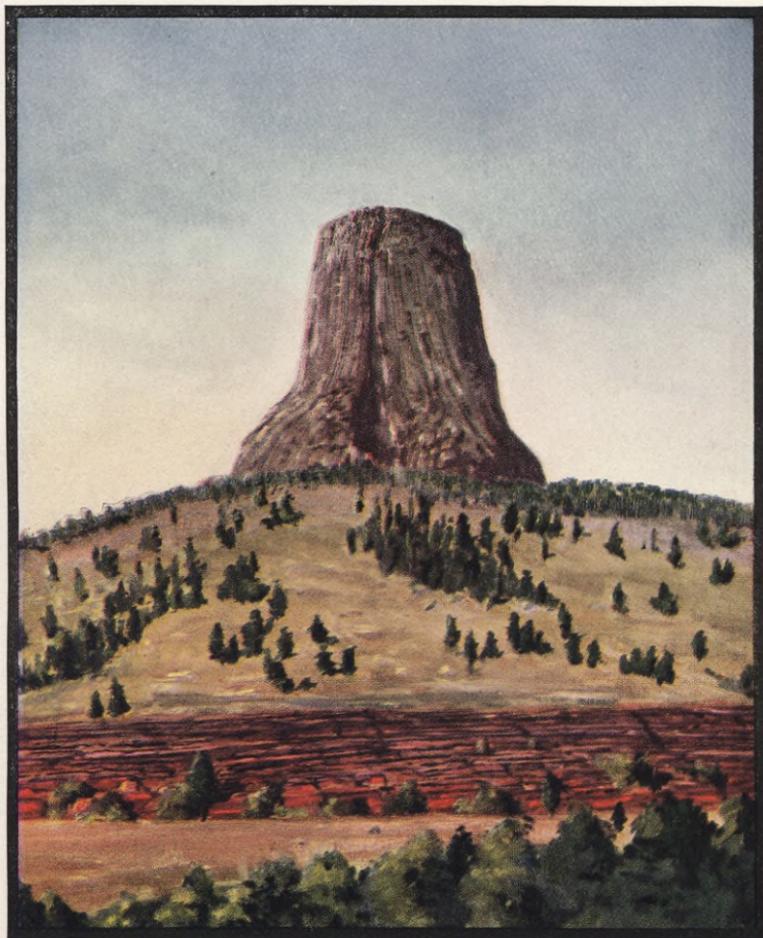


The TEXACO STAR

For Employes of The Texas Company



The Devil's Tower, Belle Fourche River, Wyoming

Western Territory Number



THE BUSINESS PROBLEM in any undertaking is so to limit expenditure that a satisfactory margin of acquisition may be preserved. This requires the most effective team-work on the part of the individuals who constitute the officers of the enterprise, as well as those who form the rank and file. Organization is the art of so uniting and directing these working forces as to produce the most satisfactory composite result. The function of the officers is not only to operate plants and various undertakings economically, but also to anticipate business fluctuations, to measure up with care the prospective value and desirability of extensions, to check mere bigness of project.

The primary object of organization is to bring brainy men together for work and action. A wise organization knows that success demands an aggregation of strong individualities, free to contribute their quota of wisdom, but loyally subordinating their individual preferences to the general policy once declared.

No amount of clever scheming with forms and regulations alone will ever secure this. Herein lies the task and the genius of the leader, the organizer of men as distinguished from the systematizer of things. Both are needed and it is always a happy circumstance when the qualities are combined in one man.

— John Calder.

The TEXACO STAR

PRINTED MONTHLY FOR DISTRIBUTION
TO EMPLOYEES OF THE TEXAS COMPANY

Vol. IX

OCTOBER 1922

No. 10

"All for Each—Each for All"

Address: The Texaco Star, The Texas Company,
HOUSTON, TEXAS

Copyright, 1922, by The Texas Company

While the contents of this journal are copyrighted other publications are welcome to reprint any article or illustration provided due credit is given to The Texas Company

Organization

THE MAN who confines his interest and thought to one department of a complex business fails to develop a rich source of power and usefulness and reward. Only by observing, and by reading and reflecting about other departments, and by regarding the business as a whole—an organized unit, can he learn how the department in which he is working affects every other branch and how each of them affects his own. Intelligent sympathy—that is sympathy and knowledge—is required for proper coöperation.

In genuine organization it is not sufficient that there should be an adequate separate agency for discharging every essential function, nor is the right idea completed by adding the thought of proper self-government of each functioning part. Genuine organization requires, besides both of those characteristics, that every part should understand its relations to the unified whole and sympathize and coöperate with every other part.

The administrative organ of the entire body of organized parts can not fully or rightly discharge its function unless these conditions exist. If disorganization has occurred in any part, the administrative function strives to restore the local responsibility and harmonious coöperation with all other parts. In the wise order of nature administration is not regarded as established for a deranged part until both its self-active responsibility and the

general harmony have been restored—that is to say, until it has been organized again.

As a man's knowledge broadens to understand the relations between his special task and the work of other departments he tends to become inventive. He will probably see means of improving a method or process, some economy that could be effected, some difficulty in inter-departmental relations that could be smoothed away. Every time he succeeds in securing any such advantage, his interest in his work and his self-confidence are increased. He grows. As soon as he begins to accept or to gather information beyond the special task entrusted to him, such growth begins in him. And when such growth begins in a man he always wants more and more knowledge. He becomes duly absorbed in a satisfying pursuit. His part in the business will never seem trivial. Both that part and the entire business will be alive with interest.

The affairs of The Texas Company cover the entire range of the petroleum industry and extend over the face of the earth. The Company comprises many inter-related departments, each dependent upon all and all upon each for the efficiency which alone can secure profitable operation. Some of us, working in one department, do not adequately comprehend and sympathize with the work and aims of other departments. Perhaps some do not thoroughly understand the various activities of their own department. Information about the work and functions of the constituent parts of the whole Company tends to perfect organization, and to infuse an intelligent interest with consequent aspiration and hopes for advancement as a reward of meritorious diligence. In short, the effect should be an enlivened *esprit de corps*, which makes strongly for the satisfaction and prosperity of the individual and increases the efficiency of all coöperative action.

Growth

Only the student of biology knows what a miracle it is that an oak from an acorn grows. Others take the marvel as a matter of course, or see no mystery at all. With similar thoughtlessness, a great organized industrial enterprise is too generally regarded as a simple inert thing that may be tinkered at without injury to its vital forces, according to the whims or accidental notions of internal authorities or of legislatures or even of popular majorities. There seems to be a foolhardy disposition in many men to direct matters the most about which they know the least. No one is able without thoughtful study to understand any thing that *grows* or any process that is the result of organization.

Our Judgment Confirmed

President Harding, in appointing Edwin B. Parker as the American member of the American-German Commission, demonstrated that he and his advisers have discovered what The Texas Company has long known—the fitness of Mr. Parker ably to perform an important and delicate task with courage, tact, and dispatch. The Commission, consisting of an American Commissioner, a German Commissioner, and Mr. Justice Day, of the Supreme Court of the United States, as Empire, is clothed with the unrestricted power to adjudicate and dispose of all claims of the United States and its nationals against Germany growing out of the war. Each nation will be represented by a staff of able lawyers, who will prepare and argue the cases before the Commission, which will be unhampered by any rules either of procedure or of evidence, save such as it may itself prescribe. Its decisions will be final. It is believed that its sessions will be held for the most part in Washington, but some sessions may be held in Europe and elsewhere.

During a successful professional and business career, Mr. Parker has given ample evidence, not only of an earnest desire, but of his ability to render real public service. He was a member of the War Industries Board and Priorities Commissioner during the World War, and after the Armistice was Chairman of the United States Liquidation Commission, which disposed of all of the United States' surplus war materials in Europe and settled

all claims between the United States and the Allies. The fact that he is a Texas Democrat furnishes the strongest proof that his selection was due to his outstanding ability and experience and fitness for the task, not for any political considerations.

Mr. Parker's appointment to this important post has met with universal approval, as is evidenced by editorial comment by the press of the nation. The New York Tribune, under the title "Mr. Harding at His Best," says editorially:

His recent nomination of an able Democrat, Mr. Edwin B. Parker, to the German Claims Commission, shows a spirit of generous non-partisanship. The appointment is wholly admirable from every point of view.

The New York Evening Post, under the title "An Admirable Appointment," says:

President Harding's choice of Edwin B. Parker as the American member of the American-German Claims Commission is all that an appointment should be. It is non-partisan, for Mr. Parker is a Texas Democrat. It is recognition of proved merit, for Mr. Parker's work on the War Industries Board showed him to be possessed of excellent judgment and rare impartiality. In solving the difficult problems of industrial priority, Mr. Parker displayed a determination to do justice to the individual while serving the cause of his country that won the respect and admiration of those who were in any way associated with him. There must be many Republicans of ability who would like this appointment. In passing them over for the sake of obtaining a man who is not merely competent for the task but who is qualified for it in a special manner, President Harding has acted in accordance with the best traditions of his office.

The New York World says editorially:

In Judge Edwin B. Parker of Houston, Texas, and New York, President Harding has made an admirable selection of the American member of the American-German War Claims Commission. Judge Parker is a Democrat; but neither he nor Justice Day of the Supreme Court, Republican, as referee of the commission, will be affected by political considerations. In war work during and following the great conflict, Judge Parker did excellent service. His acceptance of the new duty will insure a fair and prompt decision of questions of great moment and urgency.

The Texaco Star rejoices in having the judgment of the Directors of The Texas Company confirmed by the President of the United States and the press of the nation.

It is probable that Mr. Parker will not be required to actively take up his duties for some weeks, perhaps not before January 1st. In the meantime he will continue as General Counsel of The Texas Company.

Popular Diplomacy

In the first issue (September 15) of the new quarterly review *Foreign Affairs*, published at 25½ West Forty-third Street, New York, to promote the discussion of world politics, Elihu Root contributes the leading article under the title "A Requisite for the Success of Popular Diplomacy." It is a timely and important subject, and *The Texaco Star* wishes to do its part in publishing the counsels of one of the nation's ablest advisers. As this issue goes to the printer there is available only an extract from the article, given in the *New York Tribune* of September 15. This editor's remarks about the following quotation are, therefore, merely supplementary, not argumentative; they may very well have been covered by Mr. Root in the complete article:

When foreign affairs were ruled by autocracies or oligarchies the danger of war was in sinister purpose. When foreign affairs are ruled by democracies the danger of war will be in mistaken beliefs. There is no human way for preventing a king from having a bad heart, but there is a human way to prevent a people from having an erroneous opinion. That way is to furnish the whole people with correct information about their relations to other peoples, about the limitations upon their own rights, about their duties to respect the rights of others, about what has happened and is happening in international affairs, and about the effects of things that are done or refused as between nations; so that the people themselves will have the means to test misinformation and appeals to prejudice and passion based upon error.

This is a laborious and difficult undertaking. It must be begun early and continued long with patience and persistence.

Our own people have been peculiarly without that kind of education in foreign affairs. . . . Naturally enough a great part of our public men have neglected to study the subject. There was no incentive for them to study foreign affairs because their constituents were indifferent to them. The conditions are now widely different. Our people have been taught by events to realize that all our production is a part of the world's production, and all our trade is a part of the world's trade, and a large part of the influences which make for prosperity or disaster consists of forces which may arise anywhere in the world beyond our direct control.

There is one specially important result which should follow from a popular understanding of foreign affairs. That is a sense of public responsibility in speech and writing, or perhaps it would be better stated as a public sense of private responsibility for words used in discussing international affairs. More fights between natural persons come from insult than from injury. Under our common law libel was treated as a crime, not because of the injury to the person libeled, but because it tended to promote a breach of the peace. Nations are more sensitive to insults than individuals. One of the most imperative lessons learned by all civilized governments has been the necessity of politeness and restraint in expression.

Without these the peaceful settlement of controversy is impossible. This lesson should be learned by every free democracy which seeks to control foreign relations.

It can not be expected that every individual in a democracy will practice restraint. Demagogues will seek popularity by speeches full of insult to foreign countries, and yellow journals will seek to increase circulation by appeals to prejudice against foreigners. Offenses of this character are frequently committed by political speakers and sensational newspapers; and, because we are a great nation, the expressions used become known in the other countries concerned and cause resentment and bitter feeling.

What especially concerns us is that these are very injurious offenses against our own country. Such public expressions by our citizens bring discredit upon our country and injure its business and imperil its peace. They answer to the description of crime in the old indictments as an act "against the peace and dignity" of the state. They will practically cease whenever the American public really condemns and resents them so that neither public office nor newspaper advertising or circulation can be obtained by them. That will come when the American public more fully understands the business of international intercourse and feels a sense of the obligations which it incurs by asserting the right to control the conduct of foreign relations.

By all means every competent agency should endeavor to inculcate "politeness and restraint in expression,"—and, even more, moderation and justice in thought. This is the 'counsel of perfection'; but its accomplishment for the "whole people" is, of course, a far-away ideal.

The dissemination of correct information about international affairs might have a more immediate practical effect in restraining those who in the jargon of the day are called "the intelligencia" from browbeating the ministers and law-makers of democracies into enforcing their abstract notions regardless of circumstances. Misapplications of the notion "self-determination," when the representatives of the great democracies undertook to settle the affairs of the world after the armistice which ended the Great War, may have caused more miseries already experienced and yet to come than were inflicted by the war. The leaders at the council of the allies lacked either the wisdom required for their task or the courage to disregard popular demands. Their cardinal mistake and its wretched consequences should now be plain to all who are able and willing to understand; plainly, as Mr. Root said at the time and has often repeated:

The armistice of November 11, 1918, left for the allied powers two quite distinct tasks. The first was to decide upon the terms of peace and to secure compliance with those terms. That was a matter of course. The second was to give effect to the universal desire of the civilized world by bringing civilized nations into

The TEXACO STAR

an agreement for the future preservation of peace. That was a matter, not of force, but of reason.

The difficulties of the Versailles conference arose from the fact that they attempted to tie together both these things in the same treaty.

Essential improvement in the conduct of public affairs, whether foreign or domestic, can spring only from political institutions which function so as to induce to public service men of independent character and superior ability who would give the needed study to matters in their charge whether their constituents happened to be interested in the questions or not. "One disadvantage of the democratic system," says Mr. Birrel referring to present conditions in England, "is that a Prime Minister no longer feels himself responsible for good government. He awaits a 'mandate' from a mob who are watching a football match." Describing conditions in France, M. Faguet says: "The legislative chamber is an exaggerated reflection of the gossiping public. Now it ought not to be a copy of the country. It ought to be its soul and brain. But when a national representative assembly represents only the passions of the populace it can not be otherwise than what it is."

CRUDE OIL PRICES AT WELLS

October 1, 1922.

Pennsylvania.....	\$3.00	Caddo Light.....	\$1.25
Corning, O.....	1.75	Caddo Heavy.....	.75
Cabell, W. Va.....	1.86	Haynesville.....	1.10
North Lima.....	1.98	Vinton.....	1.25
South Lima.....	1.98	Jennings.....	1.25
Indiana.....	1.78	Orange.....	1.25
Princeton.....	1.77	Spindletop.....	1.25
Illinois.....	1.77	Sour Lake.....	1.25
Canada.....	2.38	Batson.....	1.25
Somerset, Ky.....	1.65	Saratoga.....	1.25
Ragland, Ky.....	1.00	Humble.....	1.25
California Light.....	1.95	Goose Creek.....	1.25
California Heavy.....	.60	Markham.....	1.25
Wyoming.....	1.20	West Columbia.....	1.25
Kansas.....	1.25	Corsicana Light.....	1.00
Eldorado.....	1.25	Corsicana Heavy.....	.65
Oklahoma.....	1.50	Mexia.....	1.25
Homer.....	1.25	Currie.....	1.50
De Soto.....	1.25	Electra, Petrolia.....	1.50
Bull Bayou.....	1.15	Ranger.....	1.50
Crichton.....	1.00	Burkburnett.....	1.50

Honorable Mention

Prizes were awarded last month in a Window Display Contest conducted by *The Filling Station*, a Journal for Filling Stations and Petroleum Jobbers. The first prize, as announced in the September issue of the maga-

zine, was awarded to E. J. Hutchinson of a Texaco filling station in Mobile, Alabama, for two windows displaying our products.

The same issue of *The Filling Station* has an article describing a new filling station of The Texas Company in Galveston, Texas, under the title "No Chance for Delay in Service at This Station."

Appreciation

Some features of the national advertising originated and conducted by the Advertising Division of The Texas Company have elicited high praise from expert observers, in addition to an unusual interest manifested by general readers.

Printers' Ink, the most important advertising journal in the world, in an appreciative comment upon the "Texagraphs," says:

The volatility of Texaco Gas is put in picture form. For instance, one diagram shows by lines how mileage goes up and upkeep goes down. Another will visualize power, pick-up, starting, flexibility, etc. So complete is the set of diagrams that explanatory matter is unnecessary.

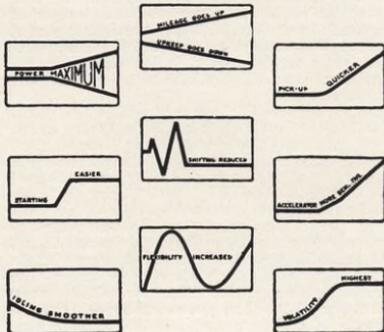
National Advertising, speaking of the same matter, says:

A simple and at the same time a most impressive series is that of The Texas Company, illustrating with a stroke or two each of its claims for its product. It is like a wave of an orator's hand.

TEXACO GASOLINE

THE VOLATILE GAS

(Volatility—the readiness with which gasoline gives up its power)



The TEXACO STAR

FROM STRENGTH TO STRENGTH

"They go from strength to strength," an ancient text,
I understood it not when first I read;
But this, with many a legend that perplexed,
Life has resolved for me as years have sped.

I gather strength in going. Ask not how,
With Time to beat me down, I so withstand;
Strength comes, but comes not answering prayer or vow,
But if some instant exigence demand.

As if a voice, like Love's, disguised as Scorn,
Rang clearly out: "Thou seest? Do thou halt
And help this fellow traveller o'er-borne—
Dare not thy blessed privilege default!"

And other times with airy mockery:
"Is this thy plea, that thou art out of health?
Penurious of effort wouldest thou be
Who hast of energy a rolled up wealth?"

And then I know my affluence—I feel
A sanity in every atom mine;
Is there a load to share, a blow to deal?
I find the power for which I once did pine.

Why look with envy on the young and strong,
Since so, beyond my dreams, the years befriend?
Oh, if this Force Unknown I bear along,
I shall be heartened to the very end.

—Edith M. Thomas.

Let not man complain, surrounded by such
physical and moral evil he stands like a god
in the world—to endure, to achieve, to re-
construct the world, in travail of spirit, to the
noble Forms of his own mind. Stern, indeed,
but yet great is his destiny. Evil is the ma-
terial out of which man creates and fashions
good. Every form of baseness must exist as
evil in order that its opposite may have real
existence in Liberty as Good.—*W. H. Wilson.*

"Brutes cry out when they are worsted,
but men should take their pain and disap-
pointments in silence."

Most of the theories designed to save the
world grow out of the assumption that all
would be well if the little fellows could boss
the big fellows.—*Baltimore Sun.*

The worthless and offensive members of
society, whose existence is a social pest, invariably
think themselves the most ill-used people
alive, and never get over their astonishment
at the ingratitude and selfishness of their
contemporaries.—*Emerson.*

It is never wise to make much fuss about
anything personal to yourself.

—*Augustine Birrell.*

The man who practices what he preaches
usually preaches short and carefully prepared
sermons.

WAITING

Serene, I fold my hands and wait,
Nor care for wind, nor tide, nor sea;
I have no more 'gainst time or fate,
For, lo! my own shall come to me!

I stay my haste, I make delays,
For what avails this eager pace?
I stand amid the eternal ways,
And what is mine shall know my face.

Asleep, awake, by night or day,
The friends I seek are seeking me;
No wind can drive my bark astray,
Nor change the tide of destiny.

The stars come nightly to the sky;
The tidal wave unto the sea;
Nor time, nor space, nor deep, nor high,
Can keep my own away from me.

—*John Burroughs.*

LIFE WISDOM

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

—*Benjamin Disraeli.*

Anything that emancipates the spirit with-
out corresponding growth in self-mastery is
pernicious.—*Goethe.*

Man is in an eternal quandary whether to
save his resources by wasting his time, or to
save his time by wasting his resources.

—*Alexander Petrunkevitch.*

A propensity to hope and joy is real riches;
one to fear and sorrow, real poverty.—*Hume.*

Be wise to resolve and patient to perform.
—*Homer.*

Patience is activity enduring. Do not con-
fuse it with apathy.

The special mark of the half-educated man
is his harboring of incompatible desires.

—*Irving Babbitt.*

He that is giddy thinks the world goes
round.—*Shakespeare.*

There is no wisdom like frankness.—*French.*

Truth, simply stated, like chastity in a
woman's face, is its own best advocate; its
simplest presentation is its strongest proof.

—*Thomas Nelson Page.*

The cruelest lies are often told in silence.

—*R. L. Stevenson.*

To me avarice seems not so much a vice as
a deplorable piece of madness.

—*Sir Thomas Browne.*

He is a happy man who can laugh at himself
as heartily as at others.



CLIMBING THE BACKBONE OF THE CONTINENT

The Cripple Creek Short Line here shown has been discontinued, tracks will be moved and a highway built over the road bed.

The TEXACO STAR



The City of Casper, Wyoming

This picture is a panorama looking north, east, and south. At the left is Center Street with the County Court House at the north end; in the center is Second Street looking east; at the right is the continuation of Center Street looking south. The mountains in the background at the right are 3,000 feet higher than the city which has an elevation of 5,100 feet above sea level.

WESTERN TERRITORY

FRED W. FREEMAN, General Western Manager

As designated in the official announcement the Western Territory comprises all of the United States west of and including New Mexico, Colorado, Nebraska, North Dakota, and South Dakota, from which it can easily be seen that the Territory is not only out where the West begins, but extends to out where the West ends. Within this area are the highest and lowest points of the United States, Mt. Whitney in Washington being the highest, and the Salton Sink in Southern California, which is several hundred feet below

sea level, the lowest. It includes the hottest spot in the United States, Yuma, Arizona, and the coldest, Havre, Montana, while between these extremes lies the most delightful climate and attractive scenery to be found in the United States. The Territory also includes most of the points of scenic interest in the West, such as the Grand Canyon of Arizona, the Yosemite Valley in California, the mountain parks of Colorado, the Yellowstone Park in Montana and Wyoming, and Glacier Park in the northern part of Montana.

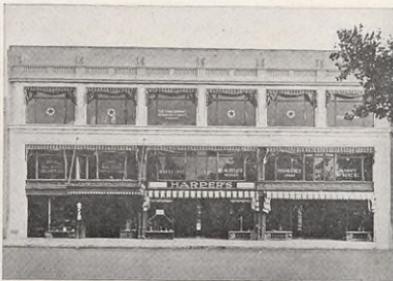
Climatically the Western Territory is a natural recuperation district for the rest of the country. The climate, the adventure of pioneering, and the industrial resources of the West have attracted the most aggressive and progressive citizens of the country, and while the population is not large in numbers it is great in resources and capacity.

Probably 95% of the unappropriated public domain of the United States Government is within the bounds of the Western Territory. Much of this land is most fertile and is being



Foster Building, Denver, Colorado

At Sixteenth and Champa Streets. Offices of The Texas Company occupy the entire Eleventh Floor and some rooms on other floors.



Beckinger Building, Casper, Wyoming

On East Second Street where the city offices of The Texas Company's Refining Department and the Texas Production Company are located.

The TEXACO STAR

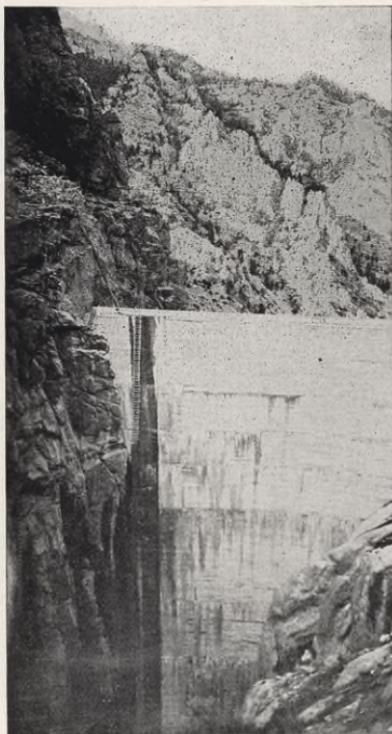
reclaimed both by irrigation and by scientific farming methods. Approximately 95% of the sugar beets of the United States is produced within the states of Colorado, Nebraska, Wyoming, Montana, Utah, and California. A like percentage of the precious metals is mined in the states of Colorado, Montana, South Dakota, Nevada, California, and Arizona, while more copper and zinc are produced in this Territory than in the balance of the United States.

The greatest fuel reserve of the country will be found within the bounds of this Territory, consisting of coal, oil, gas, and shale. Without going into detail, which is forbidden by the necessary brevity of this article, I will say that there is more coal in one county in Colorado than in the entire state of Pennsylvania. Certainly the best individual pool of oil in the United States (Salt Creek) is in the state of Wyoming. The developed gas fields and those known to exist in this part of the country constitute perhaps the largest area of virgin gas territory revealed by the Geological Survey of the Government. The largest deposit of shale (the oil supply for the second and third generations) is within the states of Colorado, Wyoming, and Utah.

Within the Western Territory are almost all of the important reclamation projects of the Government, such as the Roosevelt Dam in Arizona, the Elephant Butte Dam in New Mexico, the Shoshone and Pathfinder projects in Wyoming, the Payette-Boise in Idaho, and the Blackfoot and Flathead in Montana, from which not only irrigation reclamation is being projected but immense storage power developed. These and kindred projects, together with the hydro-electric possibilities of the natural mountain streams and the untold wealth of the undeveloped valleys and plateaus, present the most attractive agricultural and industrial opportunities in the whole country. The West promises to be the center of agricultural and industrial activities within the next fifty years.



Dragon's Mouth Geyser—Yellowstone Park



Shoshone Dam

The highest in the world, Yellowstone Park, Wyoming.

The West is not an isolated district. It is traversed by the following railroad systems: Beginning at the North, the Northern Pacific, Great Northern, Chicago, Milwaukee & St. Paul, Burlington, Union Pacific, Western Pacific, Santa Fe, Rock Island, and Southern Pacific. The freight receipts of the Burlington Railroad at Casper, Wyoming, for the month of August were in excess of \$1,500,000 and were larger than the receipts of the same company for the same period in Chicago.

The significance of all of this is in the fact that this is a great undeveloped territory economically and industrially, and therefore an inviting field in which to extend the activity and program of The Texas Company. This is now being modestly undertaken by the building of a refinery in the suburbs of Casper, Wyoming, connecting with the Salt Creek

The TEXACO STAR



Saint Xavier Mission—Old Spanish Mission at Tucson, Arizona

field, where we have acquired an interest in producing acreage.

The commercial activity of The Texas Company now extends to the following states: Colorado, North Dakota, South Dakota, Wyoming, Montana, Arizona, and California. Much of this territory is not occupied by actual sales equipment but is handled through jobbers. The Sales Department activity will be covered in an article by Sales Manager H. W. Dodge.

The producing activities will be conducted through the Texas Production Company, a subsidiary, under the direct supervision of F. M. Backon, Field Manager. The pipe line connecting our refinery with the Salt Creek field will be operated by the Central Pipe Line Company, in which The Texas Company has substantial ownership.

The refinery will be operated directly under the Refining Department, as are all the other plants, with F. B. Capen as Superintendent.

From a producing standpoint Wyoming, Colorado, and Montana are very promising, the greatest activity at this time being in



Giant Cactus in the Arizona Desert

Wyoming and Montana, but prospecting is being done in Colorado and Utah.

The program for the Western Territory is to bring into proper balance the activities of the Company covering production, refining, and marketing, and to be in position to take advantage of the natural development of this part of the country and conservatively keep step with the development of the territory in which we are active.



Kissing Camels—Garden of the Gods



Castle Spirals—Garden of the Gods

The TEXACO STAR



A panorama view of Salt Creek Field; but as the field is about nine miles long it is difficult to realize from any one view the magnitude of this structure.



This panorama view of the site of Casper Works looks north, east, and southeast. The booming little town of Evansville is seen at the left; the boom was caused by the location of our refinery and the settlement is just west of our property line. The picture gives a general idea of the land owned by The Texas Company and early stages of construction work. The main line tracks of C. B. & Q. Railroad are shown in the foreground, and contract work for switching and loading rack tracks is seen where teams are hauling dirt for fill parallel to the C. B. & Q. tracks. At the extreme right is the famous Yellowstone Highway and the C. & N. W. main line tracks which pass through our property. The North Platte River, which will supply the water for the refinery, flows through the property and is visible at the center of the picture beyond the refinery construction.



This panorama, taken from the roof of Temporary Warehouse No. 1 looking north, east and southeast, shows the 13,600-bbl. tanks under construction by the Petroleum Iron Works, and the foundations for crude stills, condenser boxes, and receiving house. Construction of 1500-bbl. working tanks for Holmes-Manley Vertical Stills shows at the center. A spur of C. B. & Q. at the right.

The TEXACO STAR



Main 8-inch pipe line from Salt Creek Field to Casper Works

This line has a length of 43 miles. A crew is shown at work at the point where the line enters Salt Creek Field.

THE REFINING DEPARTMENT IN WYOMING

F. B. CAPEN, Superintendent Casper Works

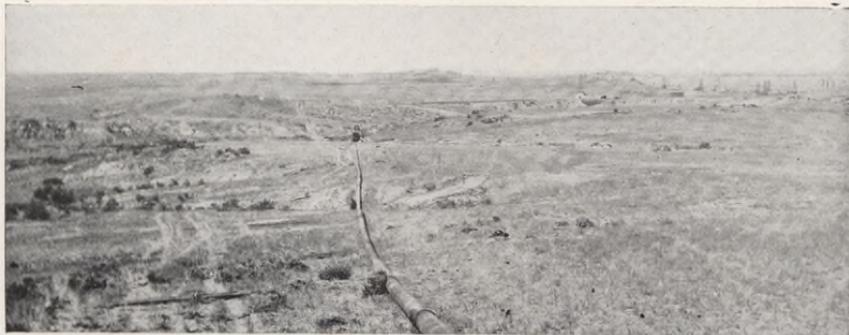
With the decision of The Texas Company to enter the Rocky Mountain District for the purpose of producing and refining crude petroleum, a location for a refinery was at first selected at Glenrock, in Converse County, Wyoming, on account of the proximity of the Big Muddy Oil Field—this site consisting of 491 acres. Before construction of the refinery was begun, conditions brought on by the World War made it desirable for The Texas Company to curtail their construction program and the plan of construction was temporarily abandoned.

Early in the year 1922 the decision was reached to build the Wyoming Refinery, and some plans were drawn up for the various buildings and installations which were to be constructed on the Glenrock property. On account of the small production of the Big Muddy Field and the tremendous production of the Salt Creek Field the plans included a pipe line from Salt Creek to Glenrock.

In the meantime, E. T. Williams, E. J.

Sullivan and associates had under way plans for a pipe line from Salt Creek to Casper, in which The Texas Company acquired an interest. The Central Pipe Line Company, a Wyoming corporation, was organized, having for its President E. J. Sullivan, and Vice-President E. T. Williams, with E. L. Sturm, of The Texas Pipe Line Company, Fort Worth, as Superintendent, and W. C. Mundt, of The Texas Pipe Line Company of Oklahoma, as Chief Engineer.

Through the efforts of the Casper Chamber of Commerce and other citizens of Casper, who were anxious to have the refinery located in Casper rather than Glenrock, the location of the refinery was changed to Casper. This they achieved by the formation of the Civic Land Company, who purchased with funds obtained from local subscription a tract of 640 acres located approximately three miles east of the City of Casper. This land was given in trade to The Texas Company for the Glenrock property, and on July 5, 1922,



Eight-inch line in construction

At two miles south of Salt Creek Station, looking toward E. T. Williams Lease.

The TEXACO STAR



Tong gang at work
A part of Salt Creek Field in distance

announcement was made by Vice-President R. C. Holmes that the refinery would be located at Casper. This decision on the plant location was made because, all things considered, Casper seemed to be the logical refining center of Wyoming; being closer than Glenrock to existing and prospective oil fields, the cost of constructing the pipe line from Salt Creek to the refinery would be materially reduced on account of its decreased length and the contour of the land over which it must pass.

Following this announcement a few days

were consumed in laying out the refinery in its new location. Instructions were issued to the Purchasing Department to begin shipments of material immediately to Casper, and on July 10 construction of the temporary warehouse for storing material was begun. On July 20 ground was broken and the construction of the refinery commenced.

The following appointments and transfers were made to form the nucleus of the new Refining Department organization at Casper: F. B. Capen, Superintendent, from the Port Arthur Works; W. L. Ronaldson, Chief Clerk, from Tampico, Mexico; C. S. Atwell, Construction Engineer, from Tampico, Mexico; E. R. Burris, General Foreman, from Port Arthur Works; A. S. Nagel, Pipe Line Foreman, from The Texas Pipe Line Company, Dallas, Texas; J. E. Cutler, Engineer, from the Port Arthur Works.

The pictures shown of the pipe line and



Laying 8-inch line from Salt Creek Field to Casper Works



Method of Ditching



Doping Crew

Showing method of transporting the asphalt and Texaco roofing paper which is used in this work. The dope kettle to supply hot asphalt for the doping and wrapping process is just behind the motor truck which tows it along as the work progresses.

The TEXACO STAR



Pipe Line Camps
Necessary to house the men laying the line.

refinery construction were taken in the latter part of August, approximately thirty days after construction was begun.



Wyoming—A country of majestic distances



Office, Commissary, and Bunk Houses, Port Neches Works, Port Neches, Texas



Ditching Machine at work on levee, Port Neches Works

The TEXACO STAR

SALES DEPARTMENT WESTERN TERRITORY

H. W. DODGE, Manager

"Out where the skies are a trifle bluer,
Out where friendship's a little truer,
That's where the West begins."

For the Sales Department, the United States, like ancient Gaul, is divided into three parts: Northern Territory, Southern Territory, and Western Territory. New York is headquarters for our Northern Sales, Houston for the Southern, and Denver for the Western.

Western Territory was officially announced as of August 1, 1922. The old Denver District of Southern Territory forms the nucleus of the new division, though a great deal more territory has been added. There are a total of fourteen States within the boundaries of Western Territory; it comprises: North and South Dakota, Nebraska, Colorado, New Mexico, and all intervening States west to the Pacific Ocean. In area, nearly one half of the United States is included in the new division.

But what it boasts in size it lacks in population. Most of the Western States are rather sparsely settled. Dallas, Texas, has more people than the entire State of Wyoming. Nevada has only 77,000 population. Idaho, New Mexico, Arizona, Montana, North and South Dakota, Colorado, and Utah—all eight States—have less population than New York City. There is in the Western Territory a grand total of about 14,000,000 people. This represents about seven and one-half percent of



Moving a tank to Estes Park

No railroads under Estes Park; hence transportation is by car or truck only. This photograph shows how our station tank was carried through St. Vrain Canyon to its location at our recently opened station in the Park.



Estes Park, Colorado Station



Ten years ago

District Sales Office at Pueblo, Colorado, when the territory of the present Denver District was operated by The Texas Oil Company. This photograph was taken August 13, 1912. Left to right: H. H. Robb, Bookkeeper; G. W. Schwert, Cashier and Stock Clerk; Frank Meyer, Sales Clerk; Tom Fulton, Chief Accountant and Chief Clerk; A. M. Caldwell, Stenographer; C. W. Baldwin, Clerk.



A delivery from Estes Park Station

The first delivery from our distributing plant at Estes Park, Colorado, to the Rocky Mountain Parks Transportation Company was this full load of 503 gallons of gasoline. This transportation company operates 85 trucks and touring cars. Left to right: Salesman A. K. Williams, Manager Holmes and Superintendent Rockwell of the Rocky Mountain Transportation Company, General Salesman Mc Jamly, Motor Inspector Leas, and Charles Norris.

The TEXACO STAR



Boulder, Colorado

A little thing of beauty which the public tells us is the prettiest little station this side of California. It is 100% Texaco. W. S. Murray is Agent and the young one in the picture is W. S. Murray, Jr., in training for Superintendent of Denver District—at least his father will soon start him in the Texaco Correspondence School and otherwise anoint him with oil.

the population of the United States, but scattered over an area of approximately one-half our entire country.

Sales activities at the present are confined to five States grouped into two Sales Districts: El Paso District includes Arizona and New Mexico, while Denver District supervises Colorado, Montana, and Wyoming. In these five States we maintain sales stations, filling stations, etc., and are actively engaged in distributing Texaco Products. Our facilities in the other parts of Western Territory will be extended gradually and as the business justifies.



A typical Western Sales Station
Livingston, Montana.



White Rock Oil Company Filling Station, Lincoln, Neb.

This station was opened Aug. 12, 1922, and is 100% Texaco on lubricating oils and greases.



Pueblo, Colorado Filling Station—A fine location in front of Courthouse

(For several other photographs representative of activities of the Sales Department Western Territory see the *Departmental News* section.)

The TEXACO STAR

A DEEP SHOT

M. N. SHAW, Agent Leaksville, N. C. Station

On Saturday, August 5, the writer was invited by Superintendent Frady of the Harris Granite Quarries Company at their Ruffin, N. C., plant to witness what they called "a deep shot" which was to be fired about noon. The occasion was one to dwell long in the mind of any one not accustomed to handling high explosives in large quantities.

The shot was to cover the entire side of a cliff, the northeast wall of the quarry. Six holes had been drilled to a depth of 104 to 110 feet, a well drilling rig being used to put down the holes. Into the holes had been placed 5,640 pounds of dynamite, the charges being made up of Du Pont 75% and 90% gelatine and Du Pont 60% straight. The estimated amount of rock to be moved by the shot was 45,000 tons.

Towards noon all working paraphernalia such as pumps, portable tracks, dump cars, steam drills, tools, etc., were pulled from the quarry and placed at a safe distance.

At one p. m. the party who had gathered to witness the show retired to the top of the crusher house, which stood on the edge of the pit and almost directly opposite the loaded section, some 150 yards distant.

It was a nervous bunch that climbed to the top of the tippie and gazed across at the opposite cliff, standing out grim and jagged against the background of one of the bluest

skies I ever saw. It seemed as if one could almost reach out and touch the face of the cliff, and when he realized that over three and a half tons of the highest explosive known to man lay stored somewhere deep down beneath the writer pleads guilty to wishing momentarily that he was in the far end of the county.

We were assured by the Superintendent that we were in comparative safety, as the shot was supposed to kick directly outward, unless a side seam developed—in which case the shot would throw in our direction and we might have to dodge some rock. We had each picked out a bomb proof in which to take refuge; mine was a steel rock sieve.

The whistle sounded three short toots (meaning all clear) and all eyes were nervously directed to the face of the cliff, from the top of which could be seen an insulated wire running over the hill to the battery box whose spark was to introduce the show.

I remember watching a large piece of greased paper from one of the empty dynamite boxes, caught by the wind and sucked over the edge of the mass of rock where it floated gently before the face of the cliff down to the bottom of the pit, followed in idle curiosity by a large black and orange butterfly. Just at this moment, with a muffled thud, the entire face of the cliff leaped outward some ten feet and toppled over with a deafening crash and clouds of

choking dust into the bottom of the pit far below, and the butterfly, paying the price of many an idle curiosity seeker, lay buried beneath ninety million pounds of falling rock.

The shot was a perfect one, and no hasty dives were made for the bomb proofs.



Before the shot



Afterwards
Distances are deceiving, see the men on top

The TEXACO STAR



WHERE BEAUTY AND UTILITY ARE COMBINED

M. R. LOCKWOOD, New York District

In designing this Texaco Filling Station at the triangle of Washington, Flatbush, and Lefferts Avenues, Brooklyn, N. Y., several factors were kept in mind,—the high class residential character of the neighborhood, the large automobile traffic, the possibilities for night service.

More than unusual attention was therefore given to the exterior beauty of this station, and truly, the designers have produced a little architectural gem, which has the rare faculty of combining beauty with a layout that makes for efficient prompt Texaco Service. The combination of clean white faced tiling with the dull green of copper roof fills the eye, while the tall red pumps stand outside as sentinels of service.

The very attractive lighting system, which makes this station a landmark at night, is only partially illustrated by the photograph, as it does not show the effective advertisement of the Texaco Star in colors.



Quick service is guaranteed by the extent of the equipment consisting, in part, of six Bowser 5-gallon pumps with tanks totaling 4,400 gallons storage, a one-gallon kerosene pump, tank, three free air boxes, three water hydrants along the driveways, an oil room with four faucets and storage for "Easy Pours" and other cans.

The driveways are carefully constructed, generously wide, located to expedite service.

The free air outlets are back of the station, out of the way, and so placed that a customer can take as long as he requires, even change tires, and in no way interfere with the smooth

operation of the station. Likewise, the fill boxes have been placed so that our tank trucks can unload without impeding customers' traffic.

An extraordinarily efficient drainage system removes any possibility of accumulation of puddles or mud.

(Concluded on page 32)

The TEXACO STAR



When The Texas Company was one month old

The faded photograph from which this engraving was made was taken in May 1902. It shows one of the office rooms in the little building in Beaumont (called the Exall Building) in which were located the first offices of The Texas Company. The Company occupied three rooms on the ground floor, one behind the other, on the west side of the building which faced south, and one room in the upper story over the front room down stairs. The entire office force were located as follows: in the front room on the ground floor, which is shown in the picture, T. J. Donoghue (sitting), G. M. Worthington (standing by the desk) and A. C. Talbot (standing by the safe); in the room back of this, F. W. Freeman; in the rear room, J. S. Cullinan and A. C. Miglietta; in the room upstairs, C. D. Stillman, a surveying engineer.



The late W. A. Thompson, Jr. at Gothenburg, Sweden, July 25, 1921

Photograph kindly sent by W. W. Stevens with the description: "Tanham, Miss — (she was our stenographer in Stockholm and went to the Copenhagen office for a while), W. A. Thompson, Jr., skipper of an Axel Johnson vessel that lay at their plant that day, your humble servant, three representatives of the Axel Johnson Co. It is such a good picture of Mr. Thompson that I offer it."

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.
Natural Gas Dept.
Ry. Traffic & Sales Dept.
Marine Dept.
Legal Dept.
Treasury Dept.
Comptroller's Dept.
Insurance Dept.
Sales Dept. S. Territory
Sales Dept. N. Territory
Sales Dept. W. Territory
Asphalt Sales Dept.
Export Dept.
Purchasing Dept.
Producing Dept.
Pipe Lines
T. T. Co. of Mexico, S. A.

C. K. Longaker, Houston
W. H. McMorris, Jr.,
Port Worth
J. A. Brownell, New York
J. Nichole, Port Arthur
H. Norris, New York
H. Tomfohrde, Houston
H. G. Symms, Houston
R. Fisher, New York
B. E. Emerson, Houston
P. A. Mastersson, New York
C. M. Hayward, New York
R. C. Galbraith, Houston
Personnel Committee, N. Y.
F. C. Kerns, Denver
J. J. Smith, New York
J. B. Nielsen, New York
J. A. Wall, New York
J. T. Rankin, Houston
Otto Hartung, Houston
Fred Carroll, Houston
C. W. Pardo, Tampico

REFINING DEPARTMENT

WATER SHIPMENTS BY THE TEXAS COMPANY FROM
PORT ARTHUR, TEXAS, MONTH OF SEPTEMBER 1922

Refined.....Coastwise.....	623,981 bbls.
Refined.....Foreign.....	246,897 bbls.
	870,878 bbls.
Crude.....Coastwise.....	306,683 bbls.
Crude.....Foreign.....	75,078 bbls.
	381,761 bbls.
Total.....	1,252,639 bbls.

N. Terminals Office.—Miss Marguerite Geary, stenographer in the New York Office, on September 15 bid farewell to her friends and fellow workers, casting behind her all the cares and duties of the business world to assume the role of "Queen of the Domestic Domicile." Miss Geary has been a member of the Texaco Family for more than four years, and has made many friends who wish her all happiness.

Tennis.—Undaunted by their failure to get past the semi-finals in the Spring tournaments of the Texaco Association, the tennis enthusiasts of the Northern Terminals Division have made a record number of entries in the tournaments to be held during September and October. In the Ladies' Singles, in addition to the redoubtable Matilda V. Pyle who showed up so well in the Spring, the Office will be represented by Martha E. Scheh, sometimes known as the Helen Wills of the Refining Department. The outlook is promis-

ing, and we hope to show a picture of at least one cup for the Refining Department when the smoke of battle clears.

Bowling.—The team representing the Refining Department in the Interdepartment Bowling Tournament of the Texaco Association got off to a good start despite the fact that they lost three of their first four games. After losing the first game to the Export Department they came back and rolled a score of 566, which will stand as high team score for many a day. The other two games were lost to the Treasury Department. The season is young and we have twenty games to play, so here's hoping.

Baseball.—The most exciting game of the Interdepartment Baseball Tournament was played on Saturday, September 9, between Purchasing and Refining. The game was for blood, as the winning of it by the Purchasing Department would have tied Purchasing for first place and put Refining out of the running. The Refining team, however, by scoring twice in the first inning won the game—2 to 1. The game was resplendent with fast fielding by both sides. Two lightning double plays broke up prospective rallies by Purchasing.

Providence Terminal.—For the first time since the start of Annual Outings the entertainment committee had a chance to display its wares on a rainy day, and it put on a program that will be long remembered as particularly good by the near five score men present. A special car conveyed the men to the grounds at Spring Green and during the forenoon the Refining baseball team showed the Traffic nine a brand of ball that is seldom equalled in the semi-pro circles—score 4 to 2 in favor of Refining. In the other interdepartment match the Traffic out-pulled the Mechanical crew in a hard fought tug of war.

Other sports included standing broad jump; weight throwing; balloon race; 100 yd. dash; bag race; barrel rolling; ball throwing; hop, skip, and jump; pipe race; three legged race; relay race; nail driving. The nail driving contest was a new event and on account of the rain was held indoors. The number of entries was large and it was necessary to have four heats before staging the final to decide the winners. Each contestant was furnished with a piece of 4 x 4 lumber about 1 ft. long, a 20-penny wire nail, and a small tack hammer, the man driving the nail all the way into the wood first being the winner. The noise of the

The TEXACO STAR

drivers and the cheers of the rooters made this an attractive as well as a novel event.

After the games, a dinner was served in the dining hall of the club, during which songs and piano and victrola selections were rendered. Many guests were present, including Wm. V. Winslow and R. Van Deerlin of the New York Office.

RAILWAY TRAFFIC AND SALES DEPT.

The congratulations of the Department are extended to James J. Hennessy, who took unto himself a bride early in September. You may not believe it, but it is a fact; for Jim brought his bride in and introduced her around. He is a lucky fellow, and, thanks to his wife, you can already see signs of Jim settling down.

Born to Mr. and Mrs. W. L. Gentzlinger, on August 28, a boy. Congratulations.

Our office here is situated very near the water and there is a constant line of vessels going up and down the river. This may have some bearing on the growing list of members out of this Department in the Irish and Jewish Navy. What ho, my lads!

Filing and flivvering do not seem to go well together, as we understand our File Clerk is offering a Ford touring car, 1918 vintage, at \$75—or what have you?

More about the goose romance in Georgia: The Master Mechanic's Chief Clerk, Central of Georgia Railroad, informs the Atlanta office of the death of a daughter of old Texaco:

It causes me considerable regret to advise you that one of the first lot of offspring of old Texaco strayed from the proverbial fireside about noon yesterday, and in her wanderings (for she was a hen) she saw what apparently was some attractive molasses and proceeded to partake. After inbibing supposed molasses the daughter of old Texaco realized that she had eaten some crude oil that was not Texaco, which had wasted from a tank on the power house trestle, and, rather than face embarrassment and the gibes of her brothers and sisters and the indignation of old Texaco himself for having eaten of the fruit of a competitor, she lay down "as one who wraps the drapery of his couch about him and lies down to pleasant dreams." Interment was held yesterday afternoon with appropriate ceremonies.

This disgrace sat so heavily on old Texaco that he stood in front of the rear wheel of an automobile and passed to Gooseland, where there is nothing but green ponds and greener grass. For any further particulars on this romance see Jack Ryan or S. E. Treadwell.

A gossip often pretends to be very sympathetic when she is merely curious to get all the details.—*Morse Dry Dock Journal*.

MARINE DEPT.

Captain Richard Quick, for so many years master of the famous full-rigged ship *Edward Sewall*, writing at Bath, Maine, sends the following letter and photograph:

The inclosure is the *Texaco 179* which made the passage from Provincetown, Mass., to Miami, Fla., a distance of twelve hundred miles. At New York Eugene Mazjacks, of the *M. V. Maryland*, and myself took charge. Many interesting stops were made en route. Trenton, N. J., Philadelphia, Norfolk, Charleston, and Jacksonville were visited. This picture was taken on the canal between New York and Trenton. The 179 is for the Sales Department and will deliver gas, water, and lubricants to the yachting fleet. This little boat is forty-two feet long and made the complete run without a stop for engine trouble, which speaks well for the Bollverine engine with which she is equipped.



SALES DEPT. S. TERRITORY

Houston District.—The District Office extends sympathy to Lubricating Assistant P. H. Burger, who suffered the loss of his mother on August 25. Mrs. Burger was a lifetime resident of Columbus, Texas. Superintendent Monroe accompanied by several members of the Office drove to Columbus to be present at the burial services.

Miss Thelma Aten, stenographer to Superintendent Monroe, has the congratulations of every member of the D. O. on her return to duty. Thelma made a wonderful fight for life and her progress, step by step, was watched by a band of deeply interested co-workers. From the office boy, to the Superintendent, all made daily inquiries.

W. H. Denny has been advanced to General Clerk in D. O. Long ago Mr. Denny won the respect and admiration of his fellow workers.

S. F. (Happy) Martin who has been General Clerk for the last three years has been transferred to General Sales Accounting. We shall miss his robust figure, but most of all we shall miss his cheerful smile (at times). We must say for friend Martin that the "hour glass" never entered his mind; he was always at his

The TEXACO STAR



New filling station at Yoakum, Texas

Opened Sept. 9, 1932. With the combined forces of W. A. Ritter, the hustling young agent in charge, the prosperous city of Yoakum, and the superior quality of Texaco Products, a great success is predicted for Yoakum Filling Station No. 1.

desk giving the Company all that was in him. "Happy" is a cheerful one and what makes it really funny, the bigger they are the more you are expected to believe; the General office boys will do well to have him tell the "pelle."

The Texas Company has opened a station in Rockdale, Texas, with John Brock as Agent. We feel reasonably certain that this will make a "go" from the start.

The repairing of barrels at Houston Station has been the means of considerable saving. The cooperage shop is in charge of J. W. Wagner, who entered the employ of The Texas Company in 1904 as a cooper at Port Neches, Texas. In a few months he was sent to Nederland and served as fireman at the Pump Station there. He then sought employment elsewhere, but returned to The Texas Company in 1916 and was placed at Houston Station in charge of the cooperage department which then consisted of 20 square feet in an old wagon store. But Wagner held on, worked hard, had visions, and today has one of the best equipped up-to-date barrel repair shops in the city. Here the barrel, in all stages of ruin is restored to usefulness again. Recoopering, painting, gluing, and cutting down to half-barrel size are included in the day's work. Steam is used to shrink the barrels to prevent leaking, and steam is the last word for cleanliness. The output for one day is about 35 barrels.

Dallas District.—Friends of Superintendent P. H. McNemer on the evening of September 14 tendered him a surprise banquet at the Oriental Hotel in honor of his birthday. T. E. Goodwin acted as toastmaster. Interesting talks were made during the evening complimentary to Mr. McNemer because of his long continuous service with The Texas Company. J. D. Gillespie, vice president of the Dallas National Bank, spoke on the close

coöperation between employer and employee. There were present: P. H. McNemer; H. J. Daugherty, Thomas Abraham, F. B. Byrnes, assistant superintendents; A. Brentano, chief accountant; H. J. Flake, credit man; T. E. Goodwin, toastmaster; D. M. Davis and H. H. Newton, district auditors; A. D. Walker, refining department; Colonel A. D. Stivers, asphalt sales; L. R. Dallam, railway sales; W. W. Ticknor; W. R. Scott; W. J. Cheney, agent at Corsicana; H. D. Deacon, special agent; I. N. May; J. F. Winters, Fort Worth; R. F. McNemer, Fort Worth, sales manager King Candy Company; J. D. Gillespie, vice president Dallas National Bank; O. E. Bruce, vice president Dallas National Bank.

Assistant Manager W. H. Wagner, of Houston, was a welcome visitor to our D. O. in September.

We extend sympathy to Mrs. Louise Tucker whose father, Mr. Nic Mondela, passed away on September 13 at his home in Texarkana.

Mr. and Mrs. Travis Thompson are happy over the arrival of a fine baby girl on August 18. Patricia weighed 7½ lbs., and Travis says "Patsy is already ruling the house."

Oklahoma District.—We don't know of anything we would rather announce than the collection of a C account by Fred Miller of Joplin Station. We think he is a real collector.

Our District had a short visit from Assistant Manager W. H. Wagner in September and certainly enjoyed having him with us.

Ass't Sup't Daniel, Agent A. W. Wilson, and Chief Clerk Faerber are as busy as bees getting the booth ready for the opening day of the State Fair—September 23. The weather is fine and cool and every one is predicting a big attendance. We are expecting some wonderful results from our advertising this year.

Ft. Smith, Ark. Station recently had a small explosion in the motor room, causing a slight fire; but the quick work of Ass't Agent Boatman with his fire hose prevented much damage from occurring. That's one good thing about having your hose and Pyrenes handy and in good condition; you can always put out a small fire, thus preventing a big one.

We regret to announce the death of Agent E. H. Ward at Conway, Ark. C. B. Holtzendorf has been made agent at that point.

Harold Carey of Auto Filling Station No. 3 stuck his head in the door just as the *Star* notes were going out, and said not to forget to announce his wedding. He had been trying for three years to get married and

The TEXACO-STAR

finally Miss Effie Jeanette Ladd consented, and they are going to live "happily ever afterwards." Congratulations, and welcome to our Oklahoma Texaco Family.



A. F. S. No. 3, Oklahoma City

Agent Harold Carey says he wants to break into print now, because when the new filling stations are put in operation at Joplin, McAlester, and Hugo on Sept. 1, he knows he is going to have hard sledding to keep up his record. But the "Perfect Service" put out at Harold's station will always make it a popular station.

New Orleans District.—Referring to the picture in the July issue, for which an appropriate title was requested, prizes have been awarded as follows: First prize—Hand-painted ear muffs; title submitted: "Texaco's Only Rival," by little Miss Elise Petit, 970 Raynick St., Memphis, Tenn. Second Prize—Cut-glass ice pick; title submitted: "Unequalled," by Miss Emma Riedel, 49 Wall St., New York, N. Y. Third Prize—Georgette crepe steamer



A house that Texaco helped to build
Residence of Mr. and Mrs. E. H. Cannon, Memphis, Tenn.

rug; title submitted: "Love and Texaco Speed Them from the Start," by Miss Lillian Dixon, care Continental Petroleum Company, 55 Avenue de France, Antwerp, Belgium. Fourth Prize—Hemstitched cuff links; title submitted: "Three Star Performers," by Albert E. Hickel, Research Laboratory, Ft. Arthur, Texas. Booby Prize—"The Old Brown Derby"; title submitted: "Two of a Kind," by Frederick A. Holmes, Export Department, The Texas Company, New York.

The contest was a success in every respect, titles being submitted from all parts of the civilized world, excepting Russia and Ireland. The first time any of the successful contenders pass through Memphis, if they will call on Mr. Cannon he will be pleased to deliver the prizes mentioned. In appreciation of the great interest displayed in this renowned contest Mr. Cannon herewith submits a photograph of "A House that Texaco Helped Build."

Cashier J. W. Gilbert, Vicksburg, Miss. Station, reports the arrival of an 11-lb. son and heir on September 5. Congratulations, Hilbert. Some boy! the baby, we mean.

Atlanta District.—The Texas Company is invading the State of Florida more prominently now than ever before. We hope to announce in the next issue of the *Star* the opening of several new stations. Florida is a wonderful State. Florida is bounded on the East by the Atlantic Ocean, on the South by the Atlantic Ocean and the Gulf of Mexico, on the West by the Gulf of Mexico, on the North by Georgia and Alabama. We hope to cover it with the word Texaco. By the way, South Florida is bounded by airplanes *en route* to Havana.



Florence, S. C. Station

The gentlemen with the bull-dog jaw of determination is Agent H. F. Lancaster. He has built up the sales of his station to such extent that we, in the office, recognize him as the full-fledged combination—agent and salesman.

The TEXACO STAR

Cooper-Metcalf: W. H. Cooper, Fuel & Crude Clerk in D. O., is engaged to Rena E. Metcalf of Atlanta, Ga. Fair-Poole: Clifford Fair, Coupon Clerk in D. O., is engaged to Gladys Poole of Atlanta, Ga. I can't tell any more about it than I have mentioned, and if the newspapers had not made it public I would not have had this much. The office jester wishes to remark upon the marriage of Mr. Fair: "Marriage is a gamble, a speculation, and the odds are overwhelming, but the way I see it, this marriage is a fair pool."

Ernest O. Smith, alphabet pusher for Superintendent J. S. Jones, is being initiated into the mysteries of carriage pushing; for there has been born unto Mr. and Mrs. E. O. Smith, Ernest Olin Smith, Jr., arrived August 22. Congratulations.

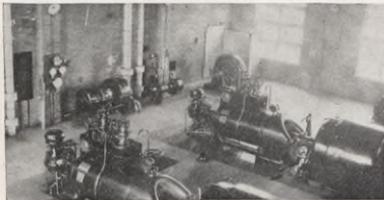
We extend deepest sympathy to Drury Beaton, Statistical Clerk, in his bereavement caused by the death of his mother.

SALES DEPT.
W. TERRITORY **Denver District.**—Western Territory was honored in September by a visit from President Amos L. Beaty and First Vice President T. J. Donoghue. Also, Assistant Treasurer and General Credit Man H. G. Symms spent several days with us. These visits were much appreciated.

On September 15 Mr. Tom Freeman and Miss Helen Haines were united in marriage. Mr. Freeman is the son of General Western Manager Fred W. Freeman; Miss Haines was Verifying Clerk in the bookkeeping department.

Miss Dora Phillips, Extension Clerk in the D. O. for a number of years, and Mr. Walter Elliott were married on September 20. They will make their home in Long Beach, Calif.

Best wishes to both couples. Two in less than a week. Girls, who's next?



An up-to-date plant

A corner in the engine room of the Sheridan County Electric Company, Acme, Wyoming, showing two 1200-h.p. Westinghouse turbines. This entire plant is lubricated with Texaco oils and greases.

During August a new station was opened at Estes Park, Colorado. H. Terry is Acting Agent.



Hercules Oil Company, Bennett, Colorado
Dyed-in-the-wool Texaco boosters.



Buffalo, Wyoming

An up-to-the-minute filling station, owned and operated by our agent E. A. Stevens.



A. F. S. Station, Ft. Collins, Colorado

Everything well done about your business is good advertising; and everything poorly done is advertising backwards.

—The Texaco Order Book.

It isn't necessary to fool all of the people all the time, but merely during the autumn campaigns.—Columbia Record.

The TEXACO STAR

SALES DEPT. N. TERRITORY

New York District.— We are pleased to announce that the New York District reached the desired goal in verification of accounts. We came in under the wire with 100%. We wish to thank the men in the field for the earnest coöperation extended; we know that, without it, we would have been unable to achieve this mark.

The "Baby Station," Syracuse, N. Y., sends out a challenge to any station of the Company to equal or surpass the record hung up by Chauffeur Charles Forgar, with his L-1554, for the month of July 1922. This is a 600-gallon, Model X-5, Pierce-Arrow tank truck, rated at 30,000 gallons monthly capacity. It delivered during the month of July 73,737 gallons, 246% efficiency, covering 991 miles with 138 trips. Our Supervisor of Rolling Equipment, C. Brettell, made an inspection of this unit in August and found that, in spite of the way it was kept on the road to deliver such a wonderful gallonage, its condition was excellent, which speaks highly for the chauffeur, also for the traveling mechanic, W. H. Mullin of Syracuse Territory.



Chauffeur Charles Forgar

Agent S. K. White, with the coöperation of all concerned, established during the month of August a new record for one month's output at the Red Bank, N. J. Station.

Salesman Harris Barbour Gould of Red Bank, N. J., is the proud father of a bouncing boy, Rodney Sylvester, born August 17, 1922.

Salesman Bill Wilson, of Morristown, N. J. Station, has a bouncing boy, William Marvin Wilson, Jr., born September 2.

Henry Ford's yacht, the *Greyhound*, recently stopped at the Utica harbor of the Barge Canal and took on 400 gallons of Texaco gasoline. Hidden by the terminal building

the beautiful and spacious yacht was unnoticed by the hundreds of autoists passing in North Genesee Street.



A day's catch of bass

At Forked Lake, N. Y., in the upper end of Albany Territory. Two of the lucky ones shown in the picture are Salesman J. H. Allen and Traveling Auto Mechanic Conger Archer.

Boston District.—Last month we had the pleasure of a visit from Charles Murray, distributor of Texaco Products at Bangor, Calais, Ellsworth Falls, and Machias, Maine. We all enjoy Mr. Murray's visits, and if you don't think he is some entertainer just ask Earl King, whose recent visit to Bangor with the Shriners was made doubly interesting and enjoyable by Mr. Murray who took time from his business to show Mr. King that Bangor offers wonderful opportunity to the pleasure seeker.

T. J. Engstrom, Lubricating Engineer at Shanghai, has been spending the past few days with us. In company with Lubricating Engineer J. E. Johnson, he is visiting the various textile mills in this district to familiarize himself with textile lubrication as applied in this country.

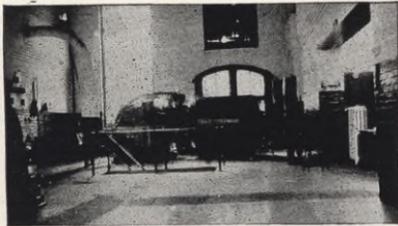
To the surprise of all, it leaked out that on



H. C. Corey, Windsor, Vt.

A 100% Texaco filling station located at the entrance to the bridge crossing the Connecticut River at Windsor and connecting the state of Vermont with New Hampshire. Mr. Corey tells Mr. Parker, our representative in that section, that between "filling them up" with Texaco gasoline and oils and collecting the fifteen cents toll for the bridge he is kept extremely busy.

The TEXACO STAR



Putnam Light and Power Co., Mechanicsville, Conn.
One of the modern and completely equipped power plants in this section—100% Texaco.

Sunday, August 27, Tom Hayes took unto himself a bride, and now Miss Margaret Gallagher is Mrs. Hayes. Congratulations to you both.

Through the *Star* the family of Mrs. Mary J. Langley wish to extend their thanks to the Texaco Athletic Association and members of the Boston Lubricating Station for their kind expressions of sympathy in the recent loss of their mother. Signed: James E. Langley, Albert A. Langley, Mr. and Mrs. James D. Gaudet.

Philadelphia District.—Proving that service is a worth-while policy of The Texas Company, the following letter from Vice President Morton Harvey of the United Canneries Corporation, Newark, Delaware, expresses great appreciation of the work of our lubricating engineers:

"A few months ago when you were with me at the United Canneries Corporation Plant at Newark, Delaware, you informed me that your Engineer would be at our service at any hour he was needed. When a steam engine we were using in our corn shed to run the conveyor and corn-husking machines had broken down completely and we had found a second hand engine which had not seen service for several years, and was all apart, we discovered that we had no engineer capable of setting this engine up, that statement of yours came to mind and I 'phoned you at once.

"The same day and much sooner than we expected, your Engineer, Mr. W. B. Schaffer, came to the plant. He was not one of those so-called 'efficiency experts,' who tell everybody else what to do and do nothing themselves, but he took off his coat, put on his working clothes, and not only showed our men what to do, but did most of the work himself.

"Had this engine not been set up properly and quickly, it would have cost our Company thousands of dollars, because the farmers had the corn pulled and were bringing it in and it had to be packed.

"I write this letter because I have had no previous experience with oil companies furnishing assistance of this kind, and I wish to thank you for the invaluable assistance which is greatly appreciated by myself and our organization."

The demand of Superintendent C. R. McCarthy, made early in the Spring, for increased kerosene sales in 1922 has brought fruit. There is no indication of a let-up in this effort, which will be stimulated by an increased demand for kerosene due to the coal shortage. Mr. McCarthy has ordered all Representatives and Agents to carry a maximum stock of kerosene.

The activities of our District in gallage and expense for the first eight months of 1922 are gratifying, according to the report of R. S. Ogilvie in charge of Operation and Expense. The budget, in which the Philadelphia District is especially interested, is proving its worth. The records show that at the end of August our station gallage was but slightly below the goal set, while station expense was only slightly above; but present indications are that the District will exceed the gallage goal for the year and come within the expense set for the operation of stations.

The importance not only of proper lubrication of trucks but of regular lubrication of them is being emphasized in our District. Chauffeurs are being taught that certain regular intervals must be chosen every month for inspecting, cleaning, and lubricating trucks; it is being demonstrated to them that this will result in better service and increased miles per gallon. The importance of the care given a truck by the Chauffeur is almost as great as interest and ability in driving and in delivering and selling products. A decided improvement is expected in this respect of our Chauffeurs.

The new refined stations being constructed at Reading, Berks County, and Pottstown, Montgomery County, Pa., are expected to be in operation about October 15. For years there has been demand for Texaco products



The Silent Salesman

Tuscarora Mountain with an altitude of 2,240 feet, is the "Silent Salesman" for N. A. Mellott, garage owner at the bottom of this sentinel in the Blue Ridge Mountains. Agent Dean F. Dunkle of the Chambersburg, Pa. Station reports that Texaco products are enjoying splendid sale at this garage in McConnellsburg, Pa.

The TEXACO STAR

W. W. Payne has been appointed Soliciting Agent at Trenton, N. J., effective September 18, 1922. He was in the service of the Company since graduation from Pennsylvania State College in 1918; with the Coast Artillery during the war, but returned to our service. He was transferred in September 1919 as Staff Engineer under G. R. Rowland, then six months in Boston District, a year and a half in Chicago District, and then for six months in charge of engineering matters pertaining to soliciting street railway business in the Philadelphia District. C. M. Kinsman is his successor in charge of the street railway business in both these large manufacturing towns, and when these two stations are in operation they will link up with Norristown, Montgomery County, and Allentown, Lehigh County, Pa.

William Jones, one of our former Salesmen, organized recently the Jones Oil Supply Company of Wilkes-Barre, Pa., and erected the necessary bulk storage for handling wholesale and retail business in one of the most desirable locations on the main highway just outside Wilkes-Barre. The progress of this distributor has been exceptional, and the demand for Texaco products is well taken care of by them.

A. V. Mahoney, a former Texaco customer of Mitchell, Va., located several months ago at La Plata, Charles County, Md., and erected a modern refined station distributing Texaco products in and around Charles and St. Mary's Counties. This La Plata Oil Co., with headquarters at La Plata, Md., during the first thirty days of its operation ordered three carloads of lubricating oil, and gasoline and kerosene proportionately. A 600-gallon 3-compartment side-rack truck and a 300 gallon 2-compartment side rack truck are operated.

The biggest gallonage ever put out by Atlantic City, N. J. Station was recorded in August. This record is due to the untiring efforts put forth by Agent R. H. Farnum.

A baby daughter arrived at the home of Frank Collins, Chauffeur Philadelphia Snyder Avenue Station, August 24. Congratulations.

Pittsburgh District.—We contribute some "Pep Paragraphs" by Agent W. E. Graham of Detroit, Michigan Station:

There are some business men who don't feel like working on a gloomy day, who welcome a salesman that blows in with plenty of pep.

The fellow that won't smile is hardly worth while.

Turn over a new leaf just as soon as you realize that the old one is withering.

If you are a butterfly salesman you'll get butterfly results.

When you've done your darndest to make an im-

portant sale, you at least have the satisfaction of knowing that you did all you could.

A salesman, while collecting, may not be a good mind reader but he should be a good face reader.

Don't be a quitter, play your job for all it's worth, or get one more to your liking.

After praying for food and shelter, get out and do your share toward answering the prayer.

When a fellow says the world owes him a living, it's up to him to show the reason why.

A whiner is seldom a shiner.

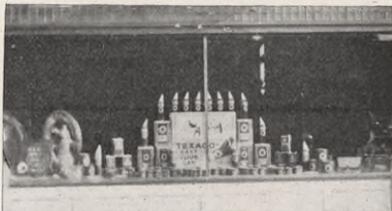
Get a man's confidence and you will get his business.

Some pin heads put so much serious dignity into their business that they pull out more dignity than business in return.

Although the public might stand for the pompous stuff, you can't pawn it off on a wide-awake busy purchaser.

When working any proposition, work it to a show-down.

A collector is one who can collect whether the people want to pay or not.



A novel display

One pound cans of Texaco Motor Cup Grease have been arranged so as to spell TEXACO in the front part of this display in a window at the garage of Max Beiderman, Huntington, W. Va.

Chicago District.—Mr. Frank Freeman and Miss Annabelle Pilch were married on September 6. The accounting department force presented the young couple with a set



Belleville, Ill. Filling Station

Owned and operated by the New Era Oil Company, our distributors at that point.

The TEXACO STAR

of silver and extend to them their best wishes for a happy married life.

J. Hilton and Robert Lund of the accounting department spent a vacation motoring through Wisconsin. On the first day their oil gave out and they had to be towed 5 miles to the nearest garage; there they purchased two Easy Pour Cans and continued their trip without further trouble.



Lock Bros. Filling Station, Springfield, Ill.

President F. A. Johnston, President of The Capital Oil Company, Springfield, Ill., Distributors of Texaco Petroleum Products, writes: "We had these boys open up this station at Third and S. Grand on June 1st, and they have run each month over 21,000 gallons of gasoline and are using from 10 to 15 bbls. of our pale oils. In August they used over 1,200 lbs. of Thuban Compound. They have an oil rack in the rear of their station. We think this is a good station as the name of Texaco was only brought to Springfield on March 1 of this year. We would like to have you insert the picture of this station as we, as distributors, are proud of it."

Norfolk District.—In the month of August the Norfolk District again went over the top breaking all previous sales records for any month in its existence, exceeding July gallonage, its previous banner month, by over half a million gallons. The best months of the year are yet to come and our District promises to make some records for other Districts to shoot at for some time. Among the stations, salaried and distributors, sharing the glory of making August their greatest month of all time, were:

Asheville, N. C.
Bedford, Va.
Canton, N. C.
Caroleen, N. C.
Christiansburg, Va.
East Lexington, Va.
Gloucester Point, Va.
High Point, N. C.
Biscoe, N. C.
Burlington, N. C.
Elkin, N. C.
Gary, W. Va.
Hendersonville, N. C.
Hertford, N. C.

Lynchburg, Va.
Manteo, N. C.
Mooreville, N. C.
Portsmouth, Va.
Reedville, Va.
Richmond, Va.
Sanford, N. C.
Staunton, Va.
Biscoe Oil Co.
Oil Delivery Co.
Johnson Oil Co.
Gary Sales Co.
Carolina Oil & Supply Co.
Reed & Felton

Luray, Va.
Mineral, Va.
Morgantown, N. C.
Warsaw, N. C.
Williamston, N. C.
Woodstock, Va.
Yorktown, Va.
Zebulon, N. C.

Hershberger Bros.
Capitol Oil Co.
Carolina Oil Co.
Holt Oil Co.
Harrison Oil Co.
Shenandoah Oil Co.
J. W. Hornsby
Pope Oil Co.

The following chauffeurs put out more than 50,000 gallons through tank trucks:

J. T. Thomas, Norfolk, Va., A-748, 1840 gals. capacity, 99,280 gallons.

D. B. Fitzgerald, Greensboro, N. C., R-589, 771 gals. capacity, 56,335 gallons.

S. C. Sitterson, Norfolk, Va., A-939, 1010 gals. capacity, 71,317 gallons.

N. B. Beal, Raleigh, N. C., A-1293, 1012 gals. capacity, 59,142 gallons.

H. C. Britt, Asheville, N. C., U-1400, 1032 gals. capacity, 119,716 gallons.

H. C. Britt's output for August is the greatest (from available records) ever put out by a truck in one month in the Norfolk District, surpassing D. B. Fitzgerald's of October 1920, which was 100,120 gallons.

The Representative System has been established in the Norfolk District. The District had grown up under the system of supervision with which it started out in 1912, but under wonderful expansion the old system was becoming unwieldy and was throwing too much detail on the Superintendent and his assistants. Therefore, effective September 1, the District was divided into seven Territories, each under the jurisdiction of a Representative. Representatives and headquarters are:

Territory A	W. A. Stokely, Norfolk, Va.
Territory B	H. S. Gruet, Richmond, Va.
Territory C	L. L. Breedon, Roanoke, Va.
Territory D	L. G. Katz, Rocky Mount, N. C.
Territory E	P. Mc Laird, Greensboro, N. C.
Territory F	W. S. Davis, Charlotte, N. C.
Territory G	W. A. Ludwick, Wilmington, N. C.

There will be only one Assistant Superintendent, J. W. Thompson continuing in that position, in charge of both Operating and Lubricating Departments and reporting to the Superintendent.

Incidental to the establishment of the Representative System, the following appointments and transfers were made:

Sol Noreck, Salesman, Wilson, N. C.
J. L. Jett, Salesman, Roanoke, Va.
C. W. Meyers, Greensboro, N. C.
L. B. Dodson, Jr., from Ass't Agent to Agent, Norfolk, Va.
R. L. Dongan, Assistant Agent, Norfolk, Va.
J. H. Watson, from Ass't Agent to Agent, Berkeley, Va.
Theo. Herbener, Ass't Ag't to Agent, Portsmouth, Va.
A. W. Dunn, Ass't Agent to Agent, Gastonia, N. C.
F. J. Jones, Chauffeur to Agent, Mooreville, N. C.
L. W. Preston, Salesman-in-Training to Salesman, Richmond, Va.
R. M. Schulken, Operating Inspector to Agent, Roanoke, Va.
W. L. Howard, Ass't Ag't to Agent, Christiansburg, Va.

The TEXACO STAR

We welcome into our organization the Sprinkle Oil Co., Reidsville, N. C., who, effective September 1, took over our refined station at that point as Texaco distributor. Sprinkle Oil Company is composed of Benj. F. Sprinkle and his sons Robt. L. and Phillip E. Sprinkle, of Reidsville, prominent citizens of that city. Sprinkle Oil Company have heretofore sold our competitors' products, and it is to mutual satisfaction that they have become associated permanently with us.

Charlie Meyers, our new agent at Greensboro, N. C., has a unique way of reporting to headquarters. At 9:30 a. m., Sept. 20, he and Preston McLaird, Representative at Greensboro, hopped off in Charlie's Curtis plane, arriving in Norfolk at 3 p. m., having stopped at Weldon, N. C., for gas. They reported strong head winds along the entire route, which delayed their arrival.

Agent and Mrs. E. Y. Wootten of Wilmington, N. C. Station have a blue ribbon winner in their little daughter, Eliza Younge Wootten, who won the first prize at the Baby Show at Wrightsville Beach in which more than 500 babies took part. The prize was a \$15 savings bank account.

W. M. Topping, our distributor at Williamsburg, Va., who was in the D. O. August 25 shaking hands with many friends, announced the arrival of a second daughter, weight 8 lbs.



Aerial Advertising

Staunton, Va. Left to right: Mechanic J. H. Howard, Agent W. M. Whitlock of Staunton Station, Pilot Wilson, Salesman B. P. Barham, and "Dare Devil" Sparks.

ASPHALT SALES DEPT.

The railroad strike came along as a test of the superiority of Texaco service. As an indication of the success with which our Department coped with unprecedented con-

ditions in railroad transportation, we quote from a letter received by Superintendent F. V. Widger of our Middle West Division from Wm. M. Yount, The Trumbull Construction Company of Warren, Ohio. Mr. Yount concluded his letter: "Thanking you for shipments which enabled us to finish in this county without an hour's delay awaiting material."

In the September issue we mentioned that the town of Lake Linden, Mich., celebrated the completion of its Texaco Asphalt pavement by staging a dance upon it. Now we learn that the residents in Colvin Street, Rochester, New York, plan to open their new Texaco pavement with a dance. The quality of Texaco pavements is universally recognized and appreciated.

The *Engineering News Record*, the foremost paper in the field of highway engineering, in its issue of September 21 carried an article on "Inverted Penetration Macadam Roads in Texas." This article, which describes a comparatively novel type of highway construction was written by Colonel A. D. Stivers, Engineer of the Southwestern Division of the Asphalt Sales Department. It mentions the fact that Texaco No. 250 Road Asphalt was used almost exclusively in the State of Texas in this type of work.

The Company journal often comes out with news that another Texaco tot has made its debut in the fold of the Red-Star-Green-T. Of course we admit that all these prospective Texaco boosters are splendid specimens, but we loyally agree with "Charlie" Metcalf of our New York office that little Mary Elizabeth is in a class by herself. This little one's entrance into the Family dates from August 17.

Realizing how inadequate are mere words to express feelings over such a disheartening occurrence, we refrain from attempting to convey to Roscoe Call of our Kansas City office the sentiment stirred within us when the news of his mother's death was received. Mrs. Call died on Monday, September 11.

EXPORT DEPT.

We extend heartiest congratulations to W. P. Gillies, Assistant Manager of The Texas Company (So. Africa) Ltd., and his bride, formerly Miss Frieda McPherson of Cape Town, South Africa. The marriage ceremony took place in Cape Town on June 28 and Mr. and Mrs. Gillies are spending their honeymoon in New York.

H. W. Russell has arrived at Manila after spending his vacation in the United States.

The TEXACO STAR

A. N. Woodward left September 21 to re-join the Australian organization.

R. Deming, Jr., arrived in New York September 15 from Shanghai.

Waldo L. Schlueter sails late in September to join our North China organization.

T. J. Engstrom, Lubricating Engineer attached to The Texas Company, Shanghai, China, is spending his vacation in New York.

A. E. Holliger, formerly with our South African Subsidiary, is now with The Texas Company (So. Amer.) Ltd., Brazil.

James G. Craig sailed September 9 on the S. S. *Vandyck* to spend some time in Brazil.

Mr. and Mrs. P. P. Demers sailed September 26 on the S. S. *Mauretania* for Egypt, Palestine, and Syria.

W. H. Koehler, formerly of the Terminal and Equipment Division has been transferred to The Texas Company (West Indies) Ltd., Havana, Cuba, where he will assist in supervision of construction work.

L. A. Moricca, Assistant Superintendent of the West Indies Division, left New York September 1 on inspection tour of West Indies.

Harold Reynolds, who recently returned from Demerara, British Guiana, has left the employ of our Company.

PRODUCING DEPT.

A. B. Patterson, General Superintendent, South Texas Division, resigned effective September 30, 1922. Before his departure associates presented him with a beautiful chest of silver and sterling tea service and a handsome watch. The presentation was made in an appropriate speech by A. H. Culver and Mr. Patterson made a very impressive response.

Mr. Patterson is going with the Producers and Refiners Corporation, Denver, Colorado, and will be in charge of its entire production. He is succeeded by W. V. Bowles who has been his assistant for a number of years, and Mr. Bowles is succeeded by Paine Pannill who has been in charge of operations at Sour Lake for several years. Mr. Pannill is succeeded by M. Westbrook, formerly Night Field Superintendent, West Columbia, Texas.

For the purpose of securing uniformity in methods, reports, and organization, a meeting of division Chief Clerks of the Producing Department was held in the Houston office during the full week August 21-26, present: Otto Hartung, Department Agent; C. C. Shields, Chief Clerk, South Texas Division; W. J. Sherman, Secretary, South Texas Division; E.

R. Filley, Secretary, Oklahoma Division; L. R. Smith, Chief Clerk, North Texas Division; F. L. Minkwitz, Chief Clerk, North Central Texas Division; E. L. Hawkins, Chief Clerk Louisiana Division; V. L. Porter, Comptroller's Department; C. S. Farquhar, Chief Acc't; H. D. Thompson, Secretary of Meeting.

Practically every phase of accounting as applying to various division offices and its relation to the Houston office was thoroughly discussed with the result that many unnecessary reports, both printed and prepared forms, were eliminated or simplified and distribution of copies of such reports as were retained limited to those actually at interest.

The clerical organization both in division offices and in district offices of each division was thoroughly canvassed, and a total net reduction of 14% in man power was made for all divisions as a whole.

Aside from the gratifying result of the meeting in the elimination of unnecessary reports and reduction of man power, the meeting was productive of further good results in that it gave the chief clerks and secretaries of the respective divisions a chance to become better acquainted with one another and an opportunity to exchange ideas and discuss their application to the conditions existing in each division. The meeting also gave the chief clerks an opportunity to become better acquainted with our Houston office.

No meeting of this kind can be successful unless some little pleasure is sandwiched in between the duties performed, and this meeting was no exception to the rule. On Friday, the 25th, at 3 p. m. the chief clerks and secretaries piloted by Mr. Hartung were Marmoned to Galveston where, after a delightful plunge in the Gulf, they dined at Hotel Galvez. The trip was a most pleasant one, especially to those who had never visited Galveston or whose visits had been few and far between because of the distance separating them from the Island City. Each of the Chief Clerks present, before departing for home, expressed the wish that other meetings similar to this one be held at regular intervals in the future. All agreed that much good would result.

We believe the accompanying pictures of three of our wells will be interesting on account of the facts concerning their production:

Abrams No. 1, completed July 20, 1920, has produced more than 2,000,000 barrels of oil, and is still producing over 200 barrels a day.

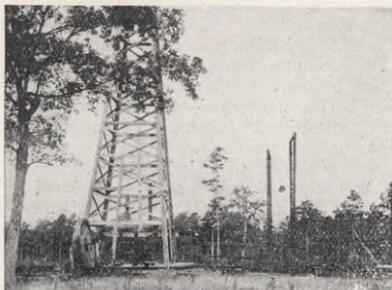
C. O. & G. No. 20, completed February 16,

The TEXACO STAR



The Texas Company Abrams No. 1, West Columbia, Texas

1917, with initial production of 2,000 barrels, is still flowing about 250 barrels daily.



The Texas Company C. O. & G. No. 20, Humble, Texas



The Texas Company Koehler No. 16, Humble, Texas

Koehler No. 16 was completed November 1, 1917, with an initial production of two hundred barrels. This well produced until July 1920, when it sanded up. It was worked over and drilled 128 ft. deeper; completed August 18, 1920, flowing 5,000 barrels a day, and produced continuously up to May 21, 1921, when it was again necessary to work over. This was completed July 25, 1921, with an initial production of 3,800 barrels. It produced continuously up to September 1, 1922, when it stopped flowing. The drill stem was pulled up sixteen fourbles and well started producing this morning (Sept 5) at approximately 1,000 barrels per day. We are unable to state the exact production from this well, but as near as we can estimate, it has produced 840,000 barrels.



Flow pit of Koehler No. 16

The TEXACO STAR

THE TEXAS CO. OF MEXICO S. A.

James H. Hall, of the New York offices, has been on a tour of inspection through the parts of Mexico in which The Texas Company is interested. Mr. Hall is not a stranger here, having spent some time in the oil fields of Mexico before his connection with The Texas Company, and he received a warm welcome from many friends of former years.

Due to various causes, principally the advance of salt water in the southern fields, full storage at some marketing points, etc., the movement of oil from Mexico for the month of August was light compared with that for July. July 1922 showed a total export of 17,244,122 barrels, while during the month of August exports reached only 13,599,781 barrels, a decrease of 3,644,341 barrels. The Au-

gust 1922 export movement, however, was more than double that of a year ago; the total exports for August 1921 were 6,298,483 barrels.

Export of oil from Tampico during August 1922 amounted to 10,488,734 barrels, as against 11,075,621 barrels for the month of July, a decrease of 586,887 barrels. The falling off in exports affected all companies proportionately. The shipments of The Texas Company from Tampico during August were 264,946 barrels as against 414,360 barrels the previous month, a decrease of 149,414 barrels.

The activities of The Texas Company in the movement of oil from leases in the Panuco District by barge down the river to Las Matillas Terminal (Tampico Works) during August 1922 has been excelled only once, the total movement from leases to the Terminal



James H. Hall

In the lower fields in the vicinity of Tepetate.



Cheerful

Left to right: B. E. Hull, Vice-President and General Manager of The Texas Company of Mexico, S. A.; M. Seata, General Foreman of Tampico Works; H. Clotworthy (Don Louis), Assistant Superintendent of Tampico Works and Marine Superintendent.

During his journey over the southern fields Mr. Hall was chaperoned by Scout C. C. (Pete) McDermond, of The Texas Company of Mexico S. A., who spends his time meandering up and down and going to and fro in that part of the earth occupied by derricks, pipe lines, and pump stations in the southern fields of Mexico. Pete pleads guilty to giving at times expression to the finer thoughts that throng his brain, by dashing off occasional poems, and he modestly accepts the title of "Poet Lariat" of the salt fields of Amatlan.



C. C. McDermond

The TEXACO STAR



Sternwheeler "Panuco" with a tow

by barges during the month of August 1922 being 524,000 barrels as against 553,271 barrels for the record month of October 1921. The total movement of oil from leases by barges to Las Matillas Terminal during 1921 amounted to 3,805,768 barrels, monthly average of 317,147 barrels; the total for eight months of 1922 has been 2,754,934 barrels, a monthly average of 344,389 barrels.

The oil producing area known as the Panuco District of Mexico lies on the Panuco River about 50 miles (following its meanderings) above the deep water port of Tampico. The characteristics of the oil and other conditions make the transportation by pipe line difficult and somewhat impracticable. Two of the operating companies operate pipe lines, but all the others move the oil produced from Panuco to Tampico by means of barges which are towed or shoved down the river by shallow-draft river steamers of stern wheel type.

The Texas Company of Mexico owns two of these stern-wheelers, the *R. C. Holmes* and the *Panuco*. In the month of August 1922 we were operating twelve barges and only one of the stern-wheelers and the total movement of 524,000 barrels of oil from Panuco to Tampico Works is considered a record with only one steamer, in view of the fact that the oil was picked up from seven different leases in the Panuco District. On one particular trip six barges loaded with approximately 45,000 barrels of oil was handled in a single tow.

The barges carry from 5,000 to 10,000 barrels each of crude oil, and the average time for a round trip between loading and discharging points is about 24 hours. There are many vicissitudes and various kinds of grief to be encountered in the movement of the crude oil from the loading stations along the river to the storage at the terminal which have to be encountered to be fully appreciated and understood. An attempt to recite them would occupy more space than the *Star* could afford to devote to that purpose.



At unloading dock—Tampico Works

View from Sternwheeler *Panuco* looking down on a single tow of six barges loaded with 45,000 bbls. of oil, landing at unloading dock of our Tampico Works.

Continued from page 17:

The comfort of the lady customers has been considered, and a fully equipped, tastefully decorated, rug floored ladies' rest room is installed directly behind the office. Here, at the mirror, over the vanity table, the fair motorist may primp a bit while the car is being served. Right off the ladies' rest room is an immaculate toilet, fully equipped—white washbowl, towels, and soap are included.

A basement consists of four rooms:

1. Containing "lube" tanks and employees' lockers.
2. A small room in which are located the two automobile electric air pumps.
3. The heater room with an adequate heater, large coal bin, and ash hoist.
4. A gentlemen's toilet fully equipped, even to mirror, comb, and brush.

All in all, this station is one that attracts and holds trade—because nothing has been left undone in that direction.

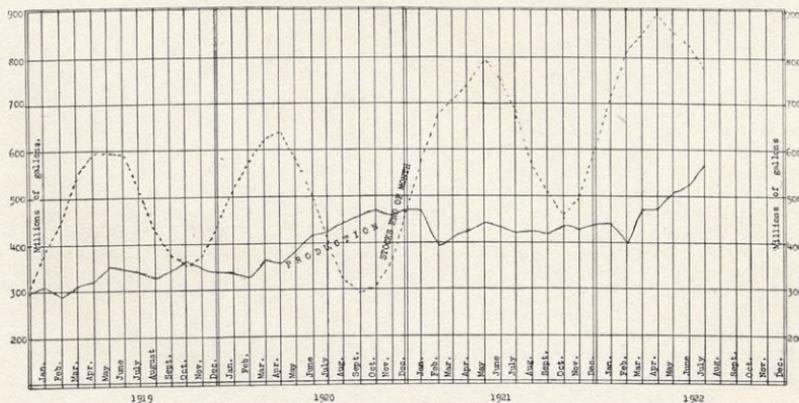
The Texas Company has erected and is operating a number of Filling Stations in the Borough of Brooklyn. A sister station to this one is located at Bedford and Flushing Avenues. Similar stations are at Bedford and Eastern Parkway, Bushwick and Eastern Parkway, and Grand and Washington Streets.

SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

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

- EXECUTIVE** Capacity for Detail as an Executive Asset, by Helen Hysell.—*Industrial Management*, September 1922.
- "During the hectic days of war and post-war activity in industry, haste and pressure fostered many erroneous conceptions of men as well as of things. Prominent among these was the too common evaluation of executive ability as detached from the power of handling details. Thus arose a class of pseudo-executives—men of plausible personality and plentiful ego, who were able to acquire reputation and income at the expense of better men who were less capable personal salesmen. Today, after the healthful purgative of deflation, the ranks of these parasitic executives have been thinned. There are a number of them left, however, and Miss Hysell's analysis of their characteristics may help in uncovering them."
- An Industrial Relations Policy that Makes Production Cost Less, by Harry Tipper.—*Automotive Industries*, September 7, 1922.
- REFINING** Oil Chemists Form Permanent Organization.—*National Petroleum News*, September 20, 1922.
- Cost Accounting in the Oil Refining Industry, by Urbain Robert and Joseph J. Mulhern.—*Oildom*, September 1922.
- SALES** What Does "Good Business" Really Mean?—*System*, September 1922.
- "Representative business men tell how they decide when their business is 'normal'—when the volume is all they can well expect."
- The Distributing Station—Selecting Sites, by William Berlin Goolsby.—*Oildom*, September 1922.
- Building up Tank Wagon Business, by E. E. Jensen.—*Oildom*, September 1922.
- Gasoline Coupon Books: How They Should and Should Not Be Used, by War K. Halbert.—*National Petroleum News*, September 13, 1922.
- Technical Supervision of Plant Lubrication—I, by Allen F. Brewer.—*Industrial Management*, September 1922.
- Let Your Salesmen Keep Your Mailing List Alive, by C. M. Harrison.—*Printers' Ink Monthly* August 1922.
- GENERAL** The Centenary of Brazil, by Fielding Provost.—*Pan American Magazine*, September 1922.
- The United States and Nicaragua, by W. W. Rasor.—*Pan American Magazine*, Sept. 1922.
- Petroleum Resources of Venezuela, by Ralph Arnold.—*Oildom*, September 1922.
- Tank Makers Should Lead in Building Fire Proof Tanks.—*National Petroleum News*, September 20, 1922.
- Without Hope of Promotion but Contented with the Job, by a General Manager.—*Industrial Management*, September 1922.
- "A good word for the man who is contented with his job, who is not looking to a higher office or more responsibility, but is satisfied to remain in the ranks giving satisfactory service."



MONTHLY RECORD OF GASOLINE PRODUCTION AND STOCKS—1919 TO 1922—U. S. BUREAU OF MINES.

**ANNUAL
ROLL CALL**



**At the Service
of All Mankind**

Join the Red Cross