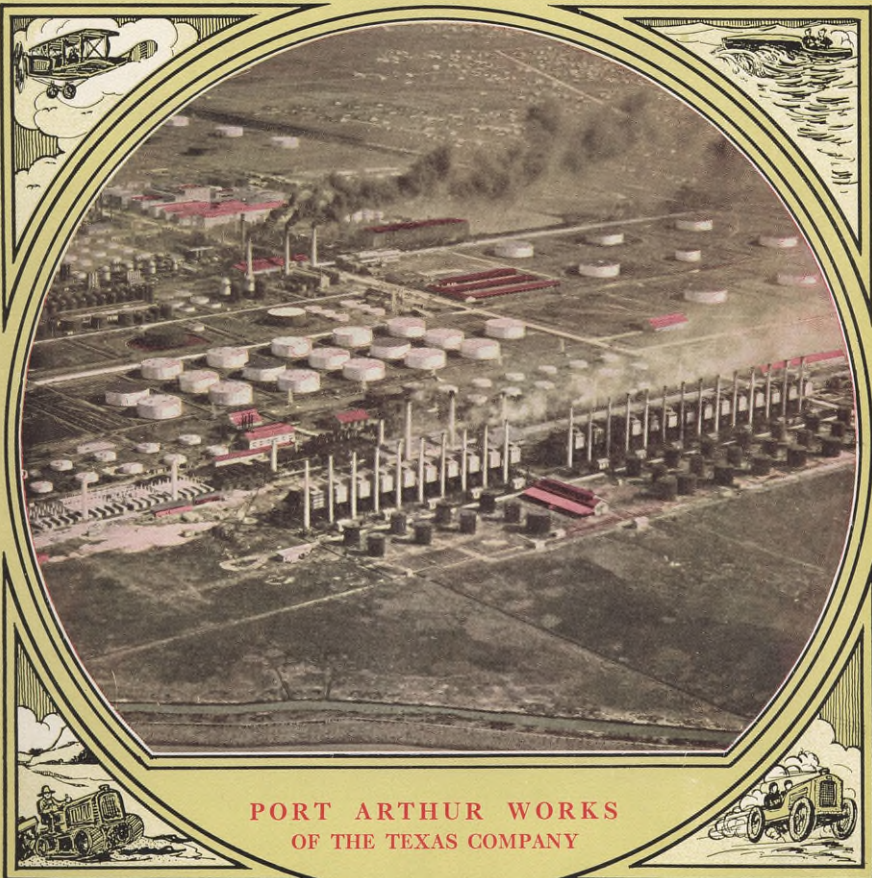


# TEXACO STAR

FOR EMPLOYEES OF THE TEXAS COMPANY



PORT ARTHUR WORKS  
OF THE TEXAS COMPANY





# ONE OUNCE OF GOLD

**One ounce of gold pays wages for—**

Twenty Hours Work in the United States

Fifty Hours Work in Great Britain

Ninety Hours Work in Japan


One Hundred Hours Work in France

Two Hundred Hours Work in Germany

**This means that—**

Americans must maintain their past record  
for high output per man to guarantee prosperity  
which will mean jobs for all of us.

—American Educational Association





# The TEXACO STAR

PRINTED MONTHLY FOR DISTRIBUTION  
TO EMPLOYEES OF THE TEXAS COMPANY

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No. 3

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"All for Each—Each for All"

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## Taxation

Adam Smith's book *The Wealth of Nations*, in a classical passage, lays down the following maxims relative to taxes in general:

1. The citizens or subjects of every state should contribute toward the support of the government as nearly as possible in proportion to their respective abilities, that is, in proportion to the revenue they respectively enjoy under the protection of the state.

2. The taxes which each individual is called upon to pay should be certain but not arbitrary.

3. Every tax should be levied at the time or in the manner in which it is most likely to be convenient for the debtor to pay it.

4. Every tax should be so conceived as both to take out and keep out of the pockets of the people as little as possible over and above what it brings into the public treasury of the state.

These maxims have apparently commanded universal assent; they clearly state the common sense of the subject of taxation.

Of this outstanding authority on political and social economy, John Richard Green in his *Short History of the English People* says: "If books are to be measured by the effect which they have produced on the fortunes of mankind, the *Wealth of Nations* must rank among the greatest of books."

The reflections of Adam Smith seem to be

peculiarly appropriate to the present day, when the principles he enunciated are more honored in the breach than in the observance. One cannot but be impressed, in reading industrial journals of the last few years, by the scope of, and the burdens imposed by, special tax bills, passed and pending, in the legislatures of the various states of our country, and particularly special tax bills affecting the petroleum industry.

In addition to the federal income tax and the usual *ad valorem* property taxes, and besides franchise and occupation taxes, oil companies are now being called upon for the payment of production, severance, gross receipts, state income, intangible assets, and gasoline taxes; kerosene, gasoline, and lubricating inspection fees, and numerous other forms of special taxes. The Texas Company for a recent year paid taxes in excess of 75% of its net income for that year.

It cannot be disputed that the oil industry owes the same duty to the state to pay taxes as any citizen or other industry. The oil industry owes the state the duty to do what shall be its fair proportion in supporting the government, and the state is supposed to make full and adequate compensation in the protection which it gives to the rights and property of the industry, and in the increase to the value of its possessions by the use to which the money contributed is applied. It requires, however, no special study of conditions to ascertain that the oil industry is being called upon to do a great deal more than its share. The reason that is frequently assigned for this is that the production of oil is the appropriation of a natural resource and, therefore, the oil industry is justly subject to unusual tax burdens; but the same argument applies to many other industries which are not so dis-



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criminated against by special taxes, a few of such being the timber, coal, salt, and iron industries.

Petroleum products are becoming more and more commodities of universal use, and the taxation of the oil industry through such special taxes results in passing the burden of such taxes to the consuming public in a round-about, unscientific, and expensive way.

In the book above mentioned Adam Smith makes a statement which has become almost axiomatic, *i. e.*, that the ultimate consumer of commodities pays the tax thereon. It is important in the present era of special taxes that the consumer of petroleum products, as also the consumer of other products, should be brought to realize that they eventually bear the burdens of increased taxation through increased prices paid for commodities. The general public will not be interested in economy in government expenditure or the activities of its legislators in tax matters until it appreciates the extent to which it is affected by such tax measures.

True progress is in evolution, not revolution. It may be questioned whether the rate at which the legislative machinery of our country is now turning out new legislation, imposing additional public burdens, is not revolutionary rather than evolutionary. We are having too much legislation. The provisions of some of the bills introduced into the Congress and the State legislatures today are astounding. Many radical bills have become laws in opposition to the will of a majority of the people, being sponsored by aggressive minorities. These bills embrace every conceivable kind of social, industrial, and public reform: Workmen's health and compensation; veterans, widows, mothers, and old age pensions and bonuses; minimum wage and working conditions; expensive bureaus and commissions for supervision and control of industries; rent laws; maternity bills; educational and other heterogeneous fads. And the cardinal need of each plan is money. The demand for money grows apace with the adoption of the various measures. In experimenting with half-baked plans, government funds are shoveled out with a stable scoop.

The burden of the average citizen today is out of all proportion to the benefits conferred by such laws, but the citizen is taught to believe that one of the great objects of his life is to support without murmur these various reform measures; and this he is made to believe

by persons, gifted in speech, who themselves are without property and actually pay little, if any, taxes. Little stress is laid upon personal moral responsibility, which must be the basis of an enduring civilization. The present day tendency seems to be that private corporations, if successful, instead of being encouraged, should be restricted and imposed upon in every way by this never ceasing volume of legislation.

As an illustration of the extent to which tax measures have gone in recent years, the proposed transfer tax imposed by several States on estates of non-resident decedents might be mentioned. Several States have passed such laws, which provide for the payment of a transfer tax upon the stock of corporations held by the estates of resident or non-resident decedents, provided the corporation is doing business in such State. Under these laws, where a resident of New York dies owning stock in a New York corporation doing business, say, in Oklahoma, the payment of a tax on the transfer of the shares in such corporation to the heirs at law or other beneficiaries is required by Oklahoma. Many large industries do business in a great number of the States of the Union, and if such tax were adopted generally the result would be the payment by the estate of a deceased person owning stock in such companies to each of such States. Inasmuch as the Oklahoma laws have no part in the administration of the estate of a deceased non-resident, and the stock has no situs in the State, the Supreme Court of Oklahoma has recently held the law to be unconstitutional. Happily there are still some restraints. Long live the Courts!

Nothing has increased more in recent years, and with less to show for it, than the operating costs of our government. The time has come for the consuming public to demand that government expenditures should be reasonably curtailed and economy insisted upon. It is true that war expenses have imposed a considerable debt upon our country, and increased taxes are to be expected. But with the rate at which new laws are being passed and bureaus and commissions multiplied, the cost of government will soon become prohibitive and result in confiscatory taxation. When the overhead of a particular business becomes excessive it must economize or perish. The same holds true of government.

Eminent authority attributes the ruin of the manufactories of Spain within recent centuries,



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and also the declension of Spanish agriculture, to the famous Alcavala, a tax measure which at first imposed a tax of 10%, afterwards 14%, and later 6%, upon the sale of every sort of property, movable or immovable, of farmers, merchants, manufacturers, or shopkeepers. This tax was repeated every time property was sold. The natural result was to discourage the production of goods in one section for use in another section of the country, and the produce of every part of the country was consumed locally.

Cooley has well said that the exaction of tribute, simple enough in rude communities, becomes a difficult problem in highly organized industrial life, and the solution of this problem through a system at once just and efficient is one of the surest evidences of advanced civilization. Upon the wisdom of that solution depends the security of property and the happiness of the people.

### T. D. 3435

On February 7, 1923, the Commissioner of Internal Revenue issued Treasury Decision 3435, as follows:

"Where property is sold by a corporation to a shareholder or member, or by an employer to an employee, for an amount substantially less than its fair market value, such shareholder or member of the corporation or such employee shall include in gross income the difference between the amount paid for the property and the amount of its fair market value. In computing the gain or loss from the subsequent sale of such property its cost shall be deemed to be its fair market value at the date of acquisition."

The word "property" was doubtless used in its broad sense and would include stock of a corporation sold to shareholders or employees. That being true, this decision might be construed to impose tax liabilities upon both stockholders and employees of The Texas Company which it is believed are beyond anything contemplated in the revenue statute. Representations will be made to the Bureau of Internal Revenue with a view of obtaining a modification of the decision. The management of the Company proposes to do all it can to prevent what it considers an injustice.

So far as stockholders are concerned the decision, unless retroactive, is of no present importance; there is no pending or current sale of stock or distribution of other property to stockholders; and moreover, the decision of

the Supreme Court in the stock dividend case would seem conclusive of the principle. When the Company increased its capital in past years, selling the new stock to existing stockholders in proportion to their holdings, there was no taxable income to stockholders who exercised (and did not sell) their rights, although the new stock was sold to stockholders at less than its market value, because the old stock sustained a diminution offsetting the advantage in the new, and further because no semblance of income was derived.

But as to stock sold to employees under the Company plan the decision raises a question of present and continuing importance to hundreds, yes, thousands, of employees. It was not published until after the February *Star* was out, and now at our first opportunity to discuss it tax returns for 1922 have been made. Nevertheless this discussion may not be unprofitable. It is not conceivable that those who have failed to observe the new rule, being unaware of its existence, can come in for any serious criticism; but if not modified or declared invalid it will doubtless be invoked and enforced by government auditors and collectors at least for 1922 and subsequent years, and to avoid such consequences prompt and vigorous opposition is desirable.

The decision, even as written, can not be construed to require the employee to report his profit on the stock for the year in which the stock is allotted to him under our plan, because the employee does not obtain the stock at that time. The allotments are not transferable and therefore have no market value. They are also coupled with conditions. One condition is that the employee must remain in the service and keep up his payments for three years. During that time the Company has the right to terminate the employment, whereupon the trustee cancels the allotment and refunds the money paid with 6% interest. The employee also has the right to terminate the employment and obtain a settlement on that basis. During the three years, therefore, the allotment in legal contemplation is merely a qualified option which the employee has on the stock.

It has been the opinion of counsel that employees acquiring stock under the Company plan were not required to report as income the gain or profit derived therefrom until the stock should be sold, except that the dividend credits were income and interest charges were deductions. This was based on the fact that such



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acquisitions involved an outlay of money by employes as well as a concession by the Company. It is not the same as if the Company allotted and delivered stock to employes without payments. As it is no employee gets a share of stock without paying the allotment price. That to him is the cost of the stock. The amount of profit to him, or whether there is any profit on the purchase and sale, depends upon the price which he may realize if and when he finally sells his stock, the same rule that applies to other transactions of purchase and sale.

If it is argued that the stock allotments contain taxable income because they are made in part with the idea of increasing somewhat the salary or wages of employes, the answer is simple: employes are paid full salaries or wages in cash. The allotments are made to induce employes to become more thoroughly a part of the Company; to place them in position to participate in the profits, wherefore they will realize that the problems of the Company are their problems. Naturally allotments must be made at attractive prices and upon fair terms. Suppose A, being intimately associated with B in business and desirous of having him reside next door, sells B a residence for \$1,000 less than could be obtained from any one of two or three less desirable persons and therefore at \$1,000 less than its market value: Will anyone say that B should report this \$1,000 as income? The negative answer is inevitable. And there is no difference in principle between the hypothetical case and the one that is actual; the revenue statute does not single out or specify the relationship of employes as a subject of taxation. In all such cases the question of gain or no gain, profit or no profit, income or no income, must await and depend upon the final sale or disposition of the property. Such is the meaning of the statute itself, and the statute is paramount. The fact that there may be in the transaction an element of consideration besides the monied payment can not take the case out of the rule applicable to capital gain. That element in such cases is subordinate because it does not change the fundamental character of the transaction. It would be different, of course, if the essence of the thing were a transfer of something for services performed, and the money element were a mere incident, or if it were a device to evade the law. In that case just as in the other the predominating element of the transaction would control.

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This is an effort on the part of the government to "sever and divide." The evident theory is that sales of stock or other property by employer to employee at less than market value is of a dual quality; that they partake of the nature of capital investment by the employee and also of the nature of income to the employee from services rendered; and the government would tax that part which it claims is the employee's income, being unwilling to wait until the transaction ripens into capital gain—or loss—upon sale of the property. It means a fine grinding of the grist, apportionment, and allocation.

Suppose the theory of apportionment is applied, and the government says that some part of the consideration was service, or relationship, or next-door residence: What will be the basis of apportionment? At the time an allotment is made the allotment price may be only 10% below the market, and yet it may be 50% when the stock is delivered or the right to obtain it matures some three years later. Then what will the ruling be? Is the transaction nine-tenths based on money invested or is it one-half based on money invested? It will be seen, then, T. D. 3435 does not even offer the justice of apportionment. It proceeds to allocate all the gain, if any, to the element that is not capital. Perhaps this is because the difficulties of apportionment were apparent.

Peculiarly the company loses by selling the stock at par when it could get more on the market, just as truly as employes gain by purchasing at par. But the company can not deduct this loss from its income. A good rule this that works one way.

And there is yet another reason why there is no taxable income in these stock allotments. The stock comes from a trust which was beneficially created by the stockholders rather than the company itself, as a moment's analysis of the situation will show. When increase issues of stock were made the stockholders waived their rights to a part of the stock, waived them in favor of the trustee for employes, and the trustee purchased that part. From the standpoint of money it was immaterial to the Company whether stockholders or the trustee took the stock; all of it was sold at par. Therefore, in an actual as well as a legal sense the stockholders have contributed every cent of value in these allotments, except what is bought by the money paid in by employes. By the terms of the trust agreement the Company has no interest in the trusteed stock, merely



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a voice in allotment. The trustee has financed himself and the Company receives no part of the money paid in by employees for their stock; all of it goes to the trustee, and he in turn pays it to his banks until the stock, share by share or lot by lot, is paid out and released. Consequently these are not sales by employer to employee at all; they are sales by the trustee to employees, and the trustee is a link or medium between employees and the stockholders. No taxable income could accrue from a straight sale by a stockholder to an employee at less than market value until final realization upon sale by the employee, and the principle here is identically the same.

### **The Senate Investigation**

Whatever may be said of the investigation of the petroleum industry recently conducted by the Subcommittee of the Committee on Manufactures of the United States Senate, under the leadership of Senator LaFollette, and regardless of the conclusion stated by the committee in its report, one outstanding development is the present state of competition between the co-called Standard companies that were included in the dissolution decree of 1911 on the one hand and the various independent companies on the other hand. The fact is that every succeeding investigation, whether by the Federal Trade Commission or by committees of Congress, discloses an increasing loss in percentage of business by the Standard companies and an increasing gain by independents. True, the volume of business transacted by the former has increased, but the volume of business transacted by the latter in proportion has increased much more; the enormous expansion of the industry has made possible the existence of both facts.

There can be no failure to read the signs aright. The independent companies are gaining ground. The free-for-all among the independents has not altered the situation. Even if the Standard companies do stop at state lines and do not, except in a few cases, compete with each other, there is independent competition from one source or another everywhere in the United States. Compare the present with twenty years ago. Just stop and think. Recall the business as it was transacted in all branches in 1903. To those who rejoice in competition, the reflection should be useful and the comparison between then and now

most gratifying. To those who say there is no competition, the answer is that they do not know what they are talking about; they are not in the oil game.

When we speak of competition, it is not merely competition in the sale of a single product, such as gasoline, but competition in numerous products, including lubricants and fuel for railroads, steamship, and factories. And there is another and no less important kind of competition, namely, the race for leases. If anyone has the idea that the money which represents the net profits of oil companies in this day and time is hoarded or poured into the coffers of a few he is badly mistaken. The fact that the stock of the successful companies is widely distributed and is becoming more widely distributed every day, thereby enabling all who will to participate, is not the only feature of the matter. Millions of dollars are being paid to landowners for leases in those sections where the production of oil is probable. If these investments result in the production of oil, royalties also will be paid to the landowners. But even if there is no production landowners will have reaped a harvest. The bonuses and rentals run into vast sums, and thoughtless persons do not realize the extent of the territory to which this applies. In some sections the money so paid, despite the fact that a barrel of oil may never be produced, amounts to more than the gross proceeds of all crops. It is velvet to landowners and does not interfere in the slightest with the customary use of the land. If and when the government decides to boss the job the story will be different. It is then that the industry will shrivel.

### **The Lure of Libraries**

**By Edwin B. Parker**

At the refineries, terminals, and permanent production camps of The Texas Company every reasonable provision is made for the creature comforts of its employees. If in addition they should be afforded opportunities to spend their leisure time in intimate companionship with the leaders of thought in letters, science, and art, what would be the effect? Would not positions with this Company be even more sought after than they now are, by able, industrious, and serious minded men and women, seeking not only preferment in busi-



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ness but also eager for opportunities for cultural growth and development?

It may astonish some of the readers of the *Star* to learn that The Texas Company would be even now measurably justified, and in the near future will be entirely justified, in making such a statement to the world. Through the establishment of the Texaco Library, eight units of which have already been installed, employees are enabled to spend their leisure hours in intimate association with many of the greatest men and women of all ages, and also to know them at their best—when they are giving out only the wheat they have themselves separated from the chaff, the thoughts, philosophies, and imaginings which in their opinions are entitled to live and be handed down to future generations.

While the world is still to a great extent in a state of turmoil following the unparalleled upheaval of the war, there are evidences on every hand of a determination, on the part of the American people at least, not to turn back to conditions as we left them when we entered the war, but to advance from the vantage point we occupied when we emerged from the war and to forge ahead in a sane, methodical, systematic, and orderly way. One evidence of this disposition on the part of the great masses of the people is the constantly increasing uses made of the public libraries throughout the nation. Taking for example the Central New York Library—leaving out of account altogether the forty-two branches and the six sub-branches of the Circulating Library scattered throughout greater New York—we find that during the last few years the number of books annually consulted has increased 100% and the annual number of readers has increased 200%, while during the same period the endowment increased less than 50%. This clearly indicates that more general and intensive use is being made of this Library; and in order to meet the growing demand of a rapidly increasing reading public, the endowment fund, which already exceeded \$15,000,000, was recently increased by the gift of \$6,000,000, of which \$3,000,000 was donated by John D. Rockefeller, Jr., \$2,000,000 by Payne Whitney, and \$1,000,000 by Edward S. Harkness, the latter two being trustees of the Library. Lewis Cass Ledyard, one of the foremost members of the American Bar, who stands in the front rank of American citizens, has as president of the Board of Trustees of this institution, given, and is giving to it a great deal of his

time and it is to him and his co-trustees that the people of greater New York are to a large extent indebted for the continued growth and development of this truly great Library. The fact that able, experienced, and careful business men like Messrs. Rockefeller, Whitney, and Harkness are, after careful investigation, moved to make *very large investments* in books for the use of the general public, is significant; and the fact that the general public, day by day, week by week, month by month, and year by year, is making more and more use of such books is even more significant.

Under the evolution of working conditions throughout this nation the average wage earner is coming to have more and more time which he may call his own. The problem of the uses he will make of such time is one in which the general public has a very real interest. If he squanders, or uses it in a vicious way, this means an economic waste or worse. If on the other hand he uses it for wholesome recreation or cultural growth, this means a definite economic gain. The increased leisure will prove a curse or a blessing, according to the uses to which it is put. When the ancient seer wrote that "Wisdom cometh by opportunity of leisure," he referred not to the leisure that is squandered but that which is put to worthwhile uses. When Samuel Johnson assigned as the cause for a man drinking, that he is "not interested enough in himself to pass his leisure time without it," he had in mind the men who have within their reach opportunities for the stimulating and wholesome companionship of students and thinkers of their own and past ages but who deliberately elect to pass such opportunities by; he was *not* referring to that large class of men and women who are *not* afforded the opportunity for wholesome recreation and cultural development.

There can be no temptation unless the object of the desire is within reach. The woman in the beginning *saw* the fruit—*saw* that it was pleasing to the eye and *to be desired*. The solution of many of our social problems lies in tempting the present and future generations with wholesome recreations—including reading and study—more inviting and attractive than vicious pursuits, that the good may master the vile and the clean leave no room for filth.

Reading is a habit and like all other habits cannot thrive without opportunity. When boys and girls, men and women, realize that there are within their reach gems of thought, the products of the best minds of all time,



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more precious far, more interesting, more beautiful, and more lasting than the curiously wrought and priceless articles now after the lapse of 3400 years unearthed from the tomb of Tut-ankh-amen—when the realization of this fact is clearly fixed in their minds and consciousness—the lure of the library will constitute a compulsion stronger than any leading to paths which are unclean. And when the habit of reading is formed, when through careful planning of the leisure hours to make them yield the largest return, the question becomes, not, What can I read to while away the time? but, What should come first?—then will the appetite be whetted by anticipation until it becomes insatiable, and it will come to pass that there will be fulfilled the words of the ancient seer, "Wisdom cometh by opportunity of leisure."

I was rejoiced to read in the report from Tampico, Mexico, in the last issue of the *Star*, that our men and women and children at that distant outpost are enjoying and making good use of the unit of the Texaco Library established there. Let us resolve that this Library shall continue to expand until it furnishes to the employes of this Company an opportunity which will invite, attract, entice, and tempt them to form the habit of associating with the foremost men and women of this and past generations through the message which they have committed to the printed page, until the entire organization of the Company in all of its branches and in every land is under the spell of the lure of the Texaco Library.

### The Texaco Libraries

We hope that stockholders and all others interested in the Company will without delay look over their books and find many worthy volumes which they can donate to the Texaco libraries without depriving themselves of anything that serves their own use. Cash, also, is needed to fill out and strengthen the units as established.

Please send books and checks to Arthur Lefevre, Jr., The Texas Company, Houston, Texas.

Donors since the last report have been: Advertising Division, New York Offices; Jerry Cray, Warren, Pa.; Mrs. W. M. Davis, Houston; J. D. Grant, Houston; Frank W. Hall, Port Arthur; O. C. Hirtzel, North East, Pa.; Miss A. Langer, New York; Mrs. John

J. Lapham, New York; Mrs. Edward Lawrence Sr., Brookline, Mass.; Arthur Lefevre, Houston; Arthur Lefevre, Jr., Houston; A. J. Matthews, New Rochelle, N. Y.; L. C. Oakley, New York; Edwin B. Parker, Washington, D. C.; F. W. Simmons, Miami, Fla.; A. B. Skwartz, Houston; The Texaco Star, Houston; Miss Myrtle Walters, Johnstown, Pa.

### The Mainsprings of Business Success

After adequate knowledge and good judgment and foresight on the part of chief executives (without which any large business goes to shipwreck), *responsibility* suitably assigned and courageously accepted and *confidence* magnanimously reposed in the chosen men are the mainsprings of success.

Authority and responsibility should always be commensurate. To impose responsibility without giving corresponding authority is unjust to the individual and injurious to the business; and to grant authority without responsibility for success would be reckless.

Responsibility is the greatest developer of character and power in men, and always confidence will bring out the best that is in a man. The man who violates trust is utterly weak and base.

These are fundamental principles of right organization and administration. They may be corroborated by any one who is in position to observe the actual conditions in any large business. If one of its autonomous departments is notably efficient and flourishing, it will be found that responsibility with proper authority and secure confidence characterize its organization; if another appears to be languishing, in it will probably be found lack of responsibility, or responsibility without proper authority, and lack of confidence.

When a fellow rushes up to you, grabs your hand, crushes your fingers, uses your arm as though it were a pump handle, tries to see just how close he can stand to you, and conversationally effervesces like a bottle of home brew,—you have met a correspondence school graduate in salesmanship.—*The Rotarian*.

The trouble with trying to fix a "living wage" is that some can live on what others waste.—*Through the Meshes*.

Today's economy is tomorrow's profit.





A section of Port Arthur Works showing (in the right-hand part of the picture)  
24 Units Holmes-Manley Pressure Stills in operation

## THE CRACKING PROCESS

By R. C. HOLMES

In order that stockholders may be informed, I have been authorized to outline the present situation of The Texas Company and its program for 1923, including (1) operations of the Company itself and (2) the licensing of others.

### OPERATIONS OF THE COMPANY ITSELF

Our efforts from the beginning have been to bring about efficient plant development and to secure the maximum yield of high grade products. It has been no easy task, starting at small beginnings, to overtake the rapidly moving procession, saying nothing about greater accomplishment. The development of the petroleum industry has been swift, not only in volume of product produced but in facilities of manufacture. An idea of the progress which the industry has made and of the position of our Company today may be drawn from the fact that in 1922 our Company alone produced more gasoline than was produced in the entire United States in 1902, the year in which the Company was organized. A still deeper grasp of the situation may be obtained from a study of the table which follows, giving in barrels the total production in the United States of the

principal products of petroleum in stated years, beginning with 1889.

It was not to be expected that in the early years our production of refined products, involving not only large expenditures of money but the selection and employment of dependable talent, would reach the maximum or be comparable with the results obtained by companies older in the field and enjoying patent protection; but it can now be said with assurance that any handicaps have disappeared.

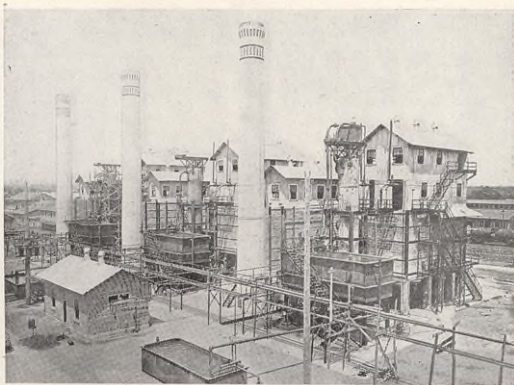
In the January, 1922, issue of the *Star* I outlined briefly our position as regards pressure still installation at that time, stating that in the year 1920 we had installed at Port Arthur 24 units of Holmes-Manley stills. This installation has been most satisfactory, and, in the quantity charged, 13,436,654 barrels up to January 1, 1923, production, and profits, has exceeded estimates made at the time construction was authorized. We have since made some marked improvement in details of design and construction, and during the year 1922 there were completed and put in operation three improved units at West Tulsa, Oklahoma, and two at Lockport, Illinois. As part of this year's appropriation for new re-



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finery facilities, amounting to \$9,500,000.00, we are now constructing forty-six additional units at our various refineries, all of which will be completed during the present year. These, with the twenty-nine units now in operation will make a total of seventy-five, which will enable us, if desirable, to work up all of the gas oil produced and to convert into gasoline the larger portion of that which formerly went into fuel oil. The charging capacity of these seventy-five units will be approximately 67,000 barrels per day. This means that even though we do not materially increase the quantity of crude run, our gasoline production for 1923 will be forty per cent more than it was in 1922, and that in 1924, with all new units in operation for the entire year, our gasoline production will be eighty per cent more than it was in 1922.

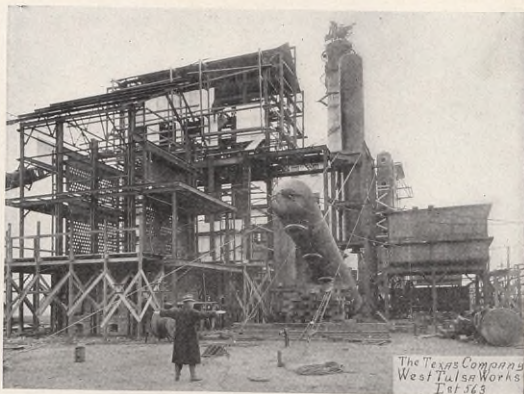
Everyone realizes, of course, that gasoline is the product which can be produced and marketed in volume and which in view of the constantly growing consumption will continue to bring the largest revenue. The fact that many refiners are increasing their yields of gasoline by the cracking process will probably not more than offset the world's constantly growing consumption of that product. It will be seen from what has been said that this Company is placing itself in position to reap the benefit of a maximum gasoline yield.



Rear View of 3 Units in operation—West Tulsa Works

### PRODUCTION OF REFINED PRODUCTS IN UNITED STATES

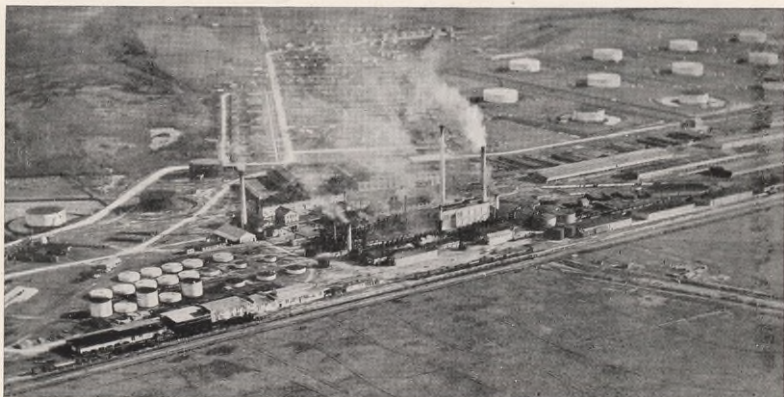
	42-Gallon Barrels			
	Gasoline	Kerosene	Gas & Fuel	Lub. Oil
1880	3,917,217	20,199,282	1,462,580	2,301,043
1899	6,685,183	29,965,820	7,256,210	6,439,188
1904	6,918,201	32,303,682	8,582,652	7,497,918
1909	12,864,940	39,875,950	40,517,353	12,792,720
1914	34,762,814	40,077,971	88,906,954	12,329,495
1915	37,137,402	38,454,995	75,594,049	13,520,956
1916	49,020,967	34,654,660	111,045,126	14,870,028
1917	67,870,150	41,113,547	155,079,150	17,947,068
1918	85,007,452	43,460,956	174,318,980	20,034,890
1919	94,234,693	55,753,147	181,602,100	20,160,953
1920	116,251,111	55,240,368	210,986,951	24,021,627
1921	122,703,555	46,312,528	230,090,860	20,901,407
1922	147,672,253	54,912,535	254,910,156	23,303,630



Pressure Still construction—West Tulsa Works, Feb. 27, 1923



## The TEXACO STAR



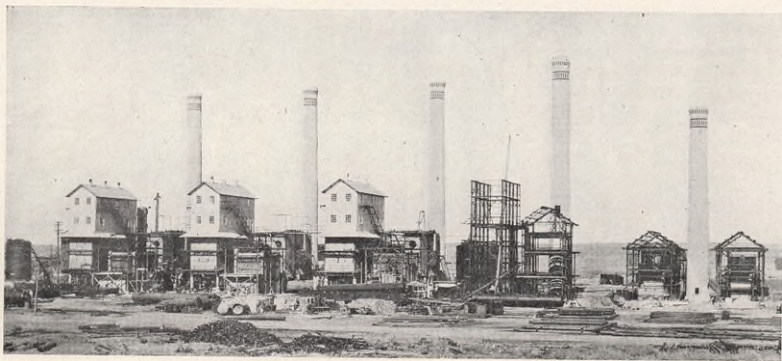
Section of Port Neches Works

### THE LICENSING OF OTHERS

The United States and other enlightened governments recognize the national advantage of research and invention. It has long been established beyond question that the best method of encouraging invention is through patent protection. Unless an inventor is able to capitalize his work and obtain the fruits, or at least part of them, for himself and his family, he is likely to stop short of the extreme effort that in every age has been essential to scientific or inventive triumph.

Through the efforts of employees of The Texas Company, extending over almost the

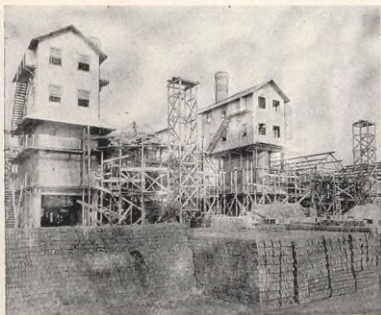
entire period of its existence, and through the purchase of patents issued to others as a result of similar efforts on their part, we have reached a position in the art of manufacture which is second to none. Our group of patents, covering every phase of the cracking process, is an outstanding achievement. Its strength was such that in 1921 we made issue with the Standard Oil Company of Indiana, which was recognized as holding a very strong patent position. Following our letter raising the question of patent priority and infringement there were negotiations resulting in a compromise to avoid litigation, an agreement



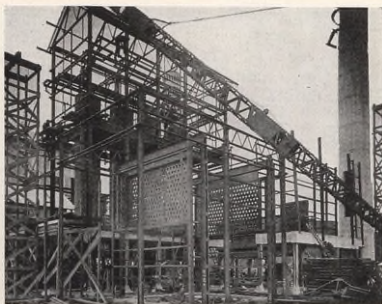
Lockport construction well under way



## The TEXACO STAR



Lockport Units under construction



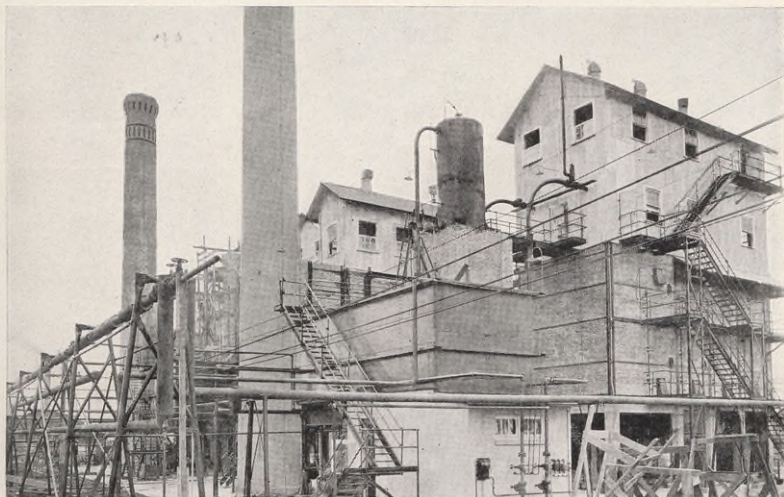
Erection of Steel Work

whereby the validity of our patents was recognized and we were admitted to participation in all royalties, and at the same time acquired the right to use the patents held by that company, they in turn acquiring the right to use ours, each to be entitled to license others under all of the patents of the two groups.

Recently we have made a contract with the Gasoline Products Company, owner of the Cross patents, whereby litigation with that company has been averted, and its licensees are now free from suit by us in the operation

of their specific non-distillation process, we in turn participating in the royalties collected by them; and we and our licensees have immunity from them in the operation of our process. We have also acquired all of the Hall patents, on which we have spent several hundred thousand dollars in experimental work.

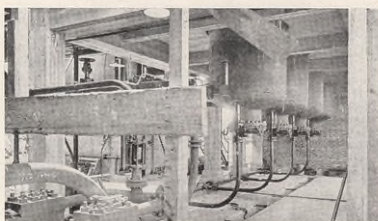
Heat and pressure cracking processes now in use may be classified as follows: (a) Distillation Processes; (b) Non-distillation Processes; (c) Batch Processes; (d) Semi-continuous Processes; (e) Continuous Processes:



Lockport Units in operation



## The TEXACO STAR



View underneath Stills

(a) Distillation processes are those in which the oil is distilled at the same time that it is cracked or converted.

(b) Non-distillation processes are those in which no substantial distillation takes place while the cracking is going on.

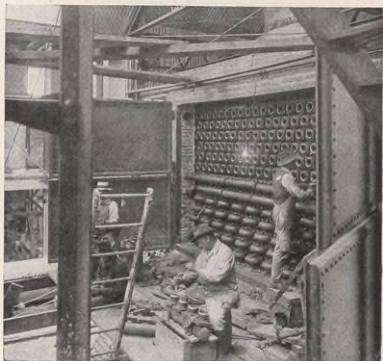
(c) Batch processes start with a given quantity of oil and continue only until that body of oil is either exhausted or conditions of operations make it impossible to continue without cleaning.

(d) Semi-continuous processes are similar to the batch processes except that the original body of oil is supplemented by the introduction of fresh stock without taking away anything other than vapor during the run, which run usually would not exceed a maximum of two or three days before it is necessary to shut down and clean out the apparatus.

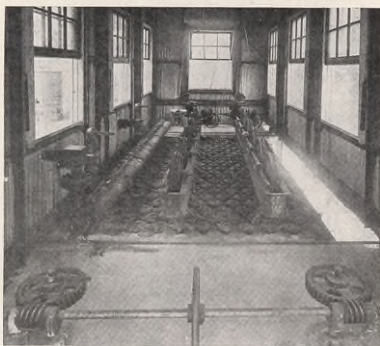
(e) In continuous processes oil is charged continuously throughout the process and the residue or bottoms are withdrawn as they are formed in the cracking operation, the process



Preheater construction



Preheater construction



Top View of Fuel Economizer



Electrical Welding on bottom of Manway



## The TEXACO STAR

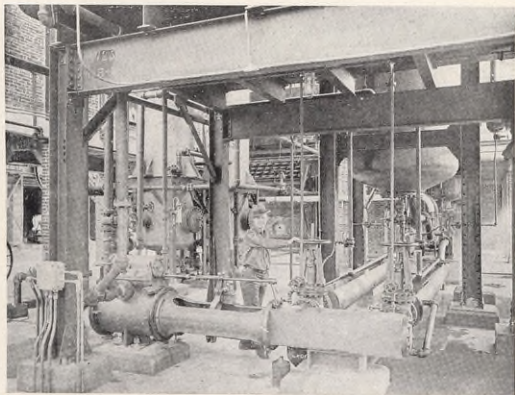
thus being in operation without interruption for, say, four days, or longer. In many runs we have exceeded fifteen days, the longest uninterrupted run to date being 555 hours, charging 29,123 barrels.

The first process to be utilized on a large commercial scale was the Burton process, now owned by the Standard Oil Company of Indiana, which may be operated either as a batch or as a semi-continuous distillation process. The next process to be utilized commercially on a large scale was our own Holmes-Manley process, which is a continuous distillation method, including the invention of Joseph H. Adams, on which the inventor did his first work prior to 1900. Another, the Cross process, which is being used on a commercial scale, is a semi-continuous non-distillation process. The development of each involved experimentation and work extending over long periods of time, and expenditure of large sums of money. The working out of the patents in any case is a small part of the problem; adaption of patents to practice, having in mind the commercial results, is the particularly difficult, tedious, and expensive feature. And we feel that we have earned what we have.

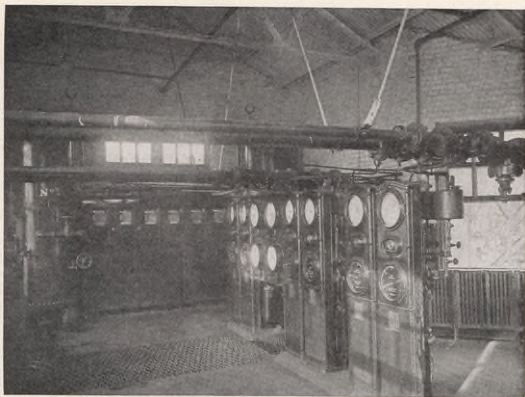
This discussion of the patent situation, even in brief outline, cannot be concluded very well without considering certain outstanding patent claims which are not believed to be well founded.

The Dubbs patents, owned by the Universal Products Company, will be considered first. The early Dubbs patent is the Jesse A. Dubbs patent No. 1,123,502, dated January 5, 1915, on which the Universal Products Company

has sued the Standard Oil Company of Indiana. This patent covers a dehydration process in clear and exact terms. It is equally clear that it cannot teach anyone and does not teach anyone how to crack oil. Moreover, the Adams invention was made prior to the Dubbs invention and the Dubbs patent was cited as a reference against Adams and was overcome. The more recently issued Dubbs patents disclose inventions which are believed to be later in point of time not only than the Adams patents but also later than the more



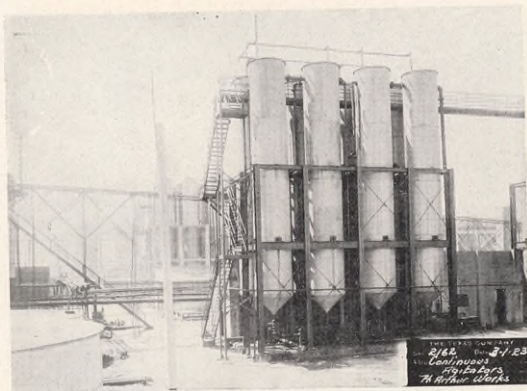
View underneath Stills



View in one of the Control Houses



## The TEXACO STAR



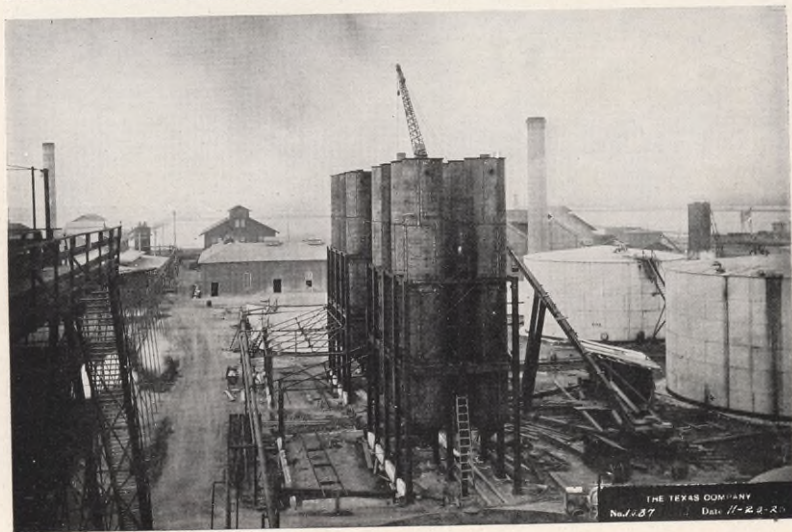
Continuous Gasoline Agitators—Port Arthur Works

specific inventions of The Texas Company. Furthermore, one of the recent Dubbs patents is now involved in interference proceedings in the Patent Office.

The Standard Oil Company of New Jersey is the owner of the Ellis patent No. 1,415,232,

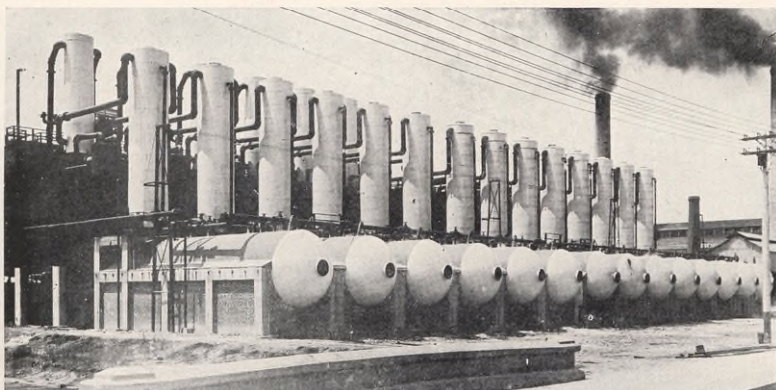
dated May 9, 1922, and certain specific patents relating to what is termed the "tube and tank process." While the construction to be put on the claims of the Ellis patent No. 1,415,232 is uncertain, the Holmes-Manley process is clearly a distinct invention and does not constitute an infringement of this patent. The more recent patents taken out on the "tube and tank process" are not only specific but later in point of time than either the Adams inventions or the other more recent inventions evidenced by patents of The Texas Company.

Cracking oil being an established art, and its various features being governed by patents, the number being so large and the ramifications so numerous that many of the patents seem to overlap or conflict, it is safe to say that no one entering the field at this time by



Continuous Gasoline Agitators under construction

## The TEXACO STAR



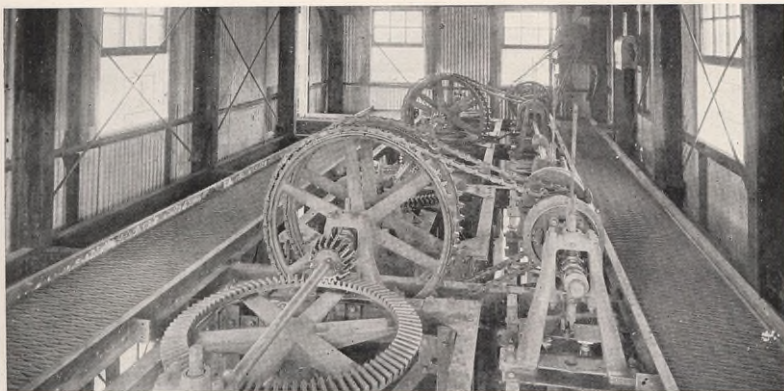
Battery of fourteen Gasoline Steam Still—Port Arthur Works

developing slight modifications, but at the same time embodying the process covered by existing patents, can hope to be free from the charge of infringement until existing patents have expired. This does not mean, however, that those desiring to practice the art are excluded. They can obtain licenses on reasonable terms, and it is only fair that the law requires them to do so if they are to practice the art. We are now issuing licenses. They are on very reasonable terms. And we are prepared to demonstrate the superiority of our system and the patent protection which it carries.

### CRUDE OIL PRICES AT WELLS

March 1, 1923

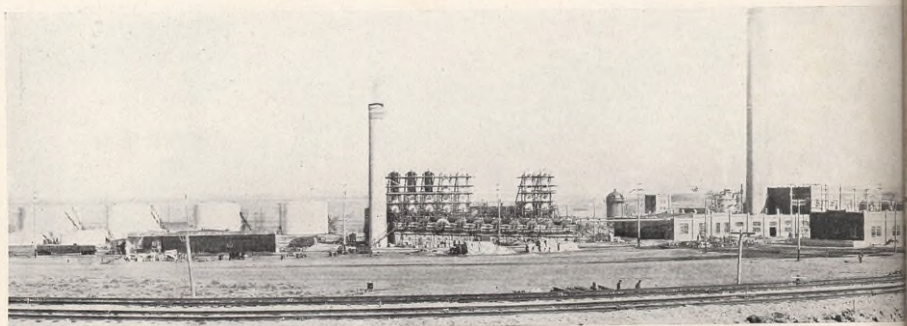
Pennsylvania.....	\$4.25	Smackover.....	\$.90 to \$1.35
Indiana.....	2.38	Homer.....	1.70 to 2.40
Canada.....	2.98	Haynesville.....	1.70 to 2.40
Ragland, Ky.....	1.10	Caddo.....	1.35 to 2.40
California Light.....	1.45	DeSoto.....	2.20
California Heavy.....	.60	Bull Bayou.....	2.00
Kansas.....	1.50 to 2.60	Crichton.....	1.85
Oklahoma.....	1.50 to 2.60	Gulf Coast.....	1.50
North Tex.....	1.50 to 2.60	Mexia.....	2.20
N. C. Tex.....	1.50 to 2.60	Currie.....	2.60
Heldton.....	1.10	Corsicana.....	.90 to 1.50
Eldorado.....	1.70 to 2.40	Wyoming.....	1.65 to 2.10



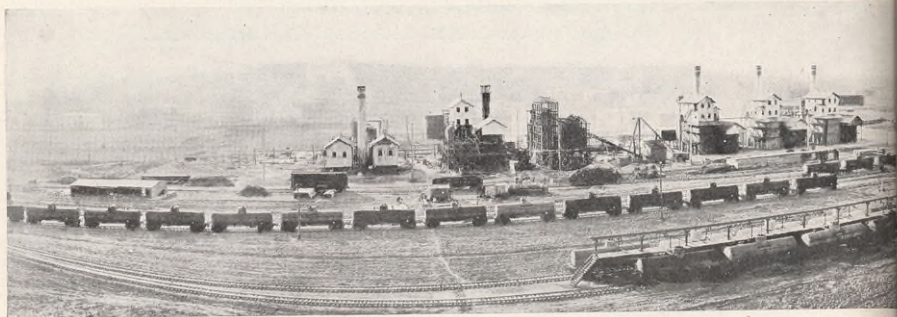
Driving machinery for preventing accumulation of carbon



## The TEXACO STAR



View of Casper, Wyoming, Works



West Tulsa Works—Pressure Stills in operation and under construction, at left

### Making Good

Consider the men whose names mean efficiency, achievement, success. Notice that practically everything they undertake comes out as it should.

The reason is simply that these men have the habit of making good. There is no luck about it. They have acquired a habit.

That habit—the habit of making good—was gained by hard work and the unsparing expenditure of energy.

The successful conduct and development of a large and diversified industry requires the services of thousands of men who are chosen for their fitness for the positions to be filled.

And in proportion to a man's fitness is his career. If a trial proves him to be unfit, he

is dropped. If he proves his fitness for a higher post, he gets it in due course.

The opportunities are practically without limit. Given a normal brain and the desire and energy to develop it, there is no position to which a man in the ranks may not rise.

It is necessary to the progress of industry that men in the ranks should rise. The industry is not a thing of today alone. Products of industry will always be in demand, and the man most fit will be the man who will lead in supplying the demand.—*Brill Magazine.*

The man who can not laugh is not only fit for treasons, stratagems, and spoils, but his whole life is already a treason and a stratagem.

—*Carlyle.*

## The TEXACO STAR



Pressure Still installations at right of center



Compression Gasoline Plant and Shed over Pressure Storage Tanks, in right of foreground

The following letter "points a moral and adorns a tale".

Oklahoma City, February 23, 1923.

Mr. W. H. Kershaw,  
Manager, Asphalt Sales Department, New York.

Dear Sir:

On last Thursday, when I secured sample of asphalt cut from Lawton Street in Tulsa I wanted to devise some means to cut it into a briquette to show the proper cross-section. I tried a hack-saw, but this material was so tough and gritty that it took the cutting edge off the saw teeth in no time. Then I took the chunk to the Consolidated Cut Stone Company (Mr. Bauman, Manager), as I thought there was no question but that a diamond edge circular saw would do the work in a jiffy. Mr. Bauman was skeptical about trying his \$800 saw on this material,

but finally concluded to give it a try-out, and it worked fine. The sample sent you is the result.

I am telling this to bring out a point in human life. When I asked Mr. Bauman the price of the service, he said: "Not *one cent*. The Texas Company's truck pulled me out of a mud-hole three years ago, and I have never forgotten it. I am glad to do this for anyone connected with The Texas Company." A kindness was performed by an employe, a truck driver, of The Texas Company three years ago, and made a life-long friend of this man, and came back with interest when the opportunity was presented, which only goes to prove that any man or employe of any concern at all times should be courteous and accommodating. Bread cast upon the waters will return.

Yours truly,

J. E. Williams.



# The TEXACO STAR

## WORLD'S MARKETED PRODUCTION OF CRUDE PETROLEUM

Year	Roumania	U. S. A.	Italy	Canada	Russia	Galicia	Japan & Formosa	Germany
1857	1,977							
1858	3,500							
1859	4,349	2,000						
1860	8,542	500,000	36					
1861	17,270	2,113,609	29					
1862	23,198	3,056,090	29	11,775				
1863	27,943	2,611,309	58	82,814	40,816			
1864	33,013	2,116,109	72	90,000	64,586			
1865	39,017	2,497,700	2,265	110,000	66,542			
1866	42,534	3,597,700	992	175,000	83,052			
1867	50,838	3,347,300	791	190,000	119,917			
1868	55,369	3,046,117	367	200,000	88,327			
1869	58,533	4,215,000	144	220,000	202,308			
1870	83,765	5,260,745	86	250,000	204,618			
1871	90,030	5,205,234	273	269,397	165,129			
1872	91,251	6,293,194	331	308,100	184,391			
1873	104,036	9,993,786	467	365,052	474,379			
1874	103,177	10,026,945	604	168,807	583,751	149,837		
1875	108,569	8,877,514	813	220,000	697,364	158,522	4,566	
1876	111,314	9,132,666	2,891	312,000	1,320,528	164,157	7,708	
1877	108,569	13,350,363	2,934	312,000	1,800,720	169,792	9,560	
1878	109,300	15,396,868	4,329	312,000	2,400,960	175,420	17,884	
1879	110,007	19,914,146	2,891	575,000	2,701,104	214,800	23,457	
1880	114,321	26,286,123	2,035	350,000	3,001,200	229,120	25,497	9,310
1881	121,511	27,661,238	1,237	275,000	3,601,441	286,400	16,751	29,219
1882	136,610	30,349,897	1,316	275,000	4,537,815	330,076	15,549	58,025
1883	139,486	23,449,633	1,618	250,000	6,002,401	305,160	20,473	26,708
1884	210,667	24,218,438	2,855	250,000	10,804,577	408,120	27,923	40,161
1885	103,411	21,858,785	1,941	250,000	13,924,596	405,400	29,237	41,300
1886	168,066	28,064,841	1,575	584,061	18,006,407	305,884	37,616	73,864
1887	181,907	28,283,483	1,496	525,655	18,367,781	343,832	28,645	74,284
1888	218,576	27,612,025	1,251	695,203	23,048,787	360,537	37,436	84,782
1889	297,666	35,163,513	1,273	704,690	24,609,407	515,268	52,811	68,217
1890	383,227	45,823,572	2,098	795,030	28,691,218	659,012	51,420	108,296
1891	488,201	50,292,055	8,395	755,298	34,573,181	630,730	52,617	108,929
1892	593,175	50,514,657	18,321	779,753	35,774,594	640,220	68,901	191,404
1893	535,655	48,431,066	19,069	798,406	40,456,519	692,669	106,384	99,390
1894	507,255	49,344,516	20,552	829,104	39,375,428	949,146	171,744	122,564
1895	575,200	52,862,276	25,843	726,138	40,140,174	1,452,999	141,310	121,277
1896	543,348	60,606,361	18,149	726,822	47,220,633	2,443,080	197,082	145,061
1897	570,886	60,475,516	13,892	799,857	54,399,598	2,226,368	218,559	165,745
1898	776,233	55,304,233	14,480	758,391	61,609,357	2,376,108	265,380	183,427
1899	1,425,777	57,070,850	16,121	808,570	65,954,068	2,313,047	530,070	192,232
1900	1,628,535	63,620,520	12,102	913,408	75,779,417	2,346,505	806,814	358,297
1901	1,678,320	69,380,104	16,150	756,679	85,168,556	3,251,544	1,110,790	313,630
1902	2,050,935	88,766,016	18,933	530,624	80,540,044	4,142,159	1,193,038	353,674
1903	2,763,117	100,461,337	17,876	486,637	75,591,256	5,234,475	1,209,371	445,818
1904	3,590,026	117,080,060	25,476	552,575	78,536,655	5,047,383	1,410,473	637,431
1905	4,420,087	134,717,580	40,027	634,095	54,900,270	5,765,317	1,472,804	560,963
1906	6,378,184	126,403,936	53,577	599,753	58,807,311	5,407,067	1,710,768	578,610
1907	8,118,207	166,095,335	59,875	788,872	61,850,734	8,455,841	2,001,838	756,631
1908	8,252,157	178,527,355	59,066	527,987	62,186,447	12,012,295	2,070,145	1,009,278
1909	9,327,278	183,179,874	42,388	420,755	65,079,350	14,932,790	1,880,563	1,018,837
1910	9,723,806	200,557,248	50,830	315,805	70,336,574	12,673,688	1,930,661	1,032,522
1911	11,107,450	220,449,391	74,700	291,066	66,183,691	10,510,270	1,658,993	1,017,045
1912	12,976,232	222,935,044	53,778	243,336	68,010,268	8,535,174	1,671,405	1,031,950
1913	13,554,768	248,446,230	47,198	228,080	62,834,356	7,818,130	1,942,000	999,764
1914	12,826,579	265,762,535	39,840	214,805	67,020,522	6,033,350	2,738,378	999,764
1915	12,029,013	281,104,104	43,898	155,464	68,548,662	4,158,890	3,118,464	999,764
1916	8,945,029	300,767,158	50,585	198,123	67,801,110	6,461,766	2,997,178	999,764
1917	3,720,760	335,315,601	40,763	213,832	69,060,000	6,905,000	2,882,378	999,764
1918	8,730,235	355,027,716	435,953	304,741	49,456,182	5,501,620	2,440,069	471,260
1919	6,614,000	377,710,000	35,000	241,000	25,495,000	6,054,000	2,175,000	234,000
1920	7,435,344	443,402,000	34,180	196,937	25,429,600	5,666,116	2,139,777	212,046
1921	8,368,000	472,183,000	34,400	199,338	20,150,000	5,167,000	2,447,000	200,000
Total	173,825,755	5,901,875,719	1,077,251	25,054,045	1,954,073,799	170,878,389	45,260,024	17,310,167
1922		551,197,000		164,731				

a Estimated

b Includes British Borneo

c Estimated in part

# The TEXACO STAR

FROM 1857 TO 1921 IN BARRELS OF 42 GALLONS

India	Dutch E. Indies	Peru	Mexico	Argentina	Trinidad	Egypt	All other	Total	Year
								1,977	1857
								3,500	1858
								6,349	1859
								508,578	1860
								2,130,917	1861
								3,091,692	1862
								2,762,940	1863
								2,303,780	1864
								2,715,524	1865
								3,899,278	1866
								3,708,846	1867
								3,990,180	1868
								4,695,985	1869
								5,790,214	1870
								5,730,063	1871
								6,877,267	1872
								10,837,720	1873
								11,933,121	1874
								9,977,348	1875
								11,051,267	1876
								15,753,938	1877
								18,416,761	1878
								23,601,495	1879
								30,017,606	1880
								31,092,797	1881
								35,704,288	1882
								39,255,470	1883
								35,068,741	1884
								36,764,730	1885
								47,243,454	1886
								47,807,083	1887
								52,164,597	1888
								61,507,095	1889
								76,632,838	1890
								91,100,347	1891
								88,739,219	1892
								92,038,127	1893
								89,335,697	1894
								103,662,510	1895
								114,159,183	1896
								121,948,575	1897
								124,924,682	1898
								131,143,742	1899
								149,132,116	1900
							a20,000	167,434,434	1901
							a26,000	182,006,076	1902
							a36,000	194,879,660	1903
							a40,000	218,204,391	1904
							a30,000	215,292,167	1905
							a30,000	213,415,360	1906
							a30,000	264,245,419	1907
							a30,000	285,552,746	1908
							a20,000	298,616,405	1909
							a20,000	327,937,629	1910
							a20,000	344,174,355	1911
							a20,000	352,446,598	1912
							a20,000	383,547,399	1913
							a20,000	403,745,952	1914
							a10,000	427,740,120	1915
							a25,000	459,411,737	1916
							d7,002,073	508,687,392	1917
							e7,390,080	514,729,354	1918
							7,940,900	544,885,000	1919
							14,221,125	694,854,000	1920
							10,913,880	765,065,000	1921
130,397,365	238,303,828	33,546,316	729,103,076	8,892,492	13,710,418	8,646,536	56,865,958	9,508,911,138	

185,057,249

d Composed of 19,167 bbls. produced in Cuba; 127,743 bbls. in Venezuela; and 6,856,063 bbls. in Persia  
e Composed of 190,080 bbls. produced in Venezuela, and 7,200,000 bbls. in Persia

1922



## DEPARTMENTAL NEWS

The managers of the respective Departments have assigned to the gentlemen whose names are here given the duty of sending to *The Texaco Star*, so as to be received by it before the 25th day of each month, departmental news, photographs, and other items of general interest. Material for this purpose should be sent to them before the 20th of the month. All are invited to cooperate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	W. H. McMorris, Jr., Port Worth
Ry. Traffic & Sales Dept.	J. A. Brownell, Port Arthur
Marine Dept.	J. Nicholle, Port Arthur
	H. Norris, New York
Legal Dept.	H. Tomfohrde, Houston
Treasury Dept.	H. G. Symms, Houston
	R. Fisher, New York
Comptroller's Dept.	B. E. Emerson, Houston
Insurance Dept.	P. A. Masterson, New York
Governmental Reports	C. M. Hayward, New York
Sales Dept. S. Territory	Miss M. Marshall, N. Y.
Sales Dept. N. Territory	R. C. Galbraith, Houston
Sales Dept. W. Territory	Personnel Committee, N. Y.
Asphalt Sales Dept.	F. C. Kerna, Denver
Export Dept.	J. I. Smith, New York
Purchasing Dept.	J. B. Nielsen, New York
	J. A. Wall, New York
Producing Dept.	J. T. Rankin, Houston
Pipe Lines	Otto Hartung, Houston
T. T. Co. of Mexico	Fred Carroll, Houston
	S. A. C. W. Pardo, Tampico

### REFINING DEPT.

**Port Arthur.**—On January 30 the heads of departments at Port Arthur Works tendered W. S. S. Rodgers, Jr., a farewell banquet in the office dining room. It was an event of mingled pleasure and regret. Mr. Rodgers came to us a comparative stranger, but soon

won his way into our confidence and respect, and it is only the knowledge that he has been given higher and more responsible duties that reconciles us to his loss.

A. S. Bailey, former Chief Engineer, has succeeded Mr. Rodgers as Second Assistant General Superintendent, and W. H. Elliott is promoted to Chief Engineer. Both promotions are the result of high ability and close application, and every employe will be encouraged by the fact that these two responsible positions have been filled by local talent. Through these changes we reclaim C. S. Atwell, who has been appointed Assistant to Mr. Elliott.

We also welcome A. S. Alston, promoted to Assistant to the General Superintendent.

John Hickman Brown, of the Industrial Educational Department of the A. and M. College of Texas, is conducting a Foreman's Conference. It is attended by 20 of the most promising foremen and sub-foremen at Port Arthur and Port Neches Works and the Case and Package Plant. It is gratifying to see the interest and enthusiasm with which all follow the teachings of one well versed in work of this nature.

Elmer R. Burris, Assistant General Foreman at Port Arthur Works died February 26, 1923.

Mr. Burris was born at Gonzales, Texas, April 12, 1886. He entered the service of this company as carpenter Feb. 26, 1914, and by a coincidence died on the ninth anniversary of his employment. He was appointed Foreman of Construction Sept. 15, 1916, and Assistant General Foreman Jan. 1, 1923.

The body was interred in Magnolia Cemetery, Beaumont, Texas, on February 27 in the presence of a host of friends and co-workers. Services were conducted at the home by Rev. C. W. Culp, Minister of the First Baptist Church, of which Mr. Burris was a member, and then the local Masonic Lodge assumed charge and conveyed the body to Beaumont where the last Sacred Rites of that ancient association were performed.

The following resolutions were adopted by a committee from the Welfare League of which Mr. Burris was a director:

God in his wise providence has taken from us our friend and co-worker, Elmer R. Burris, therefore:

Be it resolved: that in his death we suffer the loss of a true and loyal friend and co-worker, one in whom we all imposed the utmost confidence; a friend and counselor to all, ever ready to help and comfort those in need or trouble; cheerful and happy in his relations with all mankind.

The Texas Company, in whose organization he had



Basket Ball Team, Port Arthur Works

Front row, left to right: Abbey (Coach), Campbell, Brooke, Perkins (Captain), Earhart, Bogart, Aden (Manager). Back row: Willoughby, Taylor, Thompson, Palmer, Best.

The Texaco Basket Ball team this year is composed mostly of new men, only three old timers being left: Bogart, Earhart, and Perkins. Although the team started out late this year, they are stepping lively and the new men are going to keep the reputation established by former Texaco teams. The team has not lost a game this season. On February 13 they begin a three game series with the Gulf Refining Company for the City Championship and the *Port Arthur Daily News* loving cup.

## The TEXACO STAR

risen to a position of trust and responsibility, has lost one of its most competent and loyal employees. And therefore be it further resolved:

That this committee, on behalf of the great host of his friends among the employees of The Texas Company, offer to the bereaved widow and children our deepest sympathy and the consoling thought that, while we have lost him in this life, we know that he has gone to a happier life and a life everlasting.

And be it further resolved: that a copy of these resolutions be spread on the Minutes of the Welfare League and a copy be sent to the widow.

### WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF FEBRUARY 1923

Refined—Coastwise.....	796,461	bbls.
Refined—Foreign.....	269,438	bbls.
	1,065,899	bbls.
Crude—Coastwise.....	265,614	bbls.
Crude—Foreign.....	64,383	bbls.
	329,997	bbls.
Total.....	1,395,896	bbls.

**N. Y. Off. Term. Div.**—We welcome W. S. S. Rodgers, Jr., who has returned, after an absence of two years, to fill the post of General Superintendent, left vacant by the promotion of L. R. Holmes.

J. F. Conahey, of this office, who was a gunner on the U. S. S. *Lucia*, sunk by a submarine, was recently awarded the Legislature's Conspicuous Service Cross presented by the Governor of the State of New York. Congratulations, John, although you did not tell us about it.

**Bayonne Terminal.**—We are the proud possessor of a new Assistant Superintendent, Wm. M. Dowling of Providence and Norfolk Terminal fame. Mr. and Mrs. "Bill" are more than welcome.

Bayonne has said good-by to Joseph F. Sheeran, for four years in charge of the Storehouse, who has been transferred to the Personnel Office in New York. Joseph was presented with speeches, a copper percolator set, many handshakes, some music, and our best wishes.

**Providence Terminal.**—On February 8 Harry P. Burns went through a ceremony that changed his whole life. Yes, Patrick took unto himself a charming wife, formerly Miss Weeks. We wish the young couple all happiness.

We extend to Clarence Leary our sympathy for the loss of his sister.

The duty of labor is written on a man's body: in the stout muscle of the arm, and the delicate machinery of the hand.—*Parker.*

### RAILWAY TRAFFIC AND SALES DEPT.

The satisfactory way in which railroad contracts are being renewed and the constant acquisition of new roads for the Texaco fold make this Department's prospects for 1923 very bright.

Our cordial Manager of the Eastern District, Giovanni Riani, after a pleasant sojourn in Dixie came home with the bacon, in the form of a renewal of our contract with the Central of Georgia covering equipment lubrication.

The Central of Georgia's slogan for 1923 is "Continued Coöperation." We might all adopt this slogan with advantage.

Traffic Superintendent Chas. Ervin, was, by all accounts, a prominent figure at the recent banquet of the New York Traffic Club. It was through his intercession that C. S. Young finally agreed to favor the large assemblage with his own rendition of *O Sole Mio*—the hit of the evening. We would not want it repeated, but it is understood that Mr. Young has received a flattering offer from a grand opera company.

Oscar Lasse, who now agrees that two can live as cheaply as one, has entered the bonds of matrimony. The date of his fall was February 11, 1923.

Miss Kane is upholding the feminine tradition of our Department by being in third position for highest average in the Ladies Bowling Tournament, the prize being a gold bar pin. If she was four years older the first prize, silk umbrella, would be hers; but what lady would want to be four years older to get an umbrella?

### MARINE DEPARTMENT



Aboard M. V. "Solitaire", Jacksonville, Fla., Jan. 24, 1923

Left to right: Mrs. H. W. Atkins; H. W. Atkins, Chief Mate; H. J. Gregory, Second Mate; C. A. Ditmars, Chief Engineer. Insert: Parker M. Reed. Snapshot taken by Mr. Reed.



## The TEXACO STAR

### SALES DEPT. S. TERRITORY

#### Houston District.—

Filling Station No. 1 in Corpus Christi will be opened February 24. Salesman McCrorey and Agent W. R. Coons and Staff are to be congratulated for having worked the trade up to a point where it demands such a station.

January 21 was a sunny Sunday for L. N. Wright, stenographer to Chief Clerk Glass. Miss Beth Louise and Mrs. Wright are doing nicely. Congratulations.

Marine Salesman A. B. Fields, whose territory\* included Port Arthur, Beaumont, and Orange, has been transferred to New Orleans. Mr. Fields not only possesses over-flowing energy but is of the type whose very presence commands attention, and this has resulted in his being very successful.

Tootem Moore (colored) on February 3 succumbed to an illness. He was better known as "Laughing Tootem." Port Arthur Filling Station has lost a valuable employee, whose readiness to serve drew many customers.

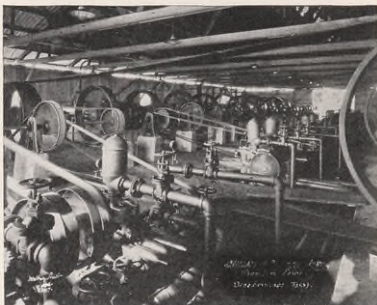
A. H. Halverton entered the service Feb. 1, 1916, as Stake Wagon Driver; June 1, 1916, promoted to Warehouseman; Oct. 1, 1916, to Clerk and Cashier Houston F. S. No. 2; April 16, 1917, to Special Clerk Houston Station; July 31, 1917, resigned to Join U. S. Navy; Jan. 16, 1919, returned and was appointed Cashier at Houston Station; Feb. 15, 1919, Clerk and Cashier at Houston Station; May 16, 1919, Head Cashier Houston Station; Dec. 16, 1919, Supervisor Filling Stations; Feb. 1, 1920, Cashier Houston Station; Nov. 16, 1920, Agent Houston F. S. No. 1; Feb. 1, 1922, Filling Station Supervisor; July 1, 1922, Agent F. S. No. 9; Aug. 1, 1922, Supervisor of all Filling Stations in Houston; Sept. 1, 1922, Cashier Houston Station. In every position held by Mr. Halverton he showed untiring energy, perseverance, and willingness. Feb. 15,

1923, Mr. Halverton was promoted to City Salesman, a position long desired, and his success is assured.

**Dallas District.**—The increasing demand for motor fuel has brought about the development of the casinghead gasoline industry. The total production of gasoline from casinghead gas in 1921 was about 473,000,000 gallons, or 10% of the gasoline production in the United States. The lubrication of the machinery in casinghead gasoline plants calls for careful analysis of the machinery, operating costs, and quality of the product. The plant of Brooks & Hanlon, Inc., of Breckenridge, Texas, is one of the most modern, well arranged, and efficiently operated plants in Texas. (See also inside of back cover.) Its operating record for 1922 was:

Total operating percent.....	99.31%
Total lubricating cost per unit.....	\$385.32
Total repair cost per unit.....	27.77
Total cost lubrication and repairs.....	\$413.09

This record is an enviable one, and no doubt the exclusive use of Texaco lubricants and Texaco lubrication engineering service with the coöperation of the entire organization made this record possible.



Brooks & Hanlon, Inc., Breckenridge, Texas

Exclusive use of Texaco lubricants in this most modern gasoline plant makes an enviable record of efficiency and economy. See also inside of back cover for general view of the plant.

C. L. Elam passed away Feb. 18. We extend heartfelt sympathy to the bereaved family. Mr. Elam was one of the first employees of the Company at Dallas Station. He had many friends and all held him in the highest esteem.

D. O. extends sympathy to W. L. Shatley, at McKinney Station, for the loss of his wife. Mrs. Shatley passed away Feb. 2 at the family home in McKinney.



Assistant Agent Tom Roberts, Austin, Texas  
A hard worker who has helped to increase gallonage at this station.

## The TEXACO STAR

### The promised evidence

This is the proof, promised last month, of Superintendent McNemer's claim that he killed the biggest buck that came out of the Rosillos Mountains this year, when on hunting trip just before the Christmas holidays. Left to right: Superintendent P. H. McNemer, Dallas; Special Agent G. B. Heslep, San Angelo, Texas; Agent W. E. Morton, San Angelo, Texas. Mr. McNemer says: "This is the result of a three-days hunt by three amateurs, and doesn't show the one we ate."



The last meeting of the Texaco Club of Dallas was held on Thursday, Feb. 15, at Gates, and was very enjoyable and beneficial to the "spirit" of the Club. After interesting talks, the members enjoyed dancing and music the remainder of the evening. The following poem, composed by our efficient Secretary, Miss Elizabeth Dennis, bespoke the need of the meeting which was successfully held:

Come on Folks, let's Carry On,  
Let's put *our* Club in the lead;  
Let's gather about and thrash it out,  
It's coöperation we need.

All the big ones and all the little ones  
Must have *something* to say;  
So let's air it out and stir about,  
"Getting better and better each day."

Constructive criticism is good for us all,  
So come on with the ideas, let's hit the ball!  
We'll have a meeting (and maybe some eating)  
And get right down to biz;  
And show old Houston  
We can do *some* boostin'  
And make ours a Club "what is!"

**Oklahoma District.**—On Feb. 19 a special meeting of Agents in territories covered by Special Agent Crane and Special Agent Fant was held in the D. O. to outline plans for 1923. Marketing costs and expenses were discussed and every agent was impressed with the idea that reduction was expected. Superintendent Carroll entertained at luncheon at the new Chamber of Commerce, and in the evening the D. O. bunch gave a little dance in the reception hall of the Office. Sorry that Agent Cook of Shawnee and Agent Renshaw of Duncan could not get in to this get-together.

At the dance in honor of the visiting Agents,

B. F. Secor of the D. O. favored the company with most of the dance music and we really sympathized with him for doing it. You know B. F. has a new baby at his house and it's not restful to walk the floor o' nights.

Miss Lou Gene Burgiss arrived at Oklahoma City Feb. 17, and is stopping at the home of General Stock Clerk Burgiss. Miss Lou Gene came to town "traveling light"—weighing 8¾ lbs. Congratulations, old boy!

Joplin Station was the leader on total gallonage for month of January; El Dorado, on lube oil; Blackwell, on grease; Camden, on roofing. Hot Springs A. F. S. 1 led the filling stations on total gallonage, and Tulsa A. F. S. 2 on sales of coupon books. Some new leaders appeared last month; let's change the line-up for February.

One of the best stations in the District, we predict, is our new Agency at Smackover, Ark., in the heart of the new oil field. We'll be ready for business about March 1 and we expect to make things hum from the start. Agent Matthews of El Dorado is to have charge of the station, and if El Dorado figures are any criterion—well Smackover is going to be a humdinger, if you'll excuse the expression.

Agent McElroy of Blackwell says, let Smackover do its worst; he put out 12,000 pounds of grease in one day, and if they can beat his record, he'll take his sign in, or look for a new field to grease up.

The world does not owe me a living, but I am proud to make a good living for myself.



## The TEXACO STAR

**New Orleans District.**—Milton E. Trowbridge, aged 30 years, special agent for The Texas Oil Company in New Orleans territory, died at Touro Infirmary on February 7, after less than one week's illness with blood poisoning which resulted from a cut received while being shaved at a barber shop. The first symptom of infection was observed Feb. 1st, and on the 5th he was removed to Touro Infirmary and at once operated on. The virulent poison spread so rapidly that surgical science and skill could do naught to combat it.

Mr. Trowbridge was a native of St. Mary Parish, and before coming to New Orleans in 1921 had represented The Texas Oil Company for several years as agent at Shreveport and previously as clerk at that station. Surviving Mr. Trowbridge are his parents, Mr. and Mrs. R. B. Trowbridge, who made their home with him, and his wife and a small daughter. His wife before her marriage was Miss Maude E. Holbert, a socially prominent and popular young lady of Shreveport. Services according to the Episcopal ritual were held in New Orleans, after which the body was shipped to Shreveport where there was a large funeral. Mr. Trowbridge was a 32nd degree Mason, with membership in the Shreveport Blue Lodge and Temple. He was also a member of the Southern Yacht Club and other New Orleans organizations, and was well known and highly regarded in business circles.

J. A. Morson is transferred from Chief Clerk to Special Agent to succeed the late Milton E. Trowbridge. Mr. Morson will have jurisdiction over New Orleans, Harvey, and Arabi, La. Stations. R. A. Jahraus is transferred from Special Agent, Shreveport, to Chief Clerk *vice* Mr. Morson.

**Atlanta District.**—It will be interesting to his many friends to learn of the transfer of Geo. H. Seawell from General Salesman in Atlanta District to Acting Superintendent in Western Territory with headquarters in Omaha, Neb. We congratulate Mr. Seawell and wish him all success. His cheerful ways will be missed throughout this District and especially in the D. O., but we are glad for him that he will have great opportunities.

We have had a number of visits from the Stork and we gladly report:

A 9-lb. boy was delivered to the home of Tank Motorman S. L. Mullinax, Greenville, S. C., on Feb. 7. Agent Lancaster reports that Mr. Mullinax sold more gasoline and kerosene on the morning of the 8th in a couple of hours than he has been able to put out in a day heretofore.

An 8-lb. girl arrived at the home of Agent A. D. Thomas, Sumter, S. C., on Feb. 1.

A 9-lb. girl arrived at the home of Tank Motorman L. W. Wallace, Atlanta, Ga., on Jan. 10.

Katherine Killa arrived at the home of Agent F. G. Mitchell, Spartanburg, S. C., Oct. 25, 1922. We did not learn of this until a few days ago.

Besides being able to make a good report on the activities of the Stork, we are proud to announce that Cupid has also been at work in this District:

Agent D. E. Golden, Florence, S. C., and Miss Ervinia Campbell of Gibson, N. C., were married Feb. 12 at the home of the bride.

Harold R. Davis, Cashier Atlanta Station, and Miss Rhoda Singleton of Atlanta were married on Feb. 3; and Hans Mueller, General Clerk in D. O., decided that he would not let Harold get ahead of him, so he and Miss Ruth Singleton were married a few hours before the other wedding took place.

**SALES DEPT.**  
**W. TERRITORY**

**Denver District.**—Our Agents' and Salesmen's Meeting on January 29

was the most successful ever held in Denver District. Presided over by Manager Dodge and Assistant Superintendent Rooke, enthusiasm was everywhere in evidence. One of the features was a talk by Superintendent L. A. Jacob of the Advertising Division who explained the big Texaco National Advertising Campaign. We also had the pleasure of having with us H. C. Little of the Thos. Cusack Company and T. S. Buchanan of the Hanf-Metzger Advertising Agency, both of whom gave talks on the importance of advertising in present-day business. In the evening Denver Texaco Club entertained with a dance at the Albany Hotel.

We had a big show at the Colorado Industrial Exhibition. Our exhibit, in charge of General Salesman L. T. Bass, created a great deal of interest and impressed Texaco on the minds of everybody coming within reading or hearing distance. All records for attendance at the Exhibition were broken this year, there being a daily average of over 12,000.

Members of Denver District 1923 Carload Club: T. F. Coppinger, A. K. Williams, L. T. Bass, S. A. Street, C. B. Tillman, J. H. Barton, E. L. Haines, R. B. Jones, R. C. Johnson, C. W. Leavitt, D. A. Campbell. There's a place on the roster reserved for the balance of our Agents and Salesmen. Let's all join!

A cordial welcome is extended A. C. Munson, new Agent at Lander, Wyoming.

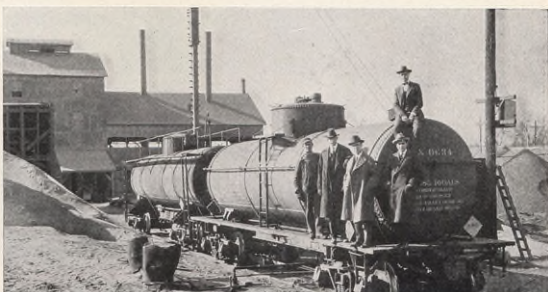
An 8½-lb. boy arrived at the home of W. L. Skinner, Credit department, liked the folks, and decided to stay. Congratulations.



## The TEXACO STAR

Fuel Oil  
for the  
City of Denver

First two Texaco tank cars shipped from Casper Refinery to Denver. Photo taken at City Asphalt Plant. H. W. Dodge, Sales Manager, at extreme right; J. O. Law, Chief Clerk, Denver District, second from left; F. C. Kerns, General Lubricating Assistant, seated.



**El Paso District.**—El Paso District holds the record for progress in Western Territory, at least territorially. The old El Paso District will be more than doubled in area, having annexed the State of California.

Our new Phoenix Station started off with a rush in January.

Agent Brodbeck, Albuquerque, N. M., has again demonstrated his salesmanship. He has been working on the local branch of the Federal Light & Traction Company for over two years without apparent results, until last week when he landed an initial order for lubricants.

General Salesman Roeder and Agent Nidey of Estancia, N. M., working together, closed some splendid contracts recently.

J. H. Shapard, Douglas, Arizona, landed another carload order for roofing.

Another carload of roofing for Roswell.

**Billings District.**—"Let's go!" says Salesman Matt Munn. Matt is a real Overcomer, and he doesn't wait for them to come over either—he goes after them. Billings District is proud of him.

Something is going to happen around Livingston. Agent L. E. Dunn says so and he should know, as he's the man who is going to do the work. He and three sons and a daughter-in-law are going to put Texaco on the map and all over the map down in Livingston territory. Mr. Dunn says it will keep the daughter-in-law busy keeping the books for the rest of them. Our ear is to the ground.

Billings District is growing. We welcome Salesman C. E. Noe, who will join the crusaders spreading Texaco over North Dakota.

"Everybody is asking for that Real Texaco Gasoline," says Agent Staley of Great Falls. Well, the pleasure of realization will be equal to that of anticipation when they get it.

Out of the West the news came: "Snow-bound here and won't reach Billings before Sunday night," signed F. N. Brees. It was a good opportunity for him and Hunter and Reed to sell our new agents and the people of Wallace on Texaco products. They say they did.

### SALES DEPT. N. TERRITORY

Miss L. Reinhardt, who has occupied the position of stenographer to our Personnel Committee, resigned January 31 to become the wife of Mr. F. Smith. Miss Reinhardt's immediate associates presented her with a very handsome silver vase. We wish the young couple every happiness.

**New York District.**—On February 1 we took over stations at Sidney, N. Y., and Oneonta, N. Y., which until that date were operated by our Distributor, Deyo Oil Company of Binghamton, N. Y.

### J. F. Keenahan

With the closing of the 1922 Salesmen's Motor Oil Contest, Salesman J. F. Keenahan, Albany Territory, wins the first prize, with a record of having opened up 415 new accounts, winning the contest by 182 points. He also has the honor of winning the 1921 Motor Oil Contest.

The following Salesmen were winners: 1st prize, J. F. Keenahan, Albany T.; 2nd prize, C. O. Terpening, Newburgh T.; 3rd prize, J. H. Stitt, Newburgh T.; 4th prize, J. H. Allen; Albany T.; 5th prize, A. N. Doyle, Stamford T.; 6th prize, B. J. Schwalbach, Albany T.



Miss Mary E. Fink, stenographer, is to be



## The TEXACO STAR

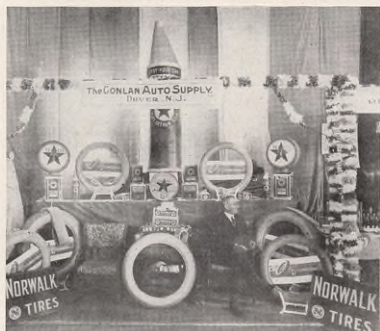


Stamford Territory Outing

Outing and Clambake of Stamford Territory on September 27, 1922, at Laddins Rock Farms, Stamford, Conn. There was a ball game in which the New York Office team was trimmed, and a tug-of-war in which the New York end of the Territory pulled the Connecticut end all over the lot.

Left to right, front: H. Caney, Agent; J. E. Marvin, Agent; F. E. Bell, Former Salesman; J. J. Dennehy, Former Agent; G. A. Wesson, Maintenance Foreman; C. E. Wilson, Creditman; O. Velley, Agent; G. L. Adamchack, Clerk; C. N. Chidsey, Agent; J. Nicholas, Agent. Middle: J. J. Murphy, Salesman; A. N. Doyle, Salesman; V. T. J. Knapp, Representative; G. McNear, District Office; M. V. Apy, Representative's Clerk; A. A. Reisser, Former Maintenance Foreman; G. H. Letts, Mechanic; W. E. Senk, Agent. Rear: G. Desmond, Clerk; J. B. McJinsey, Salesman; J. H. Cosgrove, Agent; B. C. Nelson, Asst. Agent; R. Hildebrand, Agent; H. B. Hudson, Agent; W. E. Wesson, Representative; H. D. Beekman, Traveling Accountant; A. D. MacDougall, Creditman; C. A. Pepe, Agent; W. H. Mothersell, Filling Station Inspector; W. R. Walker, Agent; M. J. Spillane, Jr., Agent.

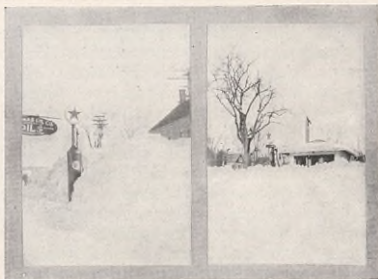
congratulated on setting a new high record. During the year 1922 she was not late a single morning, nor was she absent from duty, thereby making 100%. Her record for the year 1921 also is remarkable—a percentage of 99.55. Can any other department beat this record?



The Conlan Auto Supply, Inc.

Exhibit at the Morris County Automobile Show of The Conlan Auto Supply, of Dover, N. J., one of our good accounts at Morristown, N. J. Station. The gentleman in the picture is Mr. Conlan who is a great booster for Texaco in his territory.

**Boston District.**—Our Assistant Superintendent E. A. Beverly, in charge of Sales since Oct. 1, 1920, has been transferred to the Export Department in New York. As a parting gift the Boston District employees presented him with a diamond horseshoe pin. H. L. Renz, Mr. Beverly's successor, is now with us and we extend to him a hearty welcome.



New England snows

If you don't think the snow is piled high in New England, just look at A. C. McLoon & Company's plant, our agents at Rockland, Maine, which is typical of all sections of New England, as is shown by the photograph (at right) of filling station operated by Edward Houghton, 4139 Washington Street, Roslindale, Mass.



Discharging Texaco products at Aguadilla, Porto Rico. Captain Briggs of S. S. *Edith*, operated by the Bull & Co. Line, 40 West Street, New York City, kindly gave this snapshot to Mr. Rich. Through the *Star* we wish to thank Captain Briggs for his interest.

## The TEXACO STAR



McKindley Bros. F. S., East Hartford, Conn.

On the main highway between Hartford and New London. A 100% Texaco location taken on through efforts of Salesman E. K. Herrick.

**Philadelphia District.**—The Capitol Oil Company has put into operation a second station in our District, located at Culpepper, Va. Its equipment includes two large storage tanks, warehouse and office, garage, and pump-house, and the entire plant is surrounded by an eight-foot wire fence. J. K. Barton, who has been with The Texas Company in various departments over six years, is in charge of the plant, while G. M. Bladen, of Culpepper, is associated with him in the operation.

The first plant put into operation by the Capitol Oil Company, at Milford, Pa., has made very satisfactory progress, and with added facilities and equipment the outlook for a splendid gallonage in 1923 is very favorable. The general offices of the Capitol Oil Company are at Petersburg, Va.

Agent Russell H. Farnum, Atlantic City, N. J. Station, died of double pneumonia on February 20. Mr. Farnum was one of the most progressive agents of the Philadelphia District. His untiring efforts increased the gallonage at this station beyond all expectations. By his friends and associates he was known as a man of sterling character, and it was the bigness of his personality that brought him success in his work and a great many warm friendships. He was born at Port Jarvis, N. J., Dec. 16, 1875. After fifteen years' experience as an agent with the Standard Oil Company of New Jersey, he came to The Texas Company as an Agent-in-Training Jan. 1, 1918. He served first as Clerk-Cashier at Camden, N. J., and was promoted to Agent at Atlantic City August 16, 1918.

Zay Parkell, chauffeur at Salem, N. J., having demonstrated his ability and spirit, has been promoted to Agent at Atco, N. J. His brother, Francis C. Parkell, has taken up duties as Chauffeur at Salem.

Miss Lavinia Fairheller was pleasantly surprised by her friends recently at a "miscellaneous shower." She was the recipient of many useful household gifts.

We have received a snapshot of little John Robert Wolf, son of Mr. Robert H. Wolf, 28 So. Highland Avenue, Baltimore, Md., Manager of Wolf's Auto Supply of Baltimore, which might be entitled "Starting life before the Star," as Master John Robert is posed before a Texaco sign. Certainly his father has set a good example by developing a splendid demand for Texaco products in his business. The little picture is not given, because some years ago it was found to be quite impracticable to show pictures of children in *The Texaco Star* serving 20,000 employees of The Texas Company and its subsidiaries.

**Pittsburgh District.**—We are sorry to lose the services of H. A. Hurt, Jr., Agent at Cincinnati, O. Station, who resigned February 15 to go into the real estate business with his father. All of Harry's friends in the Pittsburgh District wish him the best luck. John Van Santvoord, of N. Y. Office, will act as Agent at Cincinnati temporarily.

We welcome the following new members of our organization:

V. F. Lantz, Salesman, Youngstown, O.  
S. A. Morris, Salesman, Charleston, W. Va.  
H. L. Poole, Salesman, Fairmont, W. Va.  
H. J. Rodgers, Salesman-Engineer, Toledo, O.  
Elbridge Adams, Salesman, Cleveland, O.  
John G. Neale, Steno.-Clerk, District Office.  
F. E. Davis, Warehouseman, Toledo, O.



Zanesville, Ohio

J. W. McGuire, Engineer (at left), and Salesman H. B. Longshore.



## The TEXACO STAR

### Chicago District.—



Moving a town

This interesting photograph shows the method adopted to move the town of Jennings, Michigan, to Cadillac, Michigan, by truck. The Mitchell Brothers having transferred their flooring mill from Jennings to Cadillac, the town of Jennings was left without any industry; so it was decided to move the dwelling houses also. A special trailer was made by the Acme Truck Company and the houses were moved by truck at the rate of one a day. The distance is 14 miles and at one point three trucks had to be used to pull up a hard hill. The trucks used Texaco Motor Oil, supplied by Harris Brothers, our Distributor at Cadillac.



Bay City, Michigan

A filling station belonging to Archie Wood, distributor of Texaco products at Bay City.

**Norfolk District.**—The D. O. had the pleasure of a visit from Department Agent W. R. Ellwood Feb. 13-16. Mr. Ellwood's visits are far apart but are unusually instructive and much enjoyed. We would like to see him more than we do.

The Norfolk Automobile Show held its annual exhibit Feb. 12-17. It was the most successful ever held in Norfolk, with greater attendance and more and more attractive exhibits. The Texas Company's booth, with an ever-flowing Easy Pour display attracted crowds during every performance. Engineer C. L. Horne and Assistant Agent R. L. Dongan, Norfolk Station, prepared the exhibit and handled it with the assistance during rush hours of various D. O. employees.

Page twenty-eight

Representative Gruet reports that the boys in Richmond Territory are up on their toes, determined to make theirs the best Territory in the District. They have taken for their slogan "Boost the Richmond Territory," and every day in every way they are boosting better and better. The other Territories had better do likewise if they want to compare with Richmond.



Richmond claims an improvement

Representative H. S. Gruet writes:

"Attached please find picture of the ever flowing Easy Pour Display which has been running in the front show case of Howell Bros. Hardware Company, Sixth and Broad Sts., Richmond, Va.

"Mr. B. F. Morgan made this display. It attracted a great amount of attention, and Howell Bros. were very much pleased and said they had never had a display more attractive than this one.

"Howell Bros. have a pump out in front of their place and use our gasoline and distribute our can goods and bulk oils to retail trade.

"I wish to call your attention to the fact that the Richmond territory has improved on the ever flowing Easy Pour Can. We only use one-half gallon oil, and it is enclosed in a box one foot square as per this picture.

"Will you kindly have this put in The Texaco Star?"

"Billie Barton" of the Capitol Oil Company, distributor of Texaco products at several points in Virginia, has written us:

I note from the January issue of the *Star* that Carolina Oil & Supply Co. of Hendersonville, N. C., during August 1922 put out the largest gallonage ever done in any one month by any distributor in the Norfolk District, and that the previous best gallonage ever done was put out by Statesville Oil Co., Statesville, N. C. Knowing Jim Flanigan, of Statesville, as I do, and



## The TEXACO STAR

Tommie Stocks, of the Hendersonville outfit, I realize that to beat them will mean hard work but am here to tell you and both of those gentlemen that if there is no secret in knowing the actual number of gallons which each put out will ask that you please advise me the Statesville record at which I intend to shoot. Having reached this figure we will not stop but begin shooting for Hendersonville.

Suggest that you notify both of these parties that the Capitol Oil Co. is after their scalps and that before Jan. 1924 we expect them to be taking our dust—I would say 'smoke' but Texaco does not make any smoke and that is all we burn.

The figures for Hendersonville and Statesville were for one-station distributors. For distributors operating more than one station the Carolina Oil Company, of which O. A. Costner, of Lincolnton, N. C., is Manager, has put out the greatest gallonage of any distributor in the history of Norfolk District. However, Skipper Barton states this doesn't worry him; that the Capitol Oil Company, by Jan. 1924, expects the Carolina Oil Company also to be taking their dust. That's quite an order, but knowing what a hustler Billie Barton is we don't consider it at all impossible, nor at all improbable if other distributors nod on the job. We shall watch developments with much interest. To date the Capitol Oil Company has certainly shown fine gains in business, having only been operating less than a year.



Hanes Tire & Service Station, Charlotte, N. C.

One of the largest and handsomest service stations in the city. They use Texaco gasoline and motor oils, purchasing in tank-cars and handling three or four a month. Their slogan is "Hurry up Hanes," this applying especially to their emergency road service.

### ASPHALT SALES DEPT.

Some idea of the wide popularity of Texaco asphaltic products in highway building is being conveyed to road engineers and contractors by means of *The Texaco Map* which is being featured in our advertising in the highway trade papers this year. This Map is marked with over 500 dots representing cities of the country which have constructed Texaco

asphalt pavements. Of course, in addition to these Texaco streets, there are hundreds of miles of Texaco pavements on State and county highway systems.

A typical Texaco Asphalt salesman is R. E. Baker, Jacksonville Representative, who recently closed a contract with Pasco and Hillsborough Counties, Florida, for 10,000 tons of asphalt.

A compliment to Texaco service is something which can be appreciated by the entire Company. A letter from E. J. Morrison, President of the Hastings Paving Company, Hastings, N. Y., says: "Allow us to take this occasion, at the close of a very busy season, to express our great appreciation of the service you have rendered and the promptness with which all our orders have been filled, whether regular or special." Texaco Service is one of the biggest talking points of Texaco salesmen. Mr. Morrison tells us how much this service is appreciated and valued.

The annual convention of the New Jersey State Highway Association at Trenton, N. J., Feb. 13-15 was a very successful meeting. This Department was represented, and our booth was one of the most popular features of the exhibit held in conjunction with the convention.

W. L. Hall, Chief Accountant New England Division, has been appointed Assistant to the Superintendent of the Eastern Division. E. F. Sheldon, of Boston accounting, is now Chief Accountant.

Last month Superintendent T. H. Reed, Southern Division, spent a week-end in and around Palm Beach. Usually one returns from Palm Beach in the best of spirits and with a friendly feeling toward all. So did Mr. Reed. He carried back to his Jacksonville office signed contracts for a million gallons of Texaco Road Oil.

### EXPORT DEPT.

T. J. Engstrom of our Shanghai office sends a number of rhymes written by him, some in the Chinese-English dialect. As space permits, several may be printed under the heading:

### Chinese Musings

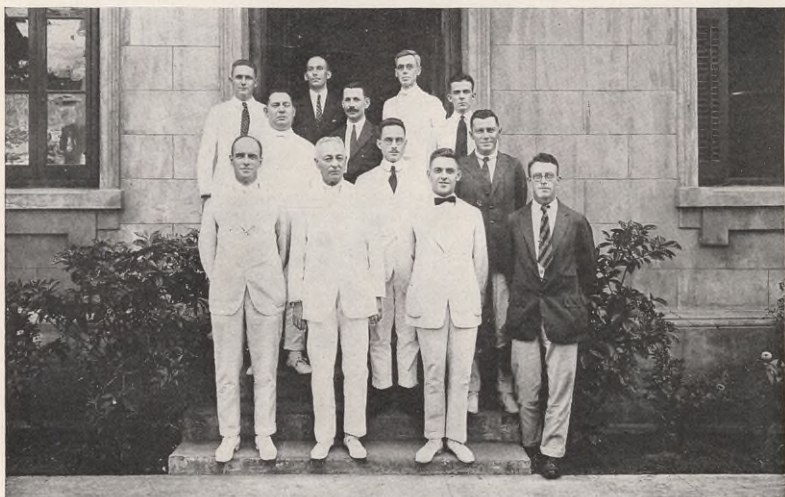
By T. J. Engstrom

### The Texas Company

"What thing this Company I hear so plenty talk?  
Can save money? Can save Oil? How far can walk?  
More easy machine to and no can any time spoil?  
S'pose you use proper grade lubricating Oil?  
This thing my no savy, long time have see,  
Plenty, plenty, time my brain have think for me:



## The TEXACO STAR



Members of our China Staff

Attending District Managers' Conference at Shanghai, China, in August 1922.

Rear six, left to right: H. S. Babcock, O. M. Farnham, C. Roesholm, O. M. Stromdahl, E. C. Battersby, C. N. Eubank. Front six: Geo. F. Fowler, H. E. Gilmore, Wm. Mayger, E. L. Healey, T. S. Moseley, R. G. McDermott.



Views from China

Photographs contributed by H. S. Babcock, Manager Tientsin District, China.

1. Hand in hand with the Gospel: The Rev. Stanley P. Smith, Cambridge Blue, 1882, originator and head of the Tschchowfu Mission in South Shansi Province. Along with his mission work Mr. Smith has built up a business which entirely supports his church. The firm of which he is proprietor operates under the name of Kwang Tao Cheng. They handle sundry goods, photography, horses, and recently were appointed Texaco agents in five of the main cities of South Shansi in the Tientsin District. There are no more loyal boosters for Texaco than Mr. Smith and his business associates, all of whom are converts to Christianity.

2. In the compound of the Taokow Agent in North Honan Province, Tientsin District, China. 3. Ancient methods in agriculture are still practiced in most parts of China. This photograph illustrates well the verse of Omar Khayyam: "Those who harvested the golden grain, and those who threw it to the wind like rain." 4. Great quantities of kerosene oil are sold in remote sections of the interior of China. This photograph shows Texaco Sing brand nearing its destination in central Shansi Province, Tientsin District. After its arrival at Tientsin, this oil has traveled 150 miles by small river junk, 300 miles by rail, and 100 miles by pack animals. 5. Hopping a freight to save time on a trip in Tientsin District, North China. Left to right: Miller, a mining engineer for a large American firm; L. L. Loucks, Marketing Assistant; H. S. Babcock of Tientsin District.

## The TEXACO STAR

This thing, how fashion, can possibly no be,  
Maybe talk fool—makee b'long fool me?"

He talk this fashion, this fashion he make talk;  
S'pose use Texaco Products, machine must make walk.  
You look see Red Star, have got Green T,  
This, The Texas Company's products then must be.  
All s'pose got, b'long proper, can guarantee.  
Gears makee noise, this can easy make stop,  
Texaco thing to the gears make stick, floors no need mop;  
Just now Walla Walla finish, again I with you talk,  
You see Texaco Motor Oil my car makee walk.  
Good-by, Mister Chien, tomorrow I look see you true,  
By and by, maybe, our Lubricating Engineers can  
help you to.

Sincerely yours,  
Texaco Tom.

The following "tips" are by Capt. T. C. Vella of Buenos Aires:

### Texaco Tips to Traveling Salesmen

Tell your customers  
Every Texaco product is based on  
Xcellence, with a capital X;  
Assuring them of their money's worth,  
Consistent uniformity, and quality  
Over and above that expected for the price.

Talk Texaco everywhere,  
Everywhere  
Xcept in Hades,  
Although  
Charon would welcome our  
O cold test Lubs to keep his bearings cool.

### PIPE LINES

The Texas Pipe Line Company has lost two of its old employees, both Connection Foremen in the Wichita Falls Division. Wm. N. Russell, on Feb. 3, died suddenly at Electra with heart failure. During the last eighteen years, he had worked for this Company the greater part of the time, and was a ready and willing, as well as a capable Connection Foreman. J. C. Warton, while returning from work in Archer County on Feb. 10, was instantly killed in a head-on



A year of dependable service

Our truck TEX-17 with Truck Driver E. L. Leatherwood (hand on fender) and one of our connection men, J. D. White. This picture was taken at the end of a year of such dependable service that the Dallas Office wishes to show it. Just before being gone over by our mechanics, it made 160 miles in ten hours under load, and now, after leaving our shop, it is pulling like a new truck in the Arkansas mud.



Work suspended

Work had just started on building the Pipe Line Warehouse at Louann, Ark., when the snow buried everything.

automobile collision on the concrete highway near Electra. Neither the employe riding with Mr. Warton nor the occupants of the car that collided with them were injured. It is thought the glare of the headlights caused the accident. During his many years of service with the Company, Mr. Warton made a host of friends who mourn his loss and extend to his wife and four small children heartfelt sympathy.

After twenty years in the Temperance Hall Building, the Beaumont Office has been moved to the San Jacinto Life Building. The new quarters, on the twelfth floor of this modern office building, are much more comfortable and attractive than the old offices.

### THE TEXAS CO. OF MEXICO S. A.

In the aggressive campaign inaugurated several months ago by the Sales Department in Mexico, under the direction of Manager Wilson Fisher, with headquarters at Tampico, commission agencies have recently been established at Chihuahua, with Sr. Fausto Medina as agent; at Torreon, with Acres-Hartmann Lumber Company as distributors; and at Purbula, with Eladio Partinez Pando y Cia. as agents. Although these agencies did not receive stocks until late in December, and are operating in territory which two strong competitive companies have controlled for a number of years, Mr. Fisher is in good spirits over future prospects.

At Mexico City a general agency was established several months ago, also at Vera Cruz, and at both points demands for Texaco products are on the increase. The Aguila (Mexican Eagle) and Pierce Oil Corporation have enjoyed the business of the Republic for several years, and for the newcomer (The Texas Company) there is strong competition at all points.

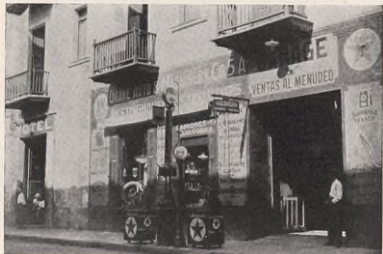


## The TEXACO STAR



Tampico, Mexico

General Office and Sales Office of The Texas Company of Mexico S. A.



Vera Cruz, Mexico

Drake Auto and Machinery Company, agents for The Texas Company of Mexico S. A. and distributors of Texaco Products.

Texaco Gasoline is now manufactured at the Company's Tampico Works, and is gaining rapidly in popularity. Indications are that

facilities will have to be enlarged to keep up with the increasing demand for this product.

Phil Frankel, A. M. S. E., has recently been employed as Salesman-Engineer and will give special attention to lubrication in industrial plants in Mexico and practical demonstrations of the results to be obtained by the use of Texaco lubricants.



Captain Charles Birse on bridge of S. S. "Shenandoah"

The insert shows another snapshot of the wireless operator on the *Shenandoah*.

Captain Birse, who is well known to the readers of the *Star*, has made himself most favorably known to all officials and employees at the Mexico end of the line, by his jolly good nature and uniform courtesy. The *Shenandoah* is one of the favorite ships among the employees of the Company when taking vacation trips to the States.

I am no more disposed to squander than to stint.—George Washington.

Difficulties from within are more difficult to meet than an alien enemy.

—President Harding.



A four hours hunt near Tampico

Having noticed in the *Star* photographs of several individual sportsmen with one buck each, and a whole gang of deer hunters without any game, we send snapshots of a few Tampico sports with 3 bucks, 3 does, 3 gobblers, 1 turkey hen, and a big coyote, all bagged in a four hours Saturday afternoon hunt near Tampico.

Left to right: O. E. Jones, E. O. Smith, E. D. Hopkins, B. E. Hull, and E. A. Hensel (standing by the coyote).



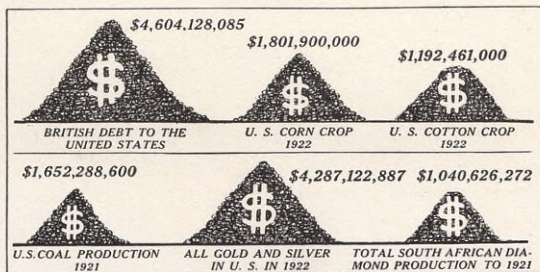


Casinghead Gasoline Plant of Brooks © Hanlon, Inc., Breckenridge, Texas—See Dallas District in Departmental News

## SUGGESTIVE INDEX—CURRENT ARTICLES

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

- PRODUCING.** Diamond Core Drill for Oil, by John H. Emrick.—*Petroleum Age*, February 1, 1923.
- The Proper Utilization of Natural Gasoline, by Lloyd F. Bayer.—*Oil Trade Journal*, February 1923.
- REFINING.** Kerosene: Its Manufacture.—*Petroleum Age*, February 15, 1923.
- LABORATORIES.** Composition of Paraffin Wax, by F. Francis, C. M. Watkins, and R. W. Wallington.—*J. Chem. Soc.*, 1922, 1529-35.—*J. I. Pet. Tech.*, December 1922, page 715.
- Temperature-Pressure Curves of Petroleum Products, by H. B. Cooke.—*Chem. Met. Eng.*, 1922, 27; 10; 504.—*J. I. Pet. Tech.*, December 1922, page 716.
- Absorption and Catalysis in Fuller's Earth, by E. K. Rideal and W. Thomas.—*J. Chem. Soc.*, 1922, 122, 2119-2123.—*J. I. Pet. Tech.*, December 1922, page 717.
- SAFETY.** Curious Causes of Gasoline Fires and Gas Explosions, by Augustus H. Gill.—*J. Ind. and Eng. Chemistry*, Feb. 1923, page 140.
- GENERAL.** Employees' Wash Rooms, by Sanford De Hart.—*Industrial Management*, February 1923.
- Modern Management Methods in the Power Plant, III. Getting the Cooperation of the "Black Gang," by Browning Robinson.—*Industrial Management*, February 1923.
- Oil Probe Is Groping Blindly—Remarkable Ignorance of Business Revealed by Inquisitors—"Legislative Sabotage" Is Becoming a Peril, by John Warren.—*Petroleum Age*, February 1, 1923.
- Press All the Time—and Know What You Are Doing.—*System*, Feb. 1923.
- Peace and Efficiency in Industry Depend on Understanding, by Harry Tipper.—*Automotive Industries*, February 15, 1923.
- The Hidden Tax in Your (Life Insurance) Premium.—*The Nation's Business*, February 1923.
- Italy's Black Shirts and Business, by Basil Miles.—*The Nation's Business*, February 1923.



Some items that help to grasp the size of the British Debt





# TEXACO for the new Hamburg-American Liner



## Marine



## Oils

HOW the EFFICIENT ENGINEER Solves His Lubricating Problem

- BY: (1) Analysis of normal and extreme conditions to which the Lubricating oil will be subjected;
- (2) Selection of oils KNOWN to possess and retain the necessary dependable lubricating qualities that will meet these operating conditions.

### TEXACO MARINE TURBINE OIL HEAVY

was the Lubricating Oil selected to meet the normal and extreme operating conditions and insure Successful Lubrication of the new A. E. G. Turbine driven Steamship "SCHWARZWALD" of the Hamburg-American Line.

Mr. G. A. L. Folser, Chief Engineer of the S. S. "Schwarzwald" KNOWS the way of the Efficient Engineer in solving his lubricating problems. The "Schwarzwald" now plying between Europe and America, represents but a SINGLE INSTANCE of the faultless lubrication obtained with



## TEXACO Marine Turbine Oils

- (a) Do not decompose over long periods of use.
- (b) Do not form emulsion.
- (c) Will not cause corrosion of shafts and bearings.

THE TEXAS COMPANY

MARINE SALES DEPARTMENT

General Offices: NEW YORK, N. Y. . . HOUSTON, TEXAS