decorated for the occasion in Texaco colors. A tempting luncheon, prepared by the ladies of the North Methodist Church, was served to the strains of Von Benken's orchestra. General Superintendent F. P. Dodge acted as Toastmaster.

After ample justice had been done to the edibles the tables were cleared away and introductions took place. Each foreman introduced his neighbor with remarks as to length of service, position, etc., and any additional information in regard to the life and characteristics of the victim that he deemed of importance. These introductions brought to light many facts hitherto unknown, even to the men themselves. C. P. Gunn in his introduction of Elmer Burris solved the mystery which has for so long confronted the many friends of Mr. Burris, by telling why the girls always smile when they see him. Mr. Seavy always justified his reputation as prize talker of the Port Arthur Works and apparently 'cinched' the laurels in this line for another six months.

Following the introductions, H. H. Bartlett gave a description of the methods in use in the army for classifying and selecting men according to their

mental and physical capacities and training. A clear insight was given into this system which was used successfully in handling men taken into army service during the war, the methods covering the time from preliminary examination of the new recruits to the final grading of the officers.

The manner of carrying out classification of new workmen along these lines as performed in civil life, was shown by R. L. Stevens, who took as an example some of the automobile manufacturers of Detroit.

L. R. Holmes gave a description of methods used in handling Texaco Products and the efforts put forth during the war to get out shipments of lubricants and other products on time. Mr. Holmes' talk was of much interest to the foremen present on account of the fact that he showed the progress of our products from the point where they leave our hands to the consumer. As a general rule, the foremen who are concerned most vitally in the manufacture of the oils lose sight of the shipments as soon as they leave our plants and do not follow them through their course of delivery to the ultimate consumer.

John Gallagher drew an interesting picture of some of his experiences in France, bringing out the great dependence which the fighting units placed on petroleum products for their transportation at all places along the line. He paid welcome tribute to the workers in the petroleum industries who stood by their work during the war.

D. L. Lindsay presented figures on Accidents and Accident Prevention, which brought home forcibly the great importance of care and thoughtfulness along safety lines.

Interspersed in the prepared addresses of the evening were many impromptu bursts of oratory from speakers called on by Toastmaster F. P. Dodge.

Although Mr. Titus of Port Arthur Works was not present, he was brought to the attention of the audience by the amalgamated association of "Murray Boosters," Messrs. Burnett and McConico, who gave much valuable information on the methods of our Labor Foreman.

The aesthetic needs of the program were ably filled by a solo, "Keep the Home Fires Burning," sung by Toastmaster F. P. Dodge during the early part of the evening.

An impromptu talk by Mr. Snyder of Port Neches Works, on the subject of "Cooperation Between the Office Force and Outside Men," showed the importance of proper relations between these two groups of employees.

As the closing talk, V. R. Currie explained the industrial insurance plan as now being carried out by The Texas Company, and presented figures on labor turnover that show the importance of this factor in plant operation.

The evening was closed by the singing of "America," the accompaniment being played by our able pianist, C. P. Gunn.

A great deal of benefit is derived from these meetings in that they give the men an opportunity to become better acquainted, engender a spirit of cooperation among the foremen, increase their knowledge along certain lines, and furnish for them enjoyable evenings.

The Texaco Welfare League now has some 1,500 members, and from all reports is doing fine.

TEXACO STAR

We are pleased to announce the wedding of Chas. C. Hasbrook and Miss Lillian Frost. Mr. Hasbrook was back in the United States, and before returning to Mexico decided to take his bride with him. It will be recalled that this match dates back to the time when Miss Frost and Mr. Hasbrook were employed at the refinery. Especially in 1915, when the circumstance of the "Incoming Tide" made it necessary for them and other employes to remain at the refinery for days without being able to get to their respective homes. All join in wishing the young couple a long and happy wedded life.

We regret to report that Colored Joe, for years food administrator and cook at the Port Arthur Works Commissary, passed to his reward March 27, 1919.

The Texaco Club gave their last dance for the season at the Plaza Hotel on April 11. It was an enjoyable affair, and all present reported a good time.

The Texaco Base Ball Club is again coming into prominence. The field is in first-class condition, and Mr. Follette is seen daily trying out the young sprints, and shooting pep into the lads generally to find the most likely material for use in a match game.

J. R. Alexander, discharged from the Submarine Service of the U. S. Navy, visited us for a few days prior to returning to a position at one of the northern terminals. Mr. Alexander is a product of the Port Arthur Works School, having received his initial training in the boiler houses at this point.

We are glad to announce the return of the following from military service:

Allen, C. C.	Mansfield, Edw. Wm.
Bright, S. H.	McCary, James
Brunner, Geo. A.	McConico, Vance
Dick, E. J.	Oliveira, Brazil
Gilbert, W. I.	Perkins, Geo. H.
Kid, Palmer	Phillips, D. M.
Lalonde, Leonce	Schwartz, I. W.
Lawrence, Glen R.	Stivner, Jim
LeBlanc, Claude	Stephenson, A. J.
Loupe, A. J.	

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF APRIL 1919

Refined—Coastwise.....	613,823 bbls.
Refined—Foreign.....	462,985 bbls.
	1,076,808 bbls.
Crude—Coastwise.....	21,436 bbls.

On March 13, 1919, the Northern Terminals Division Office held their Eleventh Organization Meeting. This, like all our previous meetings, proved instructive and beneficial to all those present. The chief feature was an address on "Steam Cylinder Lubrication," by G. R. Rowland, Chief Lubrication Engineer of the Northern Territory Sales Department. We were fortunate in obtaining Mr. Rowland's services on this occasion, and his remarks were closely fol-

Lieut. Dunn, writing from Mars, France, on Feb. 24, 1919, says: "Just received the December and January copies of the Texaco Star and having a few minutes time, thought I would write to express my appreciation of them. Have had my leave to Nice and Monte Carlo and also the new Paris leave, and am now ready to go home as fast as the powers that be will let me. My work as Subsistence Officer at our largest hospital center has fallen off to such an extent that we hardly do a thing but attend American dances and teas. So being on duty over here now is not so hard to take. Am enclosing a postal photograph of a Texaco Product on leave. Hope to be back at Port Neches in the near future, or wherever The Texas Company sees fit to place me."



Lieut. H. P. Dunn, Q. M. C.
A. P. O. 780, France

lowed by his audience. His able explanation of the various conditions pertaining to this branch of the oil industry will aid many of us in performing our duties in a more intelligent and efficient manner.

Chief Clerk R. Amundsen called our attention to the fact that it is the desire of the Manager of the Refining Department that the sale of Thrift Stamps and War Savings Stamps be encouraged to the fullest extent throughout the Department. The purchase of these stamps is not only of material aid to our government, but is an easy method for the man of moderate means to provide for a rainy day. With this in view, five ladies were appointed as Captains for a term of two months, they picking their teams from the Office force. The duty of the Captains is to sell Stamps to the members of their respective teams twice a month, and it can readily be appreciated that there is spirited rivalry between the teams to see which one will purchase the most Stamps. At the end of two months five men will be appointed as Captains to succeed the ladies; so there is not only rivalry between the teams, but also between the male and female Captains. We concede a sweeping victory for the ladies as there are few men who would not purchase the limit of their pocketbooks from such of the fair sex as we have for Captains.

TEXACO STAR

We, of course, had other interesting subjects on our program, too numerous to mention. Suffice to say that our Organization Meetings are proving a great benefit to us, as we realize that it is through organization that many able executives in the business world are discovered. Such meetings as we have been holding make us think, and that which enables one to do broader thinking returns money dividends just as surely as properly invested capital.

Lieutenant Beall has returned to our Engineering Division and is now located at Providence Terminal as Construction Engineer.

W. S. St. John, formerly with Westinghouse, Church, Kerr & Co., and P. J. Milo, formerly with the DuPont Engineering Company, have joined our Engineering Division.

MARINE DEPT. The Steamship *Georgia*, which was named the *Texaco* when requisitioned by the Government, so that the Tanker *Georgia* and the battleship of the same name would not be confused, has been re-named the *Georgia*, and is again in The Texas Company's service. The pedigree of this vessel reads: *Georgia, ex-Texaco, ex-Georgia, ex-Texas*.

During the last harbor strike, which lasted from the early part of March to the latter part of April, the Lighterage Division experienced difficulty in putting through their business in proper time; but notwithstanding all the difficulties the "Marines" managed to make most of the deliveries on schedule, and none too late to be accepted.

The sailing Vessel *Edward Sewall* left Buenos Aires on April 15 with a cargo of linseed bound for New York, at which port she is due May 30. The recent harbor strike at the South American port was the cause of the *Sewall's* detention and delay in sailing for over two months.

Ensign Fred Smith, U. S. N., expects soon to be out and "free," and ready to come under The Texas Company colors once more.

George H. Gersen, who has been in the Marine Department, New York Office, for the last two years, has resigned and gone to Washington, D. C., whence he expects to start out on a world tour in the capacity of Supercargo. Several cards have already been received from him showing points of interest in Washington.

Chas. O. Strahley, formerly Secretary to Mr. Arnold Schlaet, recently Sergeant Strahley, has come back to the old Texas Company. Mr. Strahley is now in the Marine Department, in charge of assembling information and maintaining the records in connection with "The Texas Company's Plan for Employees" it affects the employes of Marine Department, Insurance Department, Asphalt Sales Department, and The Texas Steamship Company.

Geo. A. Toups, formerly of the Marine Department at Port Arthur, writes under date of March 30, 1919, from St. Aignan-Noyers, France:

I received the December, January and February issues of the *Texaco Star*, for which I thank you. I was pleased to get them, for it was the first news I had of what was going on in Good Old Texaco Land since my entrance into the service.

As I expect to sail in a few days for the Good Old U. S. A. for immediate discharge, you may change my address to 1643 Procter Street, Port Arthur, Texas. I am already in a special casual company, and am waiting for transportation, which I expect will be about April 4.

For your information will state I was in the employ of The Texas Company, Marine Department, at Port Arthur prior to my induction into the service on June 24, 1918. I became a member of the American Expeditionary Forces on August 22, 1918, coming across with Co. L, 156th Infantry, 39th Division. Almost immediately upon arrival in France, I was assigned to special duty at 39th Division Headquarters, Personnel and Statistical Section, St. Florent, France. I remained there until November 24, 1918, and was transferred to Co. B, 164th Infantry, 41st Division, and again detached and assigned on special duty with Headquarters Classification, First Replacement Depot, St. Aignan-Noyers, Loir-et-Cher, France. The 39th and 41st have both left for the States.

I expect to be back with The Texas Company (Marine Department) in Port Arthur as soon as I am finally discharged.

With best wishes, and hoping to be back "toot sweet" to take my residence again among all the good Texaco people, I am,

Very truly yours,
Geo. A. Toups.

SALES DEPT. HOUSTON DISTRICT.—Superintendent McCullough, of S. TERRITORY the Equipment and Construction Division recently made a tour of inspection through South Texas, and he reports having seen the cleanest, neatest, and best kept cluster of sales stations and equipment to be found anywhere in the world; and he advises, if anybody wants to know how it is done, to ask Superintendent Sam Monroe—as he knows.

Superintendent Monroe has returned from a trip down the Valley. While there he made a visit to old Mexico with General Assistant Hutchins and Salesman Kowalski of Brownsville. They report that conditions have greatly improved and that the country is looking very prosperous. We are expecting some good business from this end of the District.

The District sympathizes with Miss Myrtle E. Farmer for her recent bereavement in the loss of her mother.

We extend sympathy to Mrs. M. H. Harwood for the recent death of her father. Chief Accountant J. Harrod left last month for Redlands, California, on account of the death of his brother.

Royston Williams has resigned to engage in business for himself in stocks and bonds brokerage with offices in First National Bank Building, Houston.

TEXACO STAR



Triangle Garage, S. Flores and Nagolitas Streets, San Antonio, Texas.

This location is one of the best in the city, being at the intersection of three streets, one of the busiest corners in San Antonio. It is needless to add that it is one of our best customers. Texaco Products are used exclusively, which accounts for the extremely nice business they are doing. Texaco Products, combined with their service, are making this filling station one of the most successful, attractive and niftiest filling stations in the city.

"What's the matter, dearest? You seem nervous."

"I am. I do wish father wore bells!"—Ex.

EL PASO DISTRICT.—We are glad to report that Chief Clerk and Chief Accountant Charles Worley is now on the job.



Traveling Agent W. G. Head sends this snapshot from Douglas, Ariz., saying: "Mr. Banks of the Motor Transit Company at Douglas at the left and Mr. Hollinsworth of the Chevrolet factory at the right; a little Model 490 Chevrolet stock car at the top of a mountain, having been driven there by Mr. Hollinsworth on its own motive power. I don't see how it did it unless it was due to the fact that they used Texaco Motor Oil E. H. and Texaco Auto Gasoline."



A Window Display at Huey and Philp Hardware Company, Dallas, Texas.

The Dallas District Office says: "We have enjoyed a nice business from these people for three or four years and are selling them a good deal of specialty goods as well as a general line of lubricants. They are also carload buyers of Texaco and Tiger brands of Roofing. They promise to give us a little later a window display which will be entirely made up of Liquid Wax Dressing and Tex-wax."

The Superintendent of our Advertising Division says: "We think this is one of the best laid out displays ever brought to our attention."

TEXACO STAR

El Paso District was recently favored with a two days visit from Chief Accountant J. Harrod. Come again!

John Brodbeck, Clerk at Douglas, Ariz. Station, has been appointed Agent at Albuquerque, N. M., vice H. B. Roeder who has been re-assigned to his former position of Traveling Salesman, headquarters Albuquerque, N. M.

DENVER DISTRICT.—Filling Stations No. 6 and No. 7 were opened early in April in the City of Denver.

Sergeant Geo. S. Filsinger, formerly City Salesman at Butte, has returned from Over Sea Service and expects to be on the job in a few days.

P. D. Fletcher and H. J. Murphy, of Butte Station, have also returned.

Creditman D. R. Morton has been appointed Agent at Cheyenne, Wyo. Dave has our best wishes and we are confident of his success in his new position.

J. W. Shafford is Agent at Rocky Ford succeeding J. L. Hodgins who returned to Denver to his old position as warehouseman.



Texaco Exhibit at Automobile Show, Denver, Colo., April 1-5

Our Exhibit was very attractive, due to the efforts of Agent Law. It was in charge of Salesman Trounstine, with other representatives assisting, and attracted more attention than any other exhibit at the Show.

ATLANTA DISTRICT.—A number of our boys are returning from the army and navy and we are all glad to see them back and to have them rejoining the Texaco Family.

We are glad to see J. F. Ryan out again after having been confined to his room for a long time on account of a broken foot.

Miss Clifford Brotherton and Mr. Harry Allen, formerly of the Atlanta District Office, were married recently. We extend our best wishes.

Invitations are out to the wedding of Carroll F. Fourmy, former Agent at Huntsville, Ala., and a young lady of Oklona, Miss. Mr. Carroll was well known in both the Atlanta and New Orleans Districts and he has our best wishes.

SALES DEPT. We send a group photograph of our General Staff and District Superintendents, taken at a recent Superintendents' Meeting for the Northern Territory. (See inside page of front cover.) It did not require any wiles of the photographer to make them look pleasant, their expression being the result of consciousness of work well done, for when the camera man was called they had nearly completed a two-days' session during which a number of important problems were presented and satisfactorily disposed of.

These meetings, in which the Superintendents and (generally) their Assistants get together with the Staff, are held periodically in the cheerful well-lighted meeting room of the 8th floor in the New York Office.

In advance of meeting usually a "round robin" is sent out to all concerned asking them to submit subjects of discussion, so that each one may be ready to have his problems thrashed out or occasionally to advance some pet theory of his for the consideration of the house. So it is that a man can save up some vexing questions and by bringing it before his colleagues can get a larger perspective on it, and often a general form of procedure is determined on to take care of similar cases. Thus, the gentleman who brings up a question and all who listen to the discussion are benefited.

Again, some Superintendent has developed some kind of a useful operating "kink"—let us say, some means of expediting collections. He passes it on to the rest for the general good.

But such matters are only a surface indication of the great interest taken. Much business is crowded into two or three days. The questions discussed range from the ubiquitous subject of collections to the method of specifying motor trucks, or, as at the last meeting, the standardization of selling arguments or the use of gas masks.

Among the important points discussed at the last meeting were—

1. Employes returning to Service
2. Lubricating Policy
3. Non-Freezing Mixtures
4. Soap
5. Education of Salesmen on Office and Field Duties
6. Standardizing of Selling Arguments
7. Fuel Oil Book
8. Credits and Collections at Stations
9. Recording Iron Barrel Equipment

TEXACO STAR

10. Specifications for Motor Trucks
11. Method of handling painting in Districts
12. Marine Trade—Fuel Oil—Use of Salesmen soliciting Fuel Oil
13. Trade Acceptances

At this meeting also a personnel committee was installed. This committee will supervise the selection of new employes, and will assist in formulating plans for their education. The Committee consists of J. T. Groves and two District Superintendents, C. R. McCarthy and J. P. Gruet, with a member of the Staff, W. R. Ellwood. Mr. Woodbridge or Mr. Gatchell acts as ex-officio member of the Committee.

To prove that the gathering is in the nature of a happy family, sometimes the discussions can be heard in the next room and the Chairman must diplomatically intervene.



Lieut. Commander H. P. Savage and Staff of Engineers inspecting our Bayonne Plant

Left to right: Lieut. J. G. Lang, Lieut. H. N. Frazer, Lieut. Com. H. P. Savage, Lieut. E. S. Ramey, F. D. Shields, of T. T. Co.'s Lubricating Div.; Lieut. Frank Cox, Louis Adelus, Lieutenant D'Artillerie, French High Commission; Lieut. C. H. Campe.



Engineers from Naval Overseas Transportation Service at our Bayonne Plant

Pictures by F. D. Shields of Lubricating Div.



Students from Columbia University at our Bayonne Plant

The Accounting Department, N. Territory, extend sympathy to Harry Browne whose father died very suddenly on April 14. Harry had just returned from overseas with the 27th Division and had returned to work on the 7th of the month.

Returned during April to the Accounting offices from military service:

Harry Browne, 27th Division.
Raymond Gallic, 27th Division.
Wm. O. L. Jungling, Medical Corps, U. S. Army.
Blake Spear, C. P. O., U. S. N. R. F.

Arnold Bergman, our Jovial Host of the Halloween Party last fall, came in the other morning with one of those "smiles that won't come off." He is the proud father of an 8-pound boy, born March 29, 1919. All unite in congratulating Mr. and Mrs. Bergman.

E. O. Hale, formerly the O. E. Hale of the N. T. D. S., has two appointments every day in the Lobby of the building. Dame Rumor has it that Otto will give up his bachelor apartment on Riverside Drive around June and take up a bridal suite in the Waldorf Astoria. If he does, we see where we will all turn out and hail Hale. We have seen "confined backs" get smitten with Cupid's arrow, but this is the first time we have witnessed a case where initials were switched by the "wound."

Among recent new arrivals for the Accounting Office was a baby boy at the home of Mr. and Mrs. Charles L. Duerkes. The proud "Paw" runs the Department Sales Stock Ledger, and of course the gang had to get up a Congratulation Booklet. Among its features were the enclosed sketch by Jack Allison and the two "slams" which are passed on to the friends of the authors who are well known throughout the Company:

Congratulations! If you take an inventory and find you are over-stocked, I will issue authority to transfer by D. O. 1 baby boy, 10 pounds, from C. L. D. to J. J. C.

In case you require your stock back you may cancel your D. O.

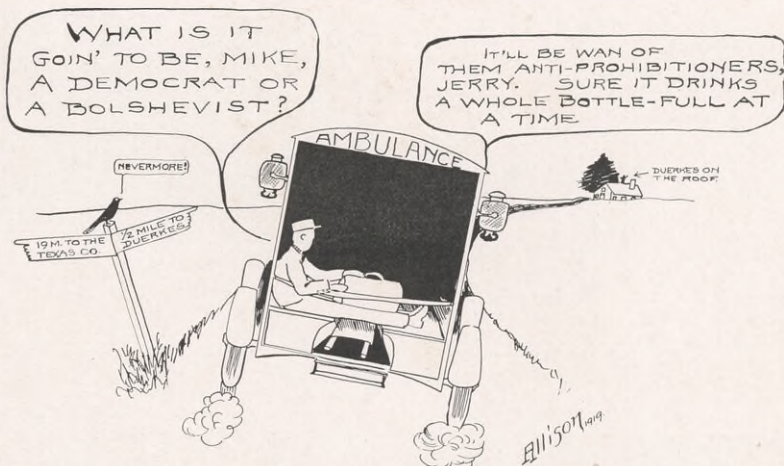
(Signed) J. J. Costello.

To C. L. D. not J. J. C., these lines we dedicate: You've been a man and shown you can, while new boy, too, and happy you must be; it's good to he's failed up to date. We're proud of you, the know you're not so slow as this same J. J. C. Your stature small don't count at all, you're just a regular guy, while his six feet doesn't seem complete, your kid he wants to buy.

Bring in your cat and give him that, we don't think he deserves to have a boy; he wants a toy, and tonic for his nerves.

(Signed) A. S. Price.

TEXACO STAR



This is how we pictured "Little" Charley's arrival on February 26, 1919.

NEW YORK DISTRICT.—From all appearances and from the way things are coming, Middletown, N. Y. Station expects to break all records this year in lub. and refined sales and keeping down expenses.

The third monthly meeting of the Agents and Salesmen of Albany territory, held March 28, was considered the best meeting so far, and the enthusiasm was great. The object of these meetings is to put the Albany Territory in its place as the leading territory in New York District. I. M. Williamson and D. L. Keyes of the New York Office were with us at this meeting and we hope to have them at future meetings.

Corporal William F. Bilyou, who resigned as chauffeur at the Newburgh Station to enter the service of Uncle Sam as chauffeur in Motor Truck Corps, has been honorably discharged and has resumed his former position. He was stationed at the Schuylkill Arsenal, Philadelphia, and reports that it was all Texaco Products in the service.

Fred Peck, chauffeur at Newburgh, has been transferred to Agent at Monsey, N. Y.

Salesman C. T. Anderson married on February 22, 1919, and then resigned effective April 1. Past worker.

The Accounting Department of New York District wishes to congratulate Agent B. A. Sheridan, of Youngstown, Ohio, and his co-workers, on the excellent reports received at the District Office and on the general condition of his Station.

Captain Gruet's Texaco Stars of Albany Territory will line up this season the same as 1918. This was the word passed along the line by the captain. The writer claims to have been tipped off by one who is close to the captain that he is going to spring a surprise on the boys. This is the dope. Pitcher Sweeney, a wonderful right-hander, who has the reputation as a hitting pitcher, his average for last season being well above the 300 mark, will be moved to the outfield in or that he will be in the line-up in every game. Southpaw Caldwell will replace Sweeney, and take it from me the captain thinks pretty fine of this boy and expects him to be the sensation of the year. Shortstop Penchard is rounding in form and will be found covering the same old ground. May, who held down the hot corner the latter part of last season will be moved back to the initial bag, his regular position. Phil Noonan, a recruit recommended by Pitcher Caldwell, will be given a tryout at the receiving end. The captain will be glad to hear from any teams in the New York district.

We know it will be a source of much pleasure to the friends of Charles J. Kehoe to hear that he is



"No Man's Land"

Salesman T. L. Cochrane and his flivver 2936, somewhere in the region of Saranac Lake, N. Y.

TEXACO STAR

safe and well and that he assisted in winding up the "Watch on the Rhine." Before joining the colors he was pay-roll clerk in the District Accounting Department. He is now with the 2nd Division, 6th Regiment, U. S. Marine Corps. We give an extract from a letter received from him:

Leutesdorf,
Germany.

We reached this place after passing through towns and villages of France and Belgium, also Luxemburg, where American soldiers were never seen before, and the people gave us a royal reception. The place where we are staying now is situated on a mountain, and one can ascend these mountains and view the surrounding country for miles around. The scenery is wonderful all along the Rhine, but I wouldn't trade New York for this entire country.

We arose very early this morning and were taken by auto truck to a town named Vallendar, about 12 miles from here, to witness a decoration service. Our division commander, Major-General Le-Jeune, was decorated with the Legion of Honor medal for valorous service. The trip was fine and afforded a diversion from our regular routine.

Recently we had an inspection by our commander-in-chief, General Pershing. Again we went by auto truck to a place about 16 miles from here, and the entire division was assembled and spread over an area which I judge to be about 80 acres. General Pershing walked through the ranks of every platoon, and altho I had heard a lot about him I was surprised to see such an active and agile man. He afterwards delivered a speech, saying our inspection was fine and surpassed by none. But he did not give any definite information as to when we are to return to the U. S. A.

BOSTON DISTRICT.—It is a pleasure to announce that Agent Ward, of Hartford, Conn. Station sent in our first order for a barrel of Tractor Oil, and that Salesman Maney was the first representative to send in a signed contract calling for this particular product. Agent Snow, of Swampscott Station, was a close second to Mr. Ward.

We are unable to say that Salesman Carritt has graduated from the Sharp Shooter class in the Motor Oil Contest, but he has come pretty close to it and will no doubt qualify as Expert in next Honor Roll.

Salesmen Williams, Thompson, Kelly, and MacKenzie have become Marksmen, and Salesman Kelly has only to be a leader in one more item to be a Sharp Shooter.

We congratulate Salesman H. C. Mason for securing the first street railway contract taken in Boston District. He has signed up the Brockton & Plymouth Street Railway Company and advises that this is simply a starter.

Representative F. H. Knight has again renewed



Charles J. Kehoe

the contracts of the Norton Company and the Wright Wire Company of Worcester, Mass. The Norton Company is the largest manufacturer of grinding wheels and grinding machinery in the world, and the Wright Wire Company is an equally well known concern.

Salesman Williams has secured the recommendation of the Salem Elevator Works, Salem, Mass., for Texaco Thuban Compound on worm drive elevators, and we understand it is proposed by this concern to send out a sample can of this product with each elevator shipment.

The District Office has lost the services of the faithful guardian of the stock room, as Cupid decided that Miss Helen Hennessy had remained with us long enough. Miss Hennessy has departed from Boston and will henceforth be known as Mrs. Koelsch of Baltimore, Md.

We extend our sympathy to F. L. Elder of the Portland Station for the death of his daughter.

The Bowling League has closed its season and the first team prize was taken by the team captained by Gillman, the second prize by McDevitt's team which was nosed out only by two points. It was a very successful season and we believe when the next season rolls along we shall have a greater number of teams than this year, although we had eight teams which is as many as any of the big leagues have.

We received a challenge from the Blake & Knowles Pump Works to indulge in a bowling contest, the five leading bowlers from this office to meet the five leading bowlers from their office, and we modestly arise to proclaim to the world that we easily defeated them. This victory was largely due to the excellent work of "Baron" Mongeau and "Cyclone" McDevitt, both of whom were in unusually good form.

Our Credit division received a challenge from and defeated the Credit department of the Gulf Refining Company.

We have formed in this district The Texaco Athletic Association and have elected officers: James P. McDevitt, president; Peter F. McLoughlin, vice-president; Frank L. Carter, secretary; Ovilla Bonin, treasurer.

It is our intention to have a representative athletic team, representing The Texas Company, in every branch of sport. At present aspirants for the baseball team are being looked over by our temporary manager, Joe King. The prospects are that we will have a very good team and we are desirous of hearing from other teams representing The Texas Company in regard to arranging games.

Texatons.—Our Credit division modestly admit that they have the best bowling team of any division in the District Office. The Credit division far surpasses the violet for modesty.

Ed Brady is again under fire. Circumstances decreed that Ed be situated in the stenographers' room, he being the only male employe there. He got through the World War, so we think that he can stand the shell fire of the stenographers.

PHILADELPHIA DISTRICT.—Owing to the illness of our Reporter the Philadelphia District did not send notes for month of April.

Since March we have had quite a few changes. The Accounting Division is all dressed up, through the efforts of our new Chief Accountant, W. F. Murdy. A number of the walls were torn down and the desks re-arranged with wide aisles between, giving everyone more room and better light. The arrangement is a close competitor to "old man perfection" himself.

TEXACO STAR



Boston Commonwealth-Beacon St. Filling Station.

Note the Business Men's Service Flag which flies at the Filling Station. Since the picture was taken the figure 30 has been changed to 50. We have a miniature of this flag hanging in the hall of the District Office.

Edward Neilsen has been appointed Assistant Superintendent in charge of Sales. Mr. Neilsen was connected with the New York District for a number of years and was also with our Export Department in Australia for a year or more. We extend to Mr. Neilsen a hearty welcome and anticipate that his wide experience will enable us to make great progress in our work.

Collections in this District are now on the jump. Agent W. J. Elliott of Havre de Grace, Md., is fighting for a 100% record, having collected every account on his March 31 list except one, and we have no doubt that he will come through with this before the close of the current month. We compliment Mr. Elliott on this achievement. Messrs. Mott, Roberts, Francis, and Wampole also have good prospects for going "over the top." Let everyone keep up the good work to put Philadelphia in its proper place.

Socially, we are there. On March 25 The Texas Athletic Association held a dance at the Students' Chapter. Most of the Office employees were there, as well as Superintendent McCarthy and Chief Accountant Murdy. The affair was a huge success. Those who were not there missed the time of their life. They were so disappointed at not coming that on May 1, when the Petroleum Athletic Association will hold their dance at the Rose Garden of the Bellevue Stratford, the Texaco A. A. will be well represented.

At a meeting of the Texaco Athletic Association, J. J. Rahill was elected manager. (Nuf

sed.) A call was issued for candidates and on April 18, a number reported, among them Lieut. Commander P. F. Hamsch who formerly played on the Annapolis Naval Academy team. We have promising material and we will fight hard to retain the cup that we won last year.

The 1919 season of the Petroleum Athletic Association Baseball League will open Saturday, May 10. The League is comprised of Atlantic Refining Company, The Texas Company, Gulf Refining Company, Crew-Levick Company, Union Petroleum Company, and The Sun Company. The Texas Company's team will line up in the opening game against the Sun Company, and we expect to get off to a successful start, with such stars as Patsy Amos, Whipple, Turner, and Hise.



Agent G. W. Holden, Easton, Pa.

We do not wish to embarrass Mr. Holden by placing him in the limelight in this manner, but as the picture may be an object lesson we are risking Mr. Holden's displeasure. The lesson to be gained is that hard work and keeping everlastingly at it, results in the contentment of mind and development of body depicted in this snapshot.

TEXACO STAR

along with other good players. Manager Rahill is hard at it trying to whip the boys into the pink of condition for the opener. He has the support of every employe of the Company, including Cheer Leader Dave Woodfall who was responsible for the spirit displayed last year in urging the team to victory. Former Coach Ryan will lend his assistance to Manager Rahill in every way possible, and will dispense some of his 42 years of baseball knowledge.

NORFOLK DISTRICT.—L. B. Dodson, formerly in the District Office, has returned after several months service in the Army.



Bluefield, W. Va. Station

The Texaco Stars opened their baseball season Saturday afternoon, April 12, by defeating the fast Fairmount Park team by the score of 9 to 1. The spectacular features of the game were the pitching of Irwin, who was on the slab for the Stars, the base running of Hunter and Fentress, both of the Texacos, and the excellent receiving and pegging of Fentress, who worked behind the bat for the Oil Kings. Irwin held his opponents to three hits, all of the scratch variety, and Fairmount did not get a man on base until the sixth inning. Hunter had four stolen bases to his credit, and Fentress brought the spectators to their feet by his daring steal of home in the sixth. Swartz and B. Brennan led the attack with the stick for the Texacos, both slapping out safeties at the most opportune times when hits meant runs. Charley Parker, of the District Office, took the role of umpire, but the less we say of his work the better.

The Texaco Stars have the enthusiastic support of the entire Norfolk District Office, and we expect to make them all sit up and take notice this season. The line up is:

Fentress, c.	"Country" Evans, 3b.
Irwin and "Rusty" Hall, p.	Jimmie Hunter, lf.
Jimmie Brennan, ss.	"Flossie" Swartz, cf.
Bowen, 1b.	Dick Wilson, rf.
Billy Brennan, 2b.	H. Maclin, utility.

Newport News, Va., Camp Hill, 1919.

The Texas Company, Norfolk, Va.
Gentlemen:—I received the Texaco Stars all O. K. and, believe me, they are surely appreciated. My home is in Port Arthur, Texas, and I never fail to find in the Star a picture of some one I know.

Wishing to thank you many times for the favors you have done for me, I am,
Private Roy C. Middleton,
M. T. C. Det. No. 1.

CHICAGO DISTRICT.—Wm. Martin, brother of E. M. Martin, Railway Traffic Department, has returned from France after seeing considerable action. He was invalided home, having been gassed in one of the later battles.

D. G. Drummond has returned to the Sales Department after nine months in Government service.

Arthur Moser and Walter Clair have returned to the Accounting office after serving with the A. E. F. in France.



Display of Texaco Products at Tractor Show, Kansas City, Mo., week of Feb. 24, 1919.

EXPORT
DEPT.

A citation issued by the Fifth
Army Corps Headquarters
November 20, 1918, reads:

General Orders No. 26: Army Field Clerk, John A. Kavanaugh. For his particularly arduous and efficient work when he undertook the receipt and transmission of many hundreds of telegrams and messages at Bayonville on the night of 3rd-4th of November 1918.

C. P. Summerall,
Major General, Commanding.

Mr. Kavanaugh, formerly Stenographer in the Asiatic Division, has returned home.

Corporal M. P. Kerins, of the Terminals Division, returned to work April 1st, having been overseas with A. E. F. for over six months. He is glad to get back.

S. H. Wallace (and family) has arrived safely in England, thus completing the first step of his journey to Cape Town, South Africa, in behalf of The Texas Company.

P. V. Stonerod (and family) who is traveling with Mr. Wallace, is also *en route* to Cape Town, where he will join The Texas Company (So. Africa) Ltd.

W. H. Borie, of the South American Division, has gone to Buenos Aires.

P. P. Demers, of the South American Division, has gone to Rio de Janeiro.

Mrs. M. R. Gilmore, mother of H. E. Gilmore, Oriental Representative of The Texas Company, died at her home in New York City on April 21. Mr. Gilmore, who is now in this country, has the sincere sympathy of the members of the Export Department.

TEXACO STAR



This snapshot was taken in the Cienfuegos Office of Mr. Isidoro Gonzales, Agent for The Texas Company (South America) Ltd. Left to right: Mr. Gonzales; Wilson Fisher, Manager in Cuba of The Texas Company (South America) Ltd.; Bennett Milnor, Special Representative of the Export Roofing Division. We assume that these gentlemen are about ready for their afternoon siesta, judging from the folded arms and general air of relaxation which seems to have them in its possession.



Snapshots of employees of the Havana Branch of The Texas Company (South America) Ltd. Taken in front of the building occupied by our Cuban subsidiary.

TEXACO STAR

PIPE LINES

J. C. Colligan has been appointed General Superintendent, with headquarters at Dallas, and G. H. Speary, General Superintendent, with headquarters at Houston.

J. B. Alleman has been appointed Pipe Line Superintendent, with headquarters at Beaumont.

Mr. John T. Rynd, formerly of the Oil Dispatcher's office, Houston, has returned from overseas duties, and has resumed his position in the Houston office.

Fred Carroll, who has been seriously ill for a number of weeks, is now able to be up and about and has left for North Texas, to fully recuperate from his long illness.

Announcing the arrival of Miss Virginia, 9 lbs., on April 4, 1919. Mr. and Mrs. V. H. Mahan, 1000 Elsbeth St., Dallas, Texas. Mr. Mahan is in the Superintendent's Office at Dallas.

THE TEST OF GOOD ROADS

Improved roads will afford better marketing facilities, and stimulate greater production.

The essentials of a good road are permanency, a hard surface, the easiest possible grades, and the shortest length. One of the most necessary requirements in any form of road is drainage to take the water from the surface as quickly as it falls.

Reduction of grade is an extremely important consideration. The steepest grade determines the size of the load that can be taken over the road. A 1,200-pound horse with a 120-pound pull can draw a ton load on a level earth road; the same pull would draw continuously about 1,000 pounds on a five per cent grade, or one that rises one foot in twenty; and 750 pounds on a ten per cent grade, or one that rises one foot in ten. No grade should be greater than six feet in one hundred, but many roads that cross creeks with high banks or run through hilly sections of country ascend grades of one foot in two for considerable distances. The better the road, the more detrimental is the steep grade in proportion to the amount of the load.

Shortening the distance is another essential. The advantage of cutting down the length of haul is too evident to need any discussion, but it should be noted that the gain in distance in passing over a hill instead of around it is often very slight. Taking into consideration the comparative efforts exerted in hauling over and around the hill, measurable in the load limit possible for the road, it will be found that the distance around instead of over the hill is in effect shorter.

The test of a road is the amount of work that can be done on it—the time and labor required in haulage. Any improvement, whether in hardening the surface, easing the grade, or shortening the distance reduces the time and effort of getting to market and brings the farm nearer to town by as much as the improvement saves in work.

—Texas Industrial Congress.

Accidents do not happen; they are caused.—*The General Chemical Bulletin.*

THE TEXAS STEAMSHIP CO.

The experience of the first beneficiary in Bath, Maine, of The Texas Company Plan for Employees is related in the *Bath Times* for April 25, 1919:

MRS. BOUTIN GETS HUSBAND'S INSURANCE

In the midst of bereavement for her husband who died Jan. 19 came a bright ray of sunshine this week to Mrs. Ceta C. Boutin of 856 Middle street when she received a check from The Texas Company for \$173.78, being the first installment due her under the new employes' benefit plan of this company and its subsidiaries of which The Texas Steamship Company of Bath is one and by whom Mrs. Boutin's husband, Joseph Albert Boutin, was employed.

Mrs. Boutin is the first beneficiary under the new arrangement in Bath and to a *Times* reporter she expressed her joy and gratitude toward this company which promises to pay her \$145.60 monthly for the next seven months. The first payment is the amount due since her husband's death.

"This money really came as a surprise," said Mrs. Boutin to the reporter. "I saw an article in the *Times* a few weeks ago about the plan of The Texas Company to inaugurate this new system of free insurance for its employes, but I didn't know whether I was going to benefit by it or not. When I got my letter the other day with the check enclosed it was like a God send. It is going to make things easier for me. My husband left a small insurance and while it would have done a lot to help me out, this additional help from The Texas Company means more to me than I can tell. My little daughter who will be five next Saturday is going to share this benefit with me and it means I can send her to school next year and give her the education I want her to have. It has solved a serious problem for me because now I can make my plans for the future without worry, and that insurance is going to form the next egg for a rainy day. You can believe I am going to take good care of it and it makes me very happy to know that my husband's employers have adopted this generous program."

Boutin who died from pneumonia after an illness of three weeks, was among the older employes of The Texas Steamship Company, having entered the company's employ May 20, 1916. He was a burner in the welding department and considered an excellent workman and highly popular among his large circle of associates. By his premature death he leaves a widow only 29 years of age and a five years old daughter Margaret.

Under the new insurance plan which The Texas Company has adopted remuneration is made according to length of service of the employe and by this arrangement Mrs. Boutin and her daughter are entitled to more than \$1,000.

The new plan has now had its first practical illustration (in Bath) and Mrs. Boutin cannot speak too highly of her pleasure in obtaining the assistance of this big corporation in her time of need.

—*The Bath Times.*

"What are you sighing for, Bobbie?"

"I was just thinkin' of the good old days before the war when ye used t' gimme a nickel once in a while."—*Ex.*

TEXACO STAR



An early morning catch of sharks at our pier in the Gulf of Mexico at Agua Dulce, Mexico. Left to right: Gus Marbe, Commissariat, Agua Dulce Works; W. N. Pruitt, Yard Foreman, Agua Dulce Works; M. Parra, Master Mechanic, Tampico Works; Jno. Griffiths, Team Foreman, Tampico Works.



The gentleman on the left is Sr. M. Parra, Master Mechanic of Tampico Works, who has just bumped his *cabeza* on the 4½-ton pump end casting. The other two *caballeros* are Senors Alejandro and Horacio, respectively.

Tampico Works is equipped with a small foundry and a modern machine shop in which heavy castings are frequently manufactured under the able direction of Sr. Parra. This obviates the long shutdowns and delays that would result if it were necessary to procure from the States repair parts and replacements for heavy machinery.

SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

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



EXECUTIVE Principles of Employing Labor, by E. H. Fish.—*Industrial Management*, April 1919.

"Selection in industry can only be done along broad lines. . . . Most men can be trained about equally well for a number of different callings."

SALES Saving Work for Salesmen, by J. F. Maxwell.—*System*, April 1919.

"Two little plans that give the salesman more time for selling, which is his real job."

Interest in Road Oil Greatly Aroused.—*Petroleum*, April 1919

"With the fuel oil market below the manufacturing cost, sales organizations are turning efforts to disposing of road oil."

LUBRICATION Lubrication of Motor Cars, by Capt. G. W. A. Brown.—*Automotive Industries*, March 27, and April 3, 1919.

Paper presented before the Institution of Automobile Engineers, London. An elaborate detailed discussion, the lubrication of each part being taken up in turn.

GENERAL American Petroleum Institute, by L. M. Fanning.—*The Oil Trade Journal*, April 1919.

Review of the Petroleum Industry During the War Period, by A. C. Bedford.—*Petroleum*, April 1919.

Address at Petroleum Congress, March 27, 1919.

Co-operation in Petroleum Industries, by Mark L. Regua.—*Petroleum*, April 1919.

Address at Petroleum Congress, March 27, 1919.

Jobs—Too Many or Too Few, by Wm. B. Wilson, Secretary of Labor.—*The Nation's Business*, April 1919.

The Responsibility of Victory, by Willis H. Booth.—*The Nation's Business*, April 1919.

"He that ruleth his spirit is greater than he that taketh a city."



"MORE POWER TO YOU"



TEXACO

MOTOR LUBRICANTS



WHAT GRADE TO USE

As a guide to the selection of the grade of TEXACO Motor Lubricant which will give the most satisfactory results in different makes of cars the Texas Company presents the following recommendations. If the particular grade recommended cannot be procured the grade next lighter is usually best.

Unless otherwise stated, the recommendations cover all models for all years. In locations where winter temperature seldom falls below 32° the winter recommendations below may be disregarded.

NOTE: Motor cars are subject to varied and severe use. No piece of mechanism will withstand unseasoned wear forever.

This wear is indicated by lack of power, low compression, excessive carbon deposit, noisy operation and excessive fuel and oil consumption.

If any of the above symptoms are apparent when using the grade of TEXACO Motor Oil recommended below, it is advisable to change to the next heavier grade.

Oil will not necessarily correct a mechanical fault, but it will sometimes minimize its importance.

The letters opposite each car indicate the grade of TEXACO Motor Lubricant recommended.

"L" indicates TEXACO Motor Oil Light "M" indicates TEXACO Motor Oil Medium

"H" indicates TEXACO Motor Oil Heavy "T" indicates TEXACO Thuban Compound

PASSENGER CARS

CAR	MOTOR OIL		MOTOR OIL		MOTOR OIL	
	Season	Year	Season	Year	Season	Year
Alfa Romeo	M	L	TC	TC	TC	TC
Alfa Romeo 20	M	L	TC	TC	TC	TC
Alfa Romeo 24	M	L	TC	TC	TC	TC
Alfa Romeo 26	M	L	TC	TC	TC	TC
Alfa Romeo 28	M	L	TC	TC	TC	TC
Alfa Romeo 30	M	L	TC	TC	TC	TC
Alfa Romeo 32	M	L	TC	TC	TC	TC
Alfa Romeo 36	M	L	TC	TC	TC	TC
Alfa Romeo 40	M	L	TC	TC	TC	TC
Alfa Romeo 44	M	L	TC	TC	TC	TC
Alfa Romeo 48	M	L	TC	TC	TC	TC
Alfa Romeo 50	M	L	TC	TC	TC	TC
Alfa Romeo 54	M	L	TC	TC	TC	TC
Alfa Romeo 60	M	L	TC	TC	TC	TC
Alfa Romeo 66	M	L	TC	TC	TC	TC
Alfa Romeo 70	M	L	TC	TC	TC	TC
Alfa Romeo 75	M	L	TC	TC	TC	TC
Alfa Romeo 80	M	L	TC	TC	TC	TC
Alfa Romeo 84	M	L	TC	TC	TC	TC
Alfa Romeo 88	M	L	TC	TC	TC	TC
Alfa Romeo 90	M	L	TC	TC	TC	TC
Alfa Romeo 96	M	L	TC	TC	TC	TC
Alfa Romeo 100	M	L	TC	TC	TC	TC
Alfa Romeo 104	M	L	TC	TC	TC	TC
Alfa Romeo 108	M	L	TC	TC	TC	TC
Alfa Romeo 112	M	L	TC	TC	TC	TC
Alfa Romeo 116	M	L	TC	TC	TC	TC
Alfa Romeo 120	M	L	TC	TC	TC	TC
Alfa Romeo 124	M	L	TC	TC	TC	TC
Alfa Romeo 128	M	L	TC	TC	TC	TC
Alfa Romeo 130	M	L	TC	TC	TC	TC
Alfa Romeo 135	M	L	TC	TC	TC	TC
Alfa Romeo 140	M	L	TC	TC	TC	TC
Alfa Romeo 145	M	L	TC	TC	TC	TC
Alfa Romeo 150	M	L	TC	TC	TC	TC
Alfa Romeo 155	M	L	TC	TC	TC	TC
Alfa Romeo 160	M	L	TC	TC	TC	TC
Alfa Romeo 165	M	L	TC	TC	TC	TC
Alfa Romeo 170	M	L	TC	TC	TC	TC
Alfa Romeo 175	M	L	TC	TC	TC	TC
Alfa Romeo 180	M	L	TC	TC	TC	TC
Alfa Romeo 185	M	L	TC	TC	TC	TC
Alfa Romeo 190	M	L	TC	TC	TC	TC
Alfa Romeo 195	M	L	TC	TC	TC	TC
Alfa Romeo 200	M	L	TC	TC	TC	TC
Alfa Romeo 205	M	L	TC	TC	TC	TC
Alfa Romeo 210	M	L	TC	TC	TC	TC
Alfa Romeo 215	M	L	TC	TC	TC	TC
Alfa Romeo 220	M	L	TC	TC	TC	TC
Alfa Romeo 225	M	L	TC	TC	TC	TC
Alfa Romeo 230	M	L	TC	TC	TC	TC
Alfa Romeo 235	M	L	TC	TC	TC	TC
Alfa Romeo 240	M	L	TC	TC	TC	TC
Alfa Romeo 245	M	L	TC	TC	TC	TC
Alfa Romeo 250	M	L	TC	TC	TC	TC
Alfa Romeo 255	M	L	TC	TC	TC	TC
Alfa Romeo 260	M	L	TC	TC	TC	TC
Alfa Romeo 265	M	L	TC	TC	TC	TC
Alfa Romeo 270	M	L	TC	TC	TC	TC
Alfa Romeo 275	M	L	TC	TC	TC	TC
Alfa Romeo 280	M	L	TC	TC	TC	TC
Alfa Romeo 285	M	L	TC	TC	TC	TC
Alfa Romeo 290	M	L	TC	TC	TC	TC
Alfa Romeo 295	M	L	TC	TC	TC	TC
Alfa Romeo 300	M	L	TC	TC	TC	TC
Alfa Romeo 305	M	L	TC	TC	TC	TC
Alfa Romeo 310	M	L	TC	TC	TC	TC
Alfa Romeo 315	M	L	TC	TC	TC	TC
Alfa Romeo 320	M	L	TC	TC	TC	TC
Alfa Romeo 325	M	L	TC	TC	TC	TC
Alfa Romeo 330	M	L	TC	TC	TC	TC
Alfa Romeo 335	M	L	TC	TC	TC	TC
Alfa Romeo 340	M	L	TC	TC	TC	TC
Alfa Romeo 345	M	L	TC	TC	TC	TC
Alfa Romeo 350	M	L	TC	TC	TC	TC
Alfa Romeo 355	M	L	TC	TC	TC	TC
Alfa Romeo 360	M	L	TC	TC	TC	TC
Alfa Romeo 365	M	L	TC	TC	TC	TC
Alfa Romeo 370	M	L	TC	TC	TC	TC
Alfa Romeo 375	M	L	TC	TC	TC	TC
Alfa Romeo 380	M	L	TC	TC	TC	TC
Alfa Romeo 385	M	L	TC	TC	TC	TC
Alfa Romeo 390	M	L	TC	TC	TC	TC
Alfa Romeo 395	M	L	TC	TC	TC	TC
Alfa Romeo 400	M	L	TC	TC	TC	TC
Alfa Romeo 405	M	L	TC	TC	TC	TC
Alfa Romeo 410	M	L	TC	TC	TC	TC
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Alfa Romeo 420	M	L	TC	TC	TC	TC
Alfa Romeo 425	M	L	TC	TC	TC	TC
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Alfa Romeo 440	M	L	TC	TC	TC	TC
Alfa Romeo 445	M	L	TC	TC	TC	TC
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Alfa Romeo 455	M	L	TC	TC	TC	TC
Alfa Romeo 460	M	L	TC	TC	TC	TC
Alfa Romeo 465	M	L	TC	TC	TC	TC
Alfa Romeo 470	M	L	TC	TC	TC	TC
Alfa Romeo 475	M	L	TC	TC	TC	TC
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Alfa Romeo 485	M	L	TC	TC	TC	TC
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Alfa Romeo 595	M	L	TC	TC	TC	TC
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Alfa Romeo 605	M	L	TC	TC	TC	TC
Alfa Romeo 610	M	L	TC	TC	TC	TC
Alfa Romeo 615	M	L	TC	TC	TC	TC
Alfa Romeo 620	M	L	TC	TC	TC	TC
Alfa Romeo 625	M	L	TC	TC	TC	TC
Alfa Romeo 630	M	L	TC	TC	TC	TC
Alfa Romeo 635	M	L	TC	TC	TC	TC
Alfa Romeo 640	M	L	TC	TC	TC	TC
Alfa Romeo 645	M	L	TC	TC	TC	TC
Alfa Romeo 650	M	L	TC	TC	TC	TC
Alfa Romeo 655	M	L	TC	TC	TC	TC
Alfa Romeo 660	M	L	TC	TC	TC	TC
Alfa Romeo 665	M	L	TC	TC	TC	TC
Alfa Romeo 670	M	L	TC	TC	TC	TC
Alfa Romeo 675	M	L	TC	TC	TC	TC
Alfa Romeo 680	M	L	TC	TC	TC	TC
Alfa Romeo 685	M	L	TC	TC	TC	TC
Alfa Romeo 690	M	L	TC	TC	TC	TC
Alfa Romeo 695	M	L	TC	TC	TC	TC
Alfa Romeo 700	M	L	TC	TC	TC	TC
Alfa Romeo 705	M	L	TC	TC	TC	TC
Alfa Romeo 710	M	L	TC	TC	TC	TC
Alfa Romeo 715	M	L	TC	TC	TC	TC
Alfa Romeo 720	M	L	TC	TC	TC	TC
Alfa Romeo 725	M	L	TC	TC	TC	TC
Alfa Romeo 730	M	L	TC	TC	TC	TC
Alfa Romeo 735	M	L	TC	TC	TC	TC
Alfa Romeo 740	M	L	TC	TC	TC	TC
Alfa Romeo 745	M	L	TC	TC	TC	TC
Alfa Romeo 750	M	L	TC	TC	TC	TC
Alfa Romeo 755	M	L	TC	TC	TC	TC
Alfa Romeo 760	M	L	TC	TC	TC	TC
Alfa Romeo 765	M	L	TC	TC	TC	TC
Alfa Romeo 770	M	L	TC	TC	TC	TC
Alfa Romeo 775	M	L	TC	TC	TC	TC
Alfa Romeo 780	M	L	TC	TC	TC	TC
Alfa Romeo 785	M	L	TC	TC	TC	TC
Alfa Romeo 790	M	L	TC	TC	TC	TC
Alfa Romeo 795	M	L	TC	TC	TC	TC
Alfa Romeo 800	M	L	TC	TC	TC	TC
Alfa Romeo 805	M	L	TC	TC	TC	TC
Alfa Romeo 810	M	L	TC	TC	TC	TC
Alfa Romeo 815	M	L	TC	TC	TC	TC
Alfa Romeo 820	M	L	TC	TC	TC	TC
Alfa Romeo 825	M	L	TC	TC	TC	TC
Alfa Romeo 830	M	L	TC	TC	TC	TC
Alfa Romeo 835	M	L	TC	TC	TC	TC
Alfa Romeo 840	M	L	TC	TC	TC	TC
Alfa Romeo 845	M	L	TC	TC	TC	TC
Alfa Romeo 850	M	L	TC	TC	TC	TC
Alfa Romeo 855	M	L	TC	TC	TC	TC
Alfa Romeo 860	M	L	TC	TC	TC	TC
Alfa Romeo 865	M	L	TC	TC	TC	TC
Alfa Romeo 870	M	L	TC	TC	TC	TC
Alfa Romeo 875	M	L	TC	TC	TC	TC
Alfa Romeo 880	M	L	TC	TC	TC	TC
Alfa Romeo 885	M	L	TC	TC	TC	TC
Alfa Romeo 890	M	L	TC	TC	TC	TC
Alfa Romeo 895	M	L	TC	TC	TC	TC
Alfa Romeo 900	M	L	TC	TC	TC	TC
Alfa Romeo 905	M	L	TC	TC	TC	TC
Alfa Romeo 910	M	L	TC	TC	TC	TC
Alfa Romeo 915	M	L	TC	TC	TC	TC
Alfa Romeo 920	M	L	TC	TC	TC	TC
Alfa Romeo 925	M	L	TC	TC	TC	TC
Alfa Romeo 930	M	L	TC	TC	TC	TC
Alfa Romeo 935	M	L	TC	TC	TC	TC
Alfa Romeo 940	M	L	TC	TC	TC	TC
Alfa Romeo 945	M	L	TC	TC	TC	TC
Alfa Romeo 950	M	L	TC	TC	TC	TC
Alfa Romeo 955	M	L	TC	TC	TC	TC
Alfa Romeo 960	M	L	TC	TC	TC	TC
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Alfa Romeo 970	M	L	TC	TC	TC	TC
Alfa Romeo 975	M	L	TC	TC	TC	TC
Alfa Romeo 980	M	L	TC	TC	TC	TC
Alfa Romeo 985	M	L	TC	TC	TC	TC
Alfa Romeo 990	M	L	TC	TC	TC	TC
Alfa Romeo 995	M	L	TC	TC	TC	TC
Alfa Romeo 1000	M	L	TC	TC	TC	TC
Alfa Romeo 1005	M	L	TC	TC	TC	TC
Alfa Romeo 1010	M	L	TC	TC	TC	TC
Alfa Romeo 1015	M	L	TC	TC	TC	TC
Alfa Romeo 1020	M	L	TC	TC	TC	TC
Alfa Romeo 1025	M	L	TC	TC	TC	TC
Alfa Romeo 1030	M	L	TC	TC	TC	TC
Alfa Romeo 1035	M	L	TC	TC	TC	TC
Alfa Romeo 1040	M	L	TC	TC	TC	TC
Alfa Romeo 1045	M	L	TC	TC	TC	TC
Alfa Romeo 1050	M	L	TC	TC	TC	TC
Alfa Romeo 1055	M	L	TC	TC	TC	TC
Alfa Romeo 1060	M	L	TC	TC	TC	TC
Alfa Romeo 1065	M	L	TC	TC	TC	TC
Alfa Romeo 1070	M	L	TC	TC	TC	TC
Alfa Romeo 1075	M	L	TC	TC	TC	TC
Alfa Romeo 1080	M	L	TC	TC	TC	TC
Alfa Romeo 1085	M	L	TC	TC	TC	TC
Alfa Romeo 1090	M	L	TC	TC	TC	TC
Alfa Romeo 1095	M</					