



What's the West's most powerful premium doing here?

We've put it in the picture simply to remind you that, wherever your pleasure takes you, Royal 76 gasoline can make driving there part of the pleasure, too. It's "The Finest." You get it at the sign of the big 76 where—customers tell us—the Minute Man Service is as good as the gasoline.

THE UNION OIL COMPANY OF CALIFORNIA

America's Finest Service Stations



TUNE IN: THE 76 SPORTS CLUB EVERY WEEK ON ABC-TV . ASK FOR: FREE SPORTS BOOKS AT YOUR NEIGHBORHOOD UNION STATION

SEVENTY® Union Oil Company of California SIX

Volume 2, Number 2

FEBRUARY 1958

THE COVER—It's more exciting if you figure it out for yourself. For additional clues, see Page 20.

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is a Union Oil Company of California trademark. It also symbolizes the American freedoms won in 1776, which made possible this nation's industrial development and abundance. Our SEVENTY-SIX magazine, published monthly, mirrors industrial freedom through the thoughts, skills, accomplishments and appreciations of Union Oil people. We invite readers to participate with us in an exchange of ideas and information. Address correspondence to The Editors, SEVENTY-SIX, Union Oil Building, 617 West Seventh Street, Los Angeles 17, California.

EDITORIAL BOARD:

C. Haines Finnell, Jerry Luboviski, Fritz Springmann and Earl M. Welty. Thiel D. Collett.......Editor Robert C. Hagen.....Assistant Editor

Much ado...

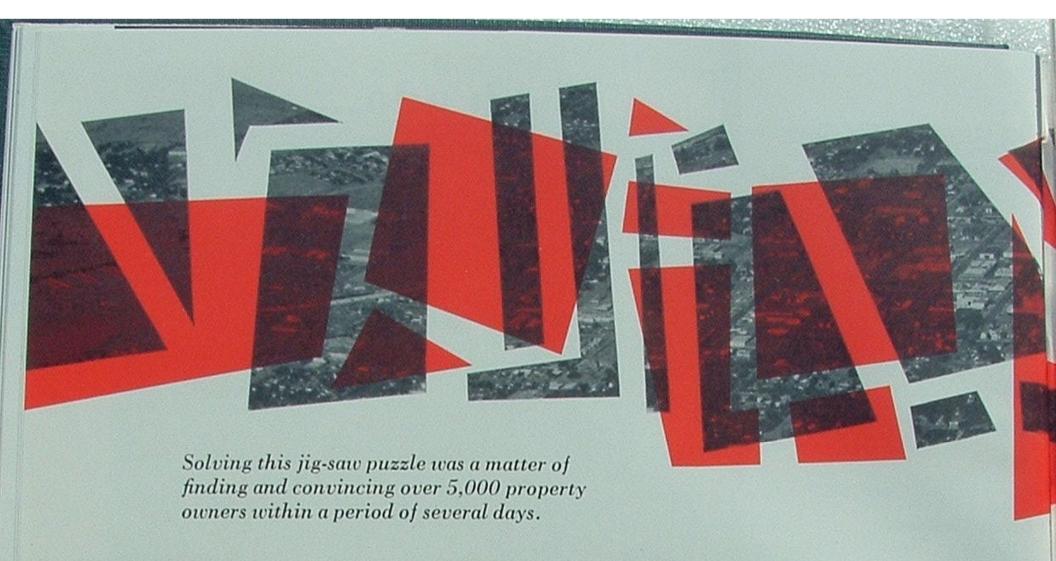


about a dishpan

Get a load of this, folks. The government has got out a pamphlet on "Tools for Food Preparation and Dishwashing." And it contains some information we'll bet you never thought of such as "Dishpans should be large enough to hold the dishes but not too large for the sink."

Well, what do you know? For years we had a dishpan that wouldn't hold the dinner plates and when we got a new one it was too big to fit in the sink. Now thanks to this advice from Washington, we'll go right out and buy an in-between-size dishpan and see how that works. We never would have solved the problem ourselves. And when it comes time to pay our income tax next year we'll be especially grateful to the bureaucrat who thought this up.

An editorial comment from the Cleveland Plain Dealer, illustrated for SEVENTY-SIX by Alan Ferber.





Fred W. Bush Manager of Lands Pacific Coast

The Bakersfield

••P LAY" is hardly the word for it—this signing up of oil leases in a highly competitive campaign the industry refers to as a land play.

It's a hush-hush deal from the very moment the Exploration Department decides where it would like to drill until the Land Department can acquire the desired properties, swiftly

and at a fair price. Then when the lid is off, the story has to be told fully and factually to every property owner involved. Finally the Land boys have to *sell* company hopes and get the leases signed.

A leak or a failure somewhere along the line can lead to disaster. If the secret gets out prematurely, or the publicity errs, or the leases aren't promptly signed, alert competitors step in and capitalize on your valuable geological ideas.

Preceding a land play the Geological Department generally makes detailed and scientific preliminary investigations to substantiate actual leasing of the prospective oil lands. Next, if economically justified, the Executive Committee approves funds for lease acquisition.

At this point the Land Department takes over. Wheels begin spinning to develop all necessary information as to ownership of the land. Some data are plotted on maps, others are fed through IBM machines. On in-

volved *plays*, particularly in metropolitan areas, thousands of separate parcels of land are needed to create a block for exploration.

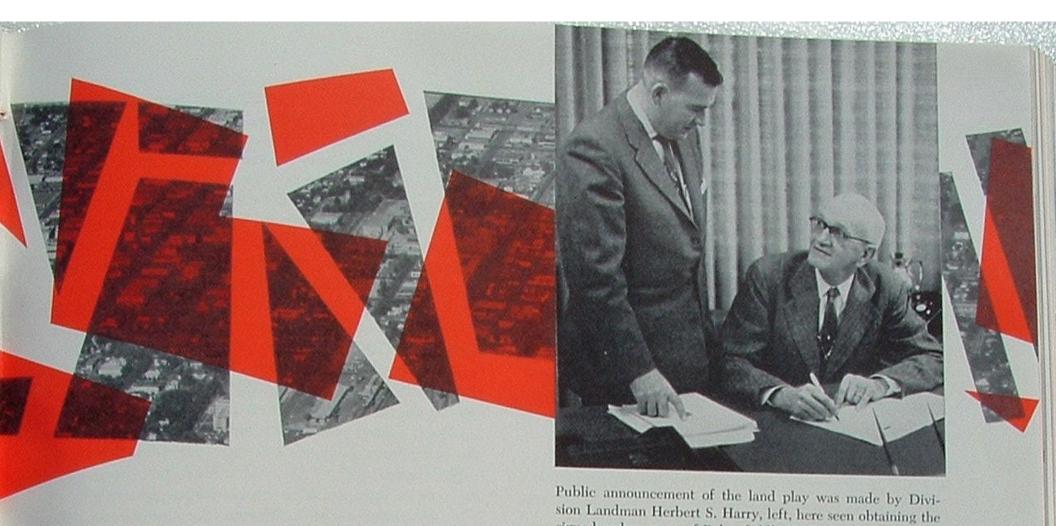
During the past 18 months or so Union Oil has acquired 15,000 individual oil and gas leases from townlot owners in California alone, entailing securing signatures of approximately 30,000 individuals—all to acquire leases on about 8000 acres. Imagine the chaotic conditions that might have resulted had not the *land plays* been carefully planned from their inception.

Once titles have been searched and leases prepared, owners must be contacted. This step is the crux of the Land Department's operations and the best measure of its success. To convince a landowner that he should lease his property to Union Oil it is important that logical and practical facts be accumulated, that all questions be answered fairly and honestly.

"Union's landmen," says Fred Bush, manager of lands, "never know when they will have occasion to call back on a landowner to lease other lands or to negotiate additional agreements; therefore, to command his goodwill it is mandatory that all his questions be answered fully, fairly, accurately."

If all goes as planned and there are no inadvertent leaks of information, either in or outside the company, the play is succeeding. If there are leaks, a competitor can "throw a monkey wrench in the machinery" by moving first or getting his forces into the field immediately after the play is begun.

When the first lease is received by a prospective lessee, it's time for words and action. At that moment



"land play"

Mr. Blank calls Mr. Double Blank, confiding, "Union wants to lease our lot." The word spreads like wildfire. Bush and his staff have to move equally fast, not to stop the word from spreading but to keep it accurate and under control. No football play ever called for better planning, coordination and teamwork.

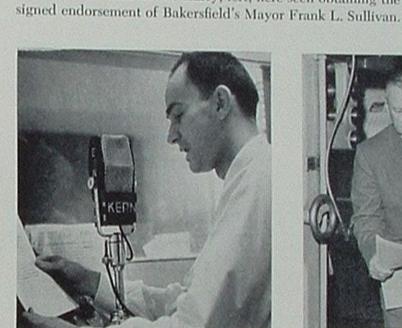
Take the recent land play in the city of Bakersfield, where Union conducted a townlot leasing campaign involving over 2500 acres and some 5200 individual leases. How it was achieved successfully is illustrated by the following chronological report made by the Land Department to Sam Grinsfelder, Exploration vice president:

WEDNESDAY, MARCH 27, 1957:-7:30 a.m., special truck carrying some 4000 leases ready for mailing arrives in Bakersfield from Los Angeles headquarters—8:30 a.m., in a temporary, unidentified office whose windows are frosted to prevent information leaks, a special crew begins checking and rechecking leases against records-10 a.m., leases are sorted geographically according to postal delivery routes to insure prompt postal service-10:30 a.m., leases are sealed and placed in vault.

11 a.m., a conference with the postmaster and superintendent of mails at Bakersfield advises them of our mailing plans and of what our crew has done to facilitate postal delivery.

2 p.m., through a personal call on the city mayor, he is told in strict confidence the plans of our entire leasing program. We receive the mayor's full cooperation. (It means a lot of "new money" for Bakersfield in lease payments, royalties, payrolls, taxes, etc.)

3 p.m., attend to all minor details and double-check continued





Next, Newscaster Paul McElroy broke the news over radio station KERN, while from off the presses of Publisher Walter Kane's Bakersfield Californian came front-page story.

Meanwhile at Company headquarters, Betty Malters, Harold Rainey and Virginia Cummings stuffed the final of more than 5,000 lease packets sent to property owners in one day.



The Bakersfield "land play" -continued

the day's work for possible errors or omissions; keep an ear cocked for any evidence that someone has "let the cat out of the bag" inadvertently.

10:30 p.m., unlock vault; take leases to post office and watch them go to the cancelling machines. Now the play is officially "kicked off."

THURSDAY, MARCH 28, 1957:—10 a.m., call press, radio, TV conference, outlining to reporters and announcers full background material on the *land play* and answering their questions—12 noon, word of Union's townlot program is made public in regular newscast over Station KERN—2 p.m., Bakersfield "Californian" gives first page treatment to story of our leasing activity, quoting our carefully prepared news release almost word for word.

2 p.m., meet with Union Oil employees in Bakersfield to give them first-hand information on project and solicit their cooperation—2:30 p.m., advise our lease crew in Los Angeles to drop work there and be in Bakersfield at 11 a.m. next day—8:30 p.m., obtain signed lease from Bakersfield councilman whose ward covers the main section of land we desire.

FRIDAY, MARCH 29, 1957:-7 a.m., first members

of lease crew (eventually totaling 37 leasemen) arrive—11 a.m., meet with leasemen to brief them on strategy of entire project, but withold even from them the exact boundaries of the *play*; assign definite sets of leases for each of them to handle.

12 noon, signed leases begin to arrive by mail, indicating interest in *play* and effectiveness of the advance information program—4 p.m., all Company representatives are in the field obtaining signatures to leases and having the mailed leases notarized.

Those were the three most intensive days of the Bakersfield land play. A laconic footnote to the report adds that "During the first week 2390 leases were signed and within the first 10 days 3022 leases were received fully executed. In this area 5200 leases have been signed, giving Union control of about 2540 acres."

Such a *land play* is not inexpensive. Then why does the Company attempt to lease and operate in such a difficult area?

Simply because, after nearly three-quarters of a century of oil drilling in California, the more obvious plays have been drilled, tested, produced. Within the past three years or so the West has been using more oil than the industry has been able to find and produce in California. The time has come when every potential reser-



Mrs. H. Virgil Douglas was one of several thousand Bakersfield residents to receive explanatory material and a lease by mail.



The Bakersfield "land play" -continued

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voir in the state must be probed if the economic welfare of California and its millions of citizens is to be preserved.

"Oil reserves in California," says Bush, "will always be important to Union, and one has only to look at the decline in California reserves to see what they mean to our communities. The discovery of an oil field in any city or county benefits everyone, as does the establishment of a new local industry, because oil in the ground is considered a taxable asset until depleted. So it is important to our local economy to continue developing California's oil reserves.

"The potential of oil and gas production of any community is an integral part of its economic development and stability. Under present economic conditions, the discovery of a 50-million-barrel oil field could net the city and county governments, landowners and community an estimated aggregate income, over the life of the oil field, of about \$14,000,000. In addition to this huge sum, many indirect benefits would be realized through consumer spending, technical services, financing, and countless business activities that prosper with the oil industry.

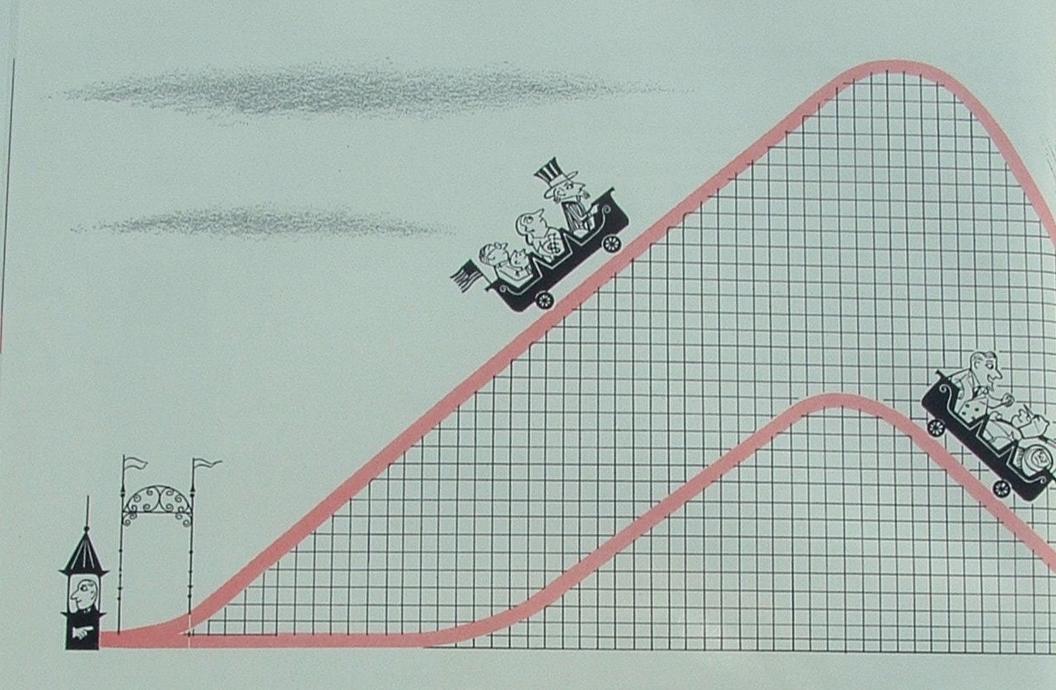
"You might sum it up by saying that an oil field discovery benefits everyone."



Same evening, Leaseman Stanley Wilson, left, called on Dr. and Mrs. Douglas to answer questions and obtain the signed lease.



The lease play was successful. Now against great odds, a wildcat searches for oil under the city—nearest neighbor Mrs. Speck.



There is an old story about a perennially re-elected legislator who attributed his lifelong political success to the fact that he had never voted for a tax bill or against an appropriation bill. He had grasped the elementary fact that people dislike paying taxes but like to receive handouts. They enjoy getting something for nothing, in other words, and tend to vote for candidates who promise them opportunities to do so.

A quarter century ago most of the world's leading governments, sorely beset by the practical difficulties of economic depression and encouraged by the theoretical blessing of Lord Keynes and his disciples, adopted something like the old legislator's philosophy. They cast off the "snuffing orthodoxies and petty taboos" of classical economics and proceeded to give the people what they wanted.

The Popular Causes

Reduce taxes they emphatically did not, but they did the next best thing: they threw as much of the direct burden as possible upon business concerns and individuals in the higher income brackets, the easy targets, the financially vulnerable and politically defenseless minority. Then they distributed the proceeds under the names of numerous "social programs": farm subsidies, unemployment compensation, old-age benefits, public housing, and many others.

They sought to strengthen the bargaining position of

labor unions in their dealings with employers. They more or less fully accepted responsibility for "full employment," that is, for keeping business prosperous, or at any rate active.

The keystones of the whole structure were easy money, free spending, and political regulation of various phases of the people's economic lives.

It would be unrealistic and unfair to suppose that these measures were inspired solely by demagogic considerations of political advantage. To some extent, they arose from genuinely good intentions. The economy was functioning badly. Human beings needed relief, Business recovery needed, or seemed to need, stimulation. Economic institutions that were rightly or wrongly blamed for the collapse appeared to require reform.

The semicompulsive nature of the inflationary and regulatory measures of the depression years became even stronger during the war period. If the joint objectives of relief, recovery, and reform had seemed imperative before, winning the war was now even more so. Artificially easy money, huge Treasury deficits, and new forms of economic regimentation were accepted without protest.

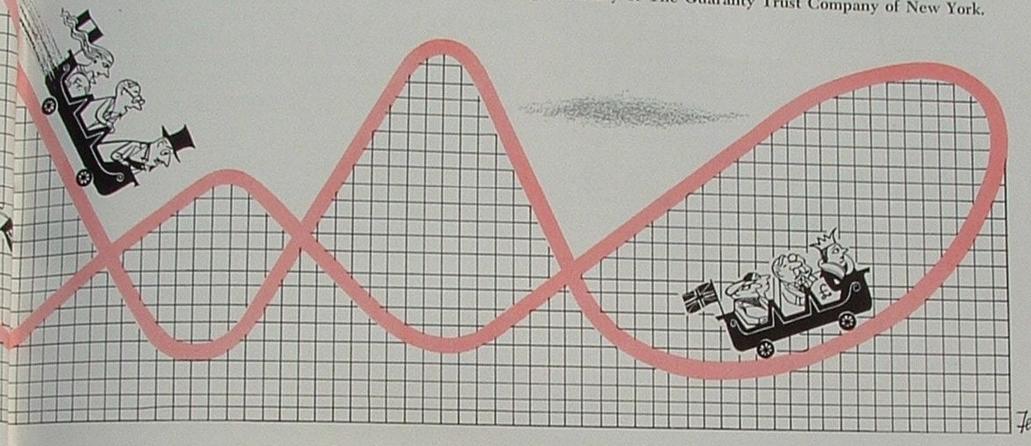
Even when the war was over, the situation retained much of its emergency character. Large areas were physically devastated and economically prostrate. The wartime military alliance fell apart, and the "cold war" began. The economic future looked very obscure. Under such

POPULAR CAUSES

and UNPOPULAR EFFECTS

The Roller Coaster Road to Stability in Modern Government

Text reprinted through courtesy of The Guaranty Trust Company of New York.



conditions, the return to economic orthodoxy, the relinquishment of emergency stimulants and controls, was rendered doubly difficult.

Moreover, men were tempted to ask, why should the emergency stimulants and controls be relinquished? Had not economic orthodoxy broken down in practice? Had it not been superseded by a new economics that made easy money, free spending, and political controls and regulations theoretically defensible? Who could quarrel with such manifestly desirable objectives as fair prices, adequate housing, full employment, high wages, and security and welfare for all? Why should not the people in their collective capacity, functioning through the state, endeavor to promote these objectives, substituting purposeful action for the "economic drift" of the prewar and predepression years?

The Unpopular Effects

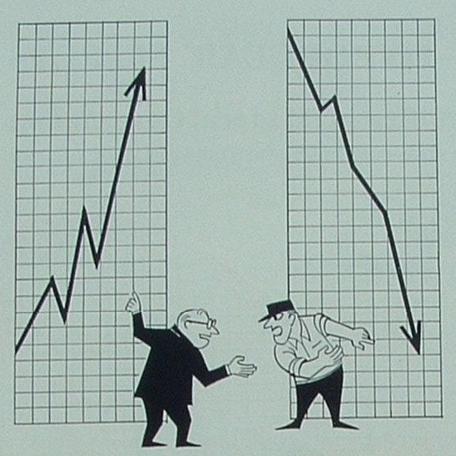
Experience is providing some answers. It is being discovered that good intentions are not enough. If good intentions are to accomplish anything, they must be translated into concrete economic measures, and such measures may or may not produce the intended effects. Even if they do, they are almost sure to produce unintended ones as well. Where some groups are benefited, others are hurt. Competition for productive efficiency tends to degenerate into a scramble for political favor. Government of, by, and for the people tends to become government of, by,

and for pressure groups. The promise of cradle-to-grave security weakens economic incentive, tends to make men financially irresponsible and reduce them to the moral level of dependent children. Why should a man strain nerve and muscle to provide for himself, to keep his job, to lay something by for a "rainy day," to make provision for his old age, to protect his family from want, when a paternal state promises to do these things for him? Every personal financial misfortune, every source of dissatisfaction with one's economic lot, tends to become a grievance against the state.

Even worse, if possible, is the fact that governments, in their efforts to provide the "social services" demanded of them, are finding themselves under insupportable financial pressure. Taxpayers demand relief, while pressure groups demand larger benefits. Despite intermittent campaigns of retrenchment, national budgets rise inexorably to new heights. In some countries, taxpayers simply refuse to bear the burden, and deficits mount. In some, a temporary expedient is found in exorbitant drafts on reserves of foreign exchange. In still others, a precarious fiscal equilibrium is maintained by postponing promised tax relief. Almost everywhere, the purchasing power of money declines with varying degrees of speed and regularity.

To accelerate the inflationary process, the labor unions whose growth governments have fostered demand higher

continued



wages under pain of strikes on such a scale as to cripple whole economies. The wage demands and strike threats increase with every rise in the cost of living, and when the wage demands are granted the cost of living rises again. And to make effective resistance more difficult, restrictive credit policies can be invoked only at the risk of precipitating business recession and thus colliding with the "full-employment commitment," perhaps the most cherished of all the "social programs" to which welfare states are dedicated.

Intentions and Consequences

When the United States Government undertook to determine what were "fair" prices for farm products and to insure that such prices were actually received by farmers, the unintended effects were overproduction, underconsumption, the loss of foreign markets, the use of substitutes, the accumulation of surpluses, a governmental "dumping" program that involved heavy losses and aroused foreign resentment, and a level of farm prices that was certainly unsatisfactory to farmers and probably lower than would have prevailed in free markets.

When the Government tried to protect tenants against high housing costs by retaining rent controls after the war, the unintended effects were that new building and even normal maintenance were discouraged, the housing shortage was prolonged, and people were obliged for years to live in antiquated structures.

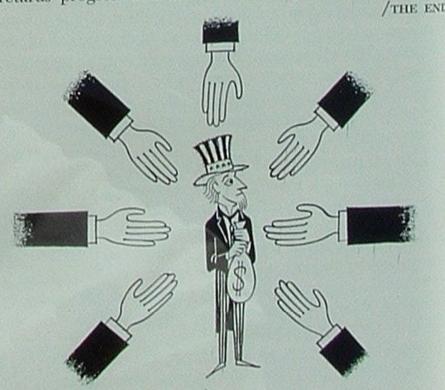
When the Government intervened in the interests of "adequate" housing, the construction industry and its suppliers were overloaded, building costs rose to unprecedented heights, and it became virtually impossible to provide housing for low-income families except by outright subsidies.

When the Government decided that the unionization of workers should be encouraged and protected by law, it initiated the growth of a colossus that rigidified costs, encouraged layoffs, produced the national-emergency strike, forced the Government into the position of virtual arbitrator, and served as the most powerful engine of inflation in the economy. Almost the only thing it did not do is what it was presumably intended to do, namely, cause real wages to rise faster than productivity.

When our own and other governments assumed or accepted the responsibility of protecting the people against the risks of unemployment, disability, old age and other hazards, they built into their economies an inflationary bias against which they are still striving, in most cases with very indifferent success, and which, unless arrested, must eventually bring hardship rather than welfare, insecurity rather than security, to the intended beneficiaries.

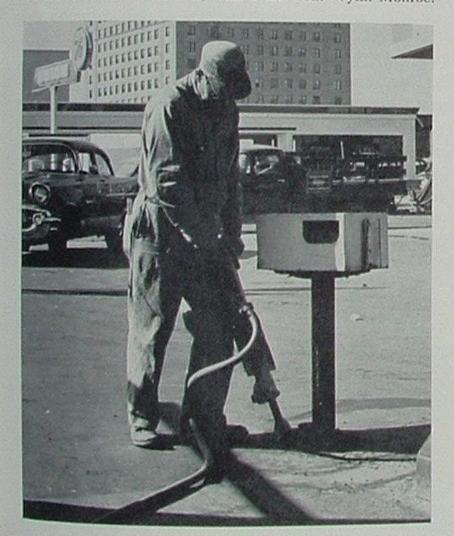
Thus the popular causes that governments espoused a generation ago are having some highly unpopular effects. One of the most unpopular, and rightly unpopular, is inflation, because inflation nullifies the security and welfare at which the popular causes are aimed. In resisting inflation, however, governments are finding themselves forced to take measures which run counter to the popular causes and which are nearly or quite as unpopular as the inflation itself.

The basic difficulty is that, although inflation is unpopular, the causes that are producing it remain popular. Men still cling to the belief that governmental authority and governmental largess can somehow bring them economic benefits that free private enterprise cannot bring them. The dilemma will be resolved only when the people realize that true economic progress can come only from higher productivity, and that higher productivity can come only from saving, investment, and invention, which are achieved by individual effort in an environment of freedom and incentive. This progress takes time, but there is no substitute for it. Attempts to hasten it by means of artificially easy money, extravagant spending, and political intervention in economic affairs only produce industrial and monetary disorder, which at best retards progress and at worst can stop it altogether.





Time marches on! So does W. E. Peyton, left. After 30 years of dealer operation at 9th and Hope, Los Angeles, he moves across the street, with a lift from Wynn Monroe.



Indicative of city property values, workmen begin dismantling old facilities on opening day of new 76 unit.

Departing from our traditional design, the new service layout conforms to the traffic flow of busy, one-way street.

Veteran Dealer W. E. Peyton

Moves

.. to same location

A fter nearly 30 years of highly successful service station operation at 9th and Hope streets in Los Angeles, Dealer W. E. Peyton found himself at the end of a site lease termination. Property owners needed the valuable corner for other purposes. Peyton had to move — which was managed, with Union Oil help, by taking 50 steps across the street to the new but same location.

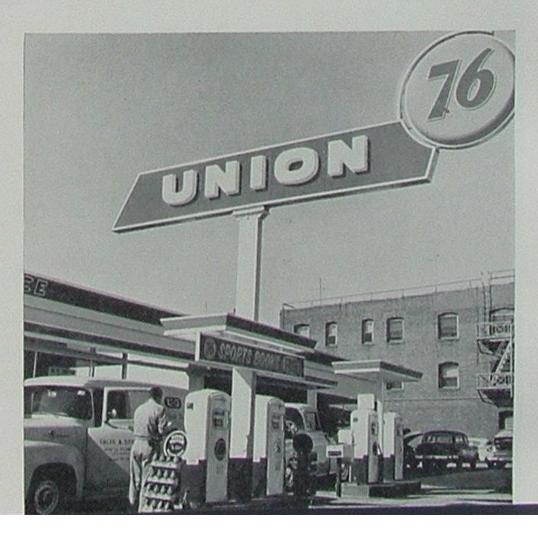
Though on a slightly smaller lot, the new station is so well planned and modernly equipped that customers no-end can be accommodated through its portals.

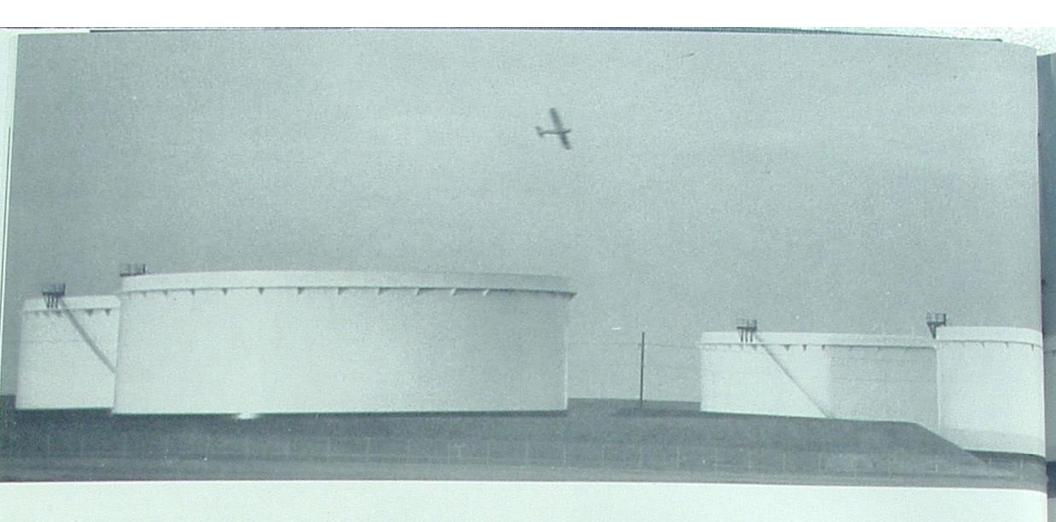
The proximity of Peyton's enterprise to Home Office has resulted in many a service innovation being tested here before receiving the official Minute Man stamp of approval. One good one was being tried the day Peyton swapped corners — noting on customers' windshields, with Bon Ami, the time each vehicle is promised.

/THE END



The latest of many new ideas pioneered at Peyton's is this windshield reminder in Bon Ami of the time the customer will return for his car.

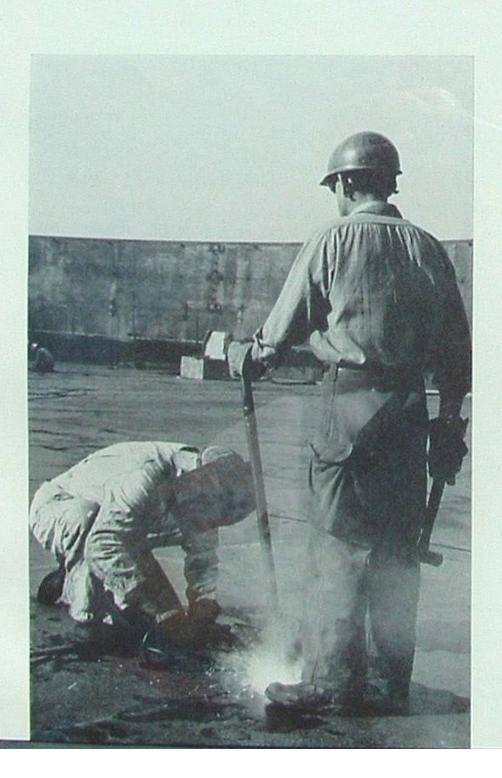




To maintain the "confidence level" of our operating departments, Company engineers are confronted with their own version of

from R. N. Creek

SPACE PROBLEM



Some events in the oil industry, explains Bob Creek, can be forecast with reasonable accuracy. At Edmonds Refinery, for example, we know that asphalt demand will be limited principally to the summer paving months and that heavy fuel oil demand will occur during the winter. So, refining and storage plans there are geared to that seasonal forecast. Likewise, good prognosticators can foresee the peaks and valleys of demand for our tractor fuels, lubricants and tailored-to-the-season gasolines.

But who can guarantee a mild or severe winter? A state decision to begin or postpone its new highway program? Or whether Union Oil will be the successful bidder on a big jet fuel contract?

That man has yet to be found and hired.

Within Company gates, how can we gauge the time and effect of a major refining unit breakdown? Or the success of a sales promotion?

But the oil industry does have a sort of cushion to absorb the shock of bad guesses, the unpredictables, and an occasional unplanned shutdown. The cushion is tankage.

One of the knottiest problems Union Oil had to solve

To construct modern welded-steel tanks with floating roofs costs from \$4 to \$10 per barrel of capacity, depending upon their size and the expense of preparing their earth foundations.



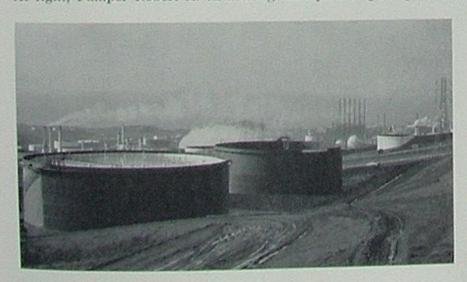
Six new tanks just completed near Coalinga are used to accumulate pipeline "lots" sent to Oleum. Plane in photo "walks" pipeline.

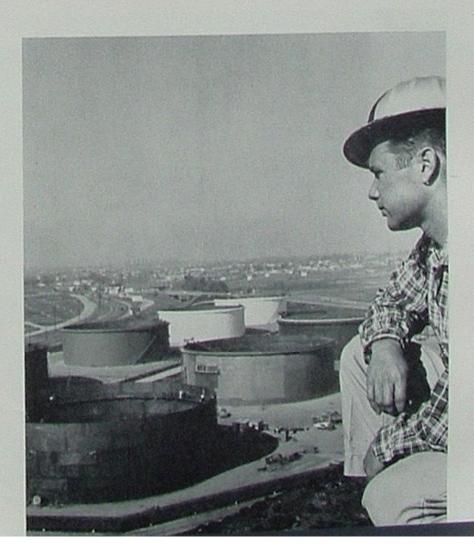
during the past two or three years was this space problem — storage space, that is. The encroachment of cities upon formerly isolated tank farm and refinery locations prompted numerous revisions. Several large earthen reservoirs had to be replaced with steel tanks. Open or cone-roofed vessels had to be replaced in many cases with floating-roof construction to erase the danger of air pollution. New products and the upgrading of older products demanded other tankage additions. An extensive changeover from marine to pipeline transportation of crude and refined oil, though generally calling for less total tank space, called for storage units of larger size and in new locations.

A tankage committee, made up of representatives from Transportation & Supply, Manufacturing, Marketing, and other departments was named to make a study of Union Oil's major tank systems. It was for them to recommend whether, where and when new tankage was needed—what type and what size. Of incalculable aid to the committee was the Company's new IBM equipment, which devoured years of operating and economic data and in short order calculated current needs and trends.

Tank construction projects seen today at Torrance, Los Angeles Refinery, Oleum Refinery, Coalinga Nose and elsewhere on the Union Oil map are largely an outgrowth of this committee's study. The program, when completed, will bring to our operating departments several million barrels of new steel storage and what engineers refer to as a higher "confidence level." Or to be less brief, Union Oil will achieve a smoother level of operations, be less handicapped by unforeseeable events, and be there first with the Finest.

New tankage under construction at Oleum, below, and Los Angeles Refinery, right, was needed to cushion refining and transportation crises that arise and to increase "confidence level." At right, Pumper Robert A. Armstrong surveys the space project.







Three of the world's foremost sports figures, (1-r) Bob Richards, basketball coach Bill Woolpert, and Elroy "Crazylegs" Hirseh, were TV'd on "76 Sports Club" January 17 as Hirseh became new sports director for Union.

"Crazylegs" Hirsch joins the team

B eing a Director of Sports for Union Oil Company isn't the easiest job in the world, but it is one of the most challenging and exciting . . . at least that's the way it looks to Elroy "Crazylegs" Hirsch, who has just taken over that assignment.

The Rev. Bob Richards, who initially launched the 76 Sports Club program on the ABC Television Regional Network, has resigned as Sports Director because, as he says:

"It has become increasingly difficult to continue my church work and at the same time give full attention to the Union Oil Company's vast program for youth."

In addition to hosting the Union Oil Company's half-hour weekly television program, Hirsch's major objective in life right now is to assist in establishing and continuing "How-To-Do-It Sports Clinics" for youngsters, in cooperation with local civic groups, schools and coaches.

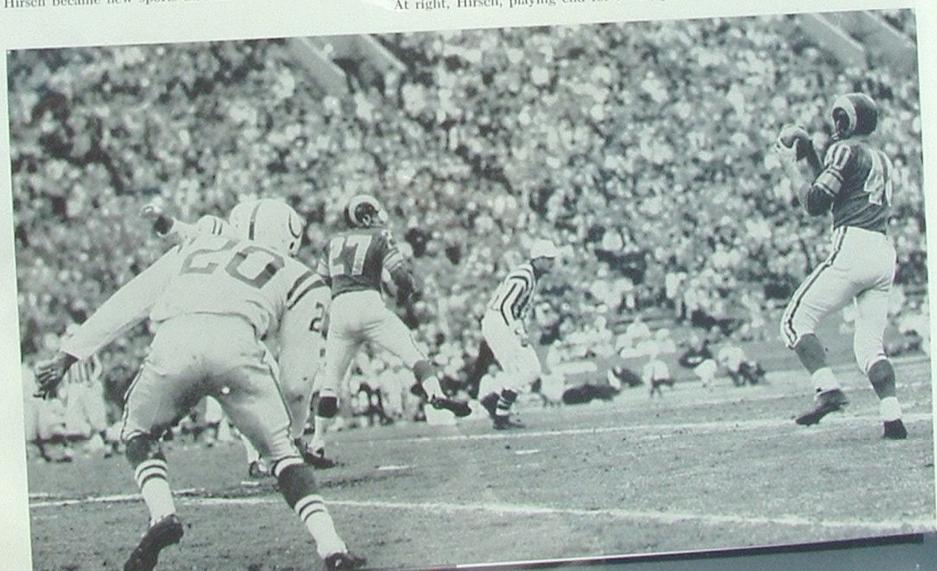
"The primary job, of course, is being done by our dealers, because they are the important figures in any community. But I hope that meeting with our dealers, coaches and other local leaders can help stimulate this important activity. There's a lot of area to cover and I mean to cover it."

So says "Crazylegs" and he has started on the job.

Taking tough assignments is nothing new to Elroy Leon Hirsch, who was born at Wausau, Wisconsin, on June 17th, 1923, the son of Otto Hirsch, a foundry worker, and his wife, Mayme.

A small boy in a poor family, Hirsch weighed only 125 pounds and failed to make the high school football squad in his freshman year. He spent a summer developing an elusive stride by dodging

At right, Hirsch, playing end for Rams, gained recent fame as pro pass receiver.



among trees, meanwhile gaining 40 pounds. When he reported for football again Coach Win Brockmeyer saw possibilities in the lad with the curious gait. Hirsch fulfilled Brock's hopes by setting Wausau scoring records as a halfback in his senior year.

His parents persuaded him to enter the University of Wisconsin—where his high school sweetheart, Ruth Stahmer, also enrolled. In 1942, his first year on the Wisconsin varsity, Hirsch was named All-American and won the nickname,

"Crazylegs."

Enlisting in the Marines, Hirsch transferred to the University of Michigan, site of the V-12 training program. He made All-American again in 1943, was starting center on the basketball team, star pitcher for the baseball nine, and leading broadjumper on the track squad, becoming the only Michigan man ever to win four major letters in one year.

Hirsch starred for the El Toro (California) Marine Base eleven, and was about to ship out to the Pacific Theatre when World War II ended. On the day he was discharged with the rank of lieutenant, his father suffered a stroke.

Elroy decided not to finish college. Ruth Stahmer and he were married June 27, 1946, just before Hirsch played in the 1946 All-Star Game at Chicago, where he scored the game's only two touchdowns, was named "most valuable player," and won a contract with the Chicago Rockets professional team.

In a 1948 game against the Cleveland Browns, he sustained a skull fracture. His coordination gone, Hirsch was told he would never play again. He determinedly worked himself back into shape until the Los Angeles Rams offered him a contract in 1949. Meantime he took his college degree at Baldwin Wallace in Ohio.

Hirsch was switched from halfback to end, and made the starting offensive team. In 1951, when the Rams won the world's championship, he was named "pro player of the year." He set a new National Football League mark of 1,495 yards gained on passes received, and tied Don Hutson's record of 17 touchdowns on passes. From 1951 on, he was recognized as one of the all-time greats of football.

Hirsch has made three successful motion pictures—"Crazylegs," "Unchained" and "Zero Hour." He has served on the Board of Directors of the San Fernando Valley Youth Foundation, as Honorary Chairman of Los Angeles Beautiful, as manager of a Little League baseball team, and on the Board of the First Methodist Church of Burbank, California,

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/THE END

Who can match
or exceed the
credit card
solicitation
record of LAR's
Bill Forbes?



Salesman of the month

Here're six more for you, Stan." Those are the exact words of Bill Forbes, chief guard at Los Angeles Refinery, soon after he reported for work on a recent Monday morning.

Stan Reiner, coordinator of the refinery's current sales drive, seemed a trifle nonplussed. Sure, Bill had been starting the day off with a similar greeting for nearly a month. In fact, there were exactly 120 new credit card applications listed opposite his name — easily the best sales record in the refinery. But on Friday Forbes had indicated he was going to spend the weekend near the town of Selma, duck hunting.

"What's the matter? No ducks?" Stan inquired.

"Sure, we got lots of 'em," Forbes replied. "But I also bagged a mayor, a chief of police and four other town officials. None of 'em had Union Oil credit cards. They'll all have one now and one each for their wives."

Reiner, after explaining to us that his stellar salesman had solicited all 126 retail customers off the job and away from the refinery, added another interesting observation: "That man really does a bang-up selling job. He tells the prospect how the *Finest* products are made. He explains why the Company is a good outfit to work for and deal with. And he winds up his pitch with such convincing facts that, well, everybody figures it's just sound economy and plain horse-sense to carry a Union Oil credit card!"

In a report published in SEVENTY-SIX during January it was stated that "If each Union Oiler got only one regular credit card customer a year, in 10 years he would have added more than \$51 to his individual Incentive Plan account."

And if all of us could match Bill Forbes' record—well, figure it out!

among trees, meanwhile gaining 40 pounds. When he reported for football again Coach Win Brockmeyer saw possibilities in the lad with the curious gait. Hirsch fulfilled Brock's hopes by setting Wausau scoring records as a halfback in his senior year.

His parents persuaded him to enter the University of Wisconsin—where his high school sweetheart, Ruth Stahmer, also enrolled. In 1942, his first year on the Wisconsin varsity, Hirsch was named All-American and won the nickname, "Crazylegs."

Enlisting in the Marines, Hirsch transferred to the University of Michigan, site of the V-12 training program. He made All-American again in 1943, was starting center on the basketball team, star pitcher for the baseball nine, and leading broadjumper on the track squad, becoming the only Michigan man ever to win four major letters in one year.

Hirsch starred for the El Toro (California) Marine Base eleven, and was about to ship out to the Pacific Theatre when World War II ended. On the day he was discharged with the rank of lieutenant, his father suffered a stroke.

Elroy decided not to finish college. Ruth Stahmer and he were married June 27, 1946, just before Hirsch played in the 1946 All-Star Game at Chicago, where he scored the game's only two touchdowns, was named "most valuable player," and won a contract with the Chicago Rockets professional team.

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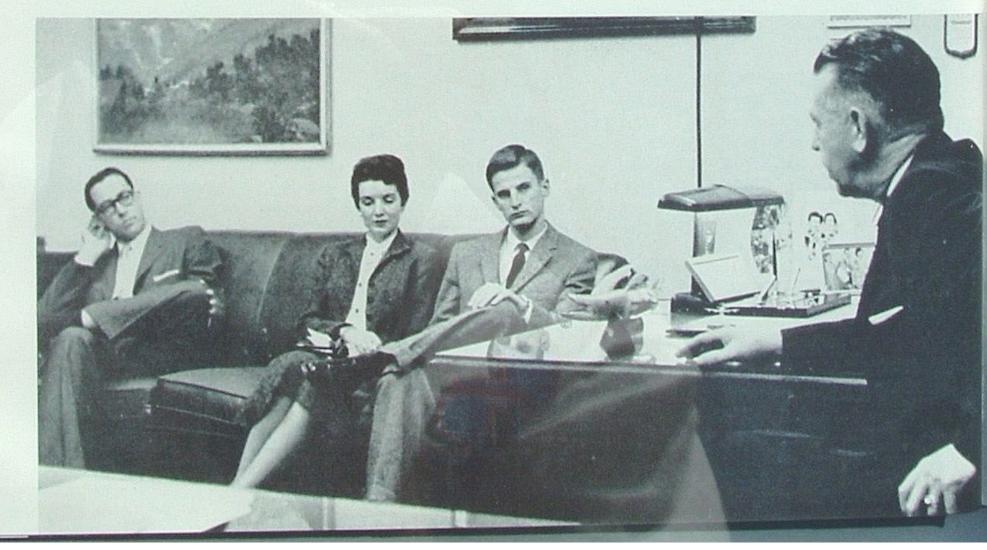


Union Oil
is a sponsor
of the
Coro
Foundation
where young
people learn
to be leaders

For

Practicing the first requisite of practical politics-the handshake-are Union Oiler Scott Temple and Coro men.

City and county officials open their door to the Coro Foundation! Here, a group of interns are interviewing John S. Gibson, president of the Los Angeles City Council. On this same tour, they met two city managers, planning directors, and legal analysts.



The need for better government, like the weather, is something people talk a lot about but don't do much about. Union Oil has always been as vocal as any corporation in speaking up for more intelligent leadership from the people to whom we delegate our powers.

But, unlike the weather-wishers, Union Oil, among a group of companies and professional and business men, is doing something about good government and intelligent leadership—through its support of an unusual organization, the Coro Foundation.

The Coro Foundation has a simple purpose: to recruit and train able young people for careers in public leadership. Although the Foundation is less than 15 years old, Coro graduates are already managing seven California cities; several are serving on local government boards and commissions; two are city attorneys; three are with labor unions; others are on state legislative staffs; three are in journalism. They find their spots wherever public affairs demand trained minds.

Believing that the caliber of governmental and political decisions depends on the caliber of the people who make them, the Foundation has concentrated on providing an "internship in public affairs." Under this program, each year 12 selected college graduates receive a broad, intensive nine-months training to prepare themselves for leadership.

The graduates—men and women—qualify on the basis of their career interests, scholarship, experience in campus and community affairs—and potential capabilities. The competition is stiff.

And the schooling is stiffer. Public affairs education becomes an eight-hour-a-day job, combining theory and the thorny, practical side of government, labor union, and corporate work.

When the pictures on these pages were taken, the "interns" were learning about government from the men who govern in Los Angeles and surrounding towns. They talked to county and city officials, to men such as Scott Temple, a Union Oiler and Councilman in the newly incorporated city of Downey.

Temple's talk dealt with the how and why of Downey's incorporation, and with a topic on which he's very expert: the value of participation by citizens such as himself in shaping city government through committees and commissions.

Of Coro's graduates, 60 percent go into public life. The remainder are in private occupations; but even these usually branch into fields where their knowledge still works to the public good: in home-owners associations, taxpayers groups, political parties, and as industry representatives to the Legislature, for example.

The addition of 12 people a year to the thousands who serve in public affairs seems like a very small drop in a very large bucket. But because of their background and the positions they occupy, the influence of Coro graduates cannot be measured by their number.

There's nothing anyone can do about the weather.

But the ability of these trained, dedicated men and women is resulting in better public leadership and in better government today.

/THE END

better government

"Public affairs" includes journalism. On their visit to Los Angeles, Coro students toured the *Examiner* offices, met Editor Warden Woolard.



Typical Coro trainee Michael A. Bedwell, 27, is Pomona College graduate, former U. S. Navy officer.



Business Highlights of the Month

TRANSPORTATION & SUPPLY

Our customers in the Imperial Valley are now being supplied with gasolines and Diesol from a new pipeline terminal constructed by Southern Pacific Pipeline Company. The terminal is connected with the Los Angeles-Phoenix pipeline by a new 33-mile lateral extending from Niland to Imperial. Formerly, our products were supplied to this area by truck from San Diego. A motor transport was transferred from San Diego to handle product distribution at Imperial.

Engineering and design have been completed for the new supertanker wharf and terminal to be constructed in the Los Angeles Outer Harbor. The Harbor Department has started dredging the channel and berth area to provide a 46-foot water depth required for the safe navigation of 60,000 dead-weight ton tankers now under construction. Shore facilities will include five 175,000 barrel floating-roof tanks and 3½ miles of 12-inch pipeline to Los Angeles Refinery.

To provide better balance to our Marine transportation needs, the LOMPOC has been converted from all black (crude and residual fuel oil) service to a combination carrier with 80,000 barrels refined oil space and 40,000 barrels black oil space.

from E. L. Hiatt

RESEARCH Navy to test shale oil.

The Shale Research Program involves not only retorting to remove oil from the oil-shale rock at Grand Valley, Colorado, but also experimental refining at the Research Center. As a result of the latter accomplishments, finished barrel samples of Jet Fuel and Submarine Diesel Engine Fuel are enroute for engine testing by the U. S. Navy. The basic retort has demonstrated considerable overdesign capacity; as a result, increased capacity tests are continuing in 1958.

The licensing of our Research knowledge and patents to the petroleum and chemical industries provides a share of the dollars required for continued research. Recently, Monsanto Chemical Company became the third licensee under our dithiophosphate lubricating oil additive patents. Dithiophosphate additive imparts resistance to oxidation of the oil and dramatically reduces automobile engine wear. To our customers the additive means smoother engine operation and lower engine repair bills.

from Fred L. Hartley

PURCHASING Economy-size.

We are renegotiating some 50 contracts and letters of agreement covering the Company's anticipated material requirements during 1958. By combining the requirements of various operating departments, we secure the benefits of large-volume purchasing regardless of quantity or frequency of use at any one location. Last year, due to the scarcity of many materials, the emphasis was on securing reliable sources of supply. This year, when supply in many markets has outgrown demand and pricing is more competitive, buyers are paying closer attention to material costs. With present competitive conditions in mind, Purchasing is negotiating all 1958 supply contracts.

from C. S. Perkins

INDUSTRIAL RELATIONS Safest in '57.

Union Oilers have experienced their best safety year since the Company's organized accident-prevention program was started in 1924. The all-time low frequency of 3.7 disabling injuries per million employee hours, established in 1957, is 31% better than our 1956 record and is 49% better than the oil industry's general safety record in 1956.

Our average severity of injuries in 1957 was also encouragingly low, showing 450 days lost per million employee hours — a 47% better figure than that of the oil industry average.

This is a commendable demonstration that Union Oilers are well schooled in safe practices and are exceptionally attentive to doing their jobs correctly.

Besides avoiding injury and suffering, this good safety record reduces workmen's compensation and thus benefits employees dollar-wise through the Incentive Plan.

from N. T. Ugrin

COMPTROLLER'S Consolidation.

Year after year the business of record keeping has become more voluminous and complex — due in part to increased departmental needs for operating information and in part to the increased demands of governmental agencies. The increased work, coupled with rising costs, has made it imperative to effect economies wherever possible.

A detailed study made early in 1957 pointed to greater uniformity in procedures and systems, fewer duplications, and substantial saving if accounting work being done in Seattle and San Francisco were consolidated in Los Angeles with the Marketing accounting offices.

Plans were made to transfer the work to Los Angeles

in progressive stages. Thus the normal flow of work would not be interrupted, and there would be time to make system changes for standardization as well as transfer or train accounting personnel. The former Southwest Territory accounting office was designated as the nucleus of the new Marketing accounting office.

Following transfer of the Rocky Mountain Division accounting work last July and the assignment of numerous clerical routines to the electronic computer, functions such as the preparation of sales statistical reports, payment of bills, keeping of special ledgers, and expense distribution were centralized in Los Angeles. On January 1, 1958 the Oakland Division stock inventory control records and customers' accounts receivable ledgers were transferred to Los Angeles. Other Marketing Division accounting work will be consolidated gradually over a period of several months in the new Union Oil Center.

from Max Lorimore

MANUFACTURING Now computed gasoline!

In the production of motor gasolines our refineries have a unique and complex problem. At present we are blending 11 gasoline stocks to produce Royal 76 and 7600 motor gasolines. In addition a number of additives are required to maintain product superiority. The component gasoline stocks are classified as straight-run, thermally cracked, catalytically cracked and catalytically reformed gasolines.

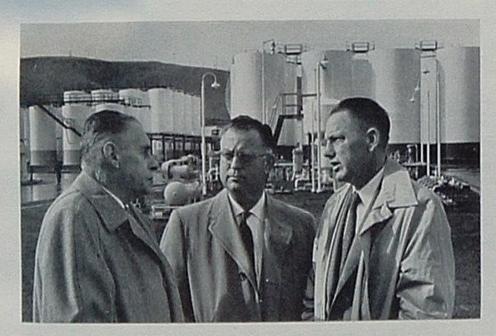
These gasoline stocks have different properties in respect to knock-rating values, vapor pressure, volatility, etc. They are produced in varying amounts according to the refinery operation. Each stock also carries a different value both as to quality and cost.

Royal 76 and 7600 must meet 16 different specifications before the gasolines are approved for shipment. The blending of 11 different gasoline stocks, available in different quantities, to meet 16 specification points introduces a problem having many possible solutions. Of great assistance in helping to solve this type of problem is our electronic computor, which speedily determines the best blend of available gasoline stocks. A less efficient blend, while meeting all specifications, could mean a monetary loss to the Company.

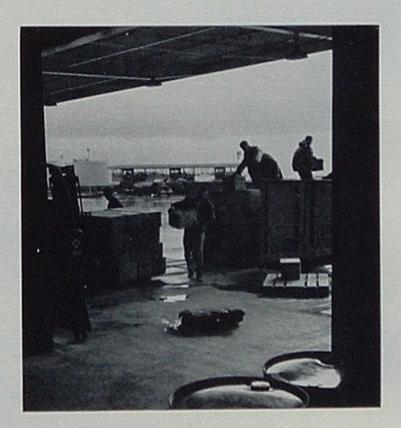
from J. W. Towler

EXPLORATION Two hits, five probables.

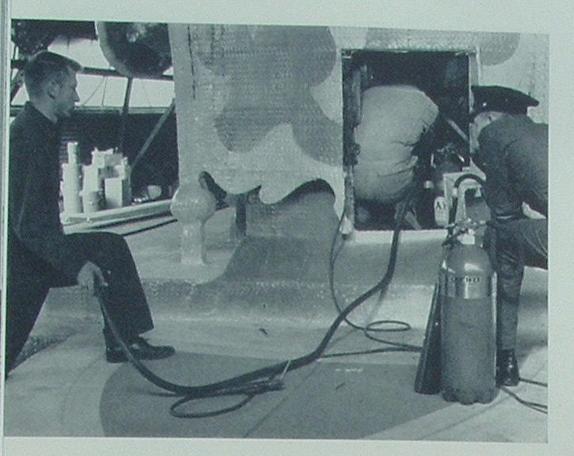
Strenuous exploratory efforts, particularly within the



Working on the final construction phases of our new Richmond Terminal are, from left, W. H. Tolhurst, H. G. Parker and F. K. Lord. The warehouse loading dock, at right, and transport loading rack, below, are in full operation serving 76 products to San Francisco Bay area.







Union Oil Drivers J. Coleman and E. Lang, protected by a Pasadena fireman, fueled 62 floats in this year's Tournament of Roses.

last month, have resulted in two discoveries and have indicated five other discoveries:

An exploratory well on our Wiggs Prospect, Eddy County, New Mexico, has tested 23 million cubic feet of gas per day from the Morrow sand. It is an important discovery. We recently added substantially to our acreage position in this area.

A well on our North Raceland Prospect, Lafourche Parish, Louisiana, penetrated a productive gas sand at 11,800 feet and is drilling ahead to the main objective, the thick oil sand encountered in the Lake Bouef Field, three miles to the west.

Two deep wells being drilled jointly with Louisiana Land and Exploration Company on two expensive state leases in the Caillou Island-West Timbalier Area, southeast Louisiana, indicate to be oil and gas producers and will substantially increase our reserves in this area. These two leases were acquired a year ago at a total cost slightly in excess of \$6 million.

A six-mile step-out well on our large Red Earth block in Alberta, Canada, has successfully extended the oil producing area; on test it flowed clean oil at a rate of 600 barrels per day. A northerly extension well in the Buick Creek Field in northeastern British Columbia flowed gas at rates up to seven million cubic feet per day from a zone at 4800 feet, and is still drilling ahead. At Milligan Creek, also in British Columbia, the exploratory well shut down because of road bans last spring has been completed from an interval at 3700 feet flowing 210 barrels per day of clean oil.

from Sam Grinsfelder

PRODUCTION For gases, New Orleans!

A summation of results achieved by the Company since embarking on an exploratory program in the Gulf of Mexico several years ago shows that we now have a 50% interest in 10 shut-in gas wells and a 100% interest in three shut-in gas wells, one dually completed. These wells are located on three large offshore prospects, embracing approximately 21,500 acres of state and federal leases. Following is a brief description of the area:

BLOCK 47 FIELD, MAIN PASS—Here we have a one-half interest in 11,667 acres of leases on which eight successful gas wells have been drilled. A gas sales contract has been signed and gas deliveries will be started very soon.

BLOCK 26, VERMILION AREA—Following the spectacular blow-out and fire in the discovery well in 1956, the Company later drilled and completed two gas wells, both currently shut in. The prospect comprises 4,790 acres of state leases, in which our interest is one-half.

BLOCK 67, VERMILION AREA—This block consists of 5,000 acres of federal leases, owned 100% by Union. Following the discovery made last September, we drilled two additional gas wells, one of which was completed in two separate zones. A gas contract for the sale of the very large reserves on this block has been signed, and deliveries will probably commence the latter part of this year.

A great deal of development drilling will have to be done in order to evaluate fully the gas and condensate reserves existing on these offshore leases. We know they are very substantial.

from Basil P. Kantzer

MARKETING A 50-year exclusive.

Union Oil has been awarded a 50-year exclusive petroleum products lease in the 1200-stall Civic Center Plaza Garage, San Francisco. The \$4 million garage is to be bounded by Grove, Polk, McAllister and Larkin streets. Hundreds of city, state and federal employees who work in the Civic Center area will use the facility. In addition, night patrons of the Civic Auditorium, Opera House and Veterans' Memorial Building are expected to welcome the parking convenience. Construction of the garage will be started soon.

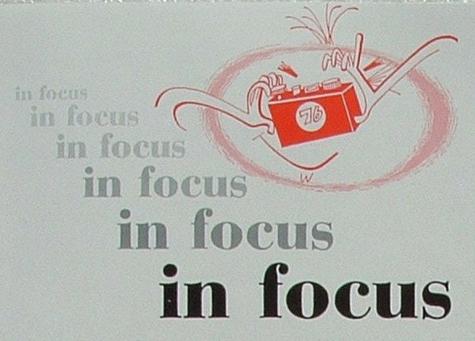
Modernization of the Seattle Terminal Wharf will be completed about March 1, providing additional space to service large type "Miki Miki" tugs.

Contracts awarded the Company by the Military Petroleum Supply Agency include 400,000 barrels of Navy Special fuel oil, 11,000,000 gallons of Aviation Gasoline Grade 115/145, and 6,000,000 gallons of diesel fuel — all for delivery during first half of 1958.

Beginning Saturday, January 4, 1958 at 7:30 p.m. and continuing weekly thereafter, 76 Sports Club is being carried over Channel 8, KOLO, Reno, Nevada.

Distributors Boice and Barbee recently opened their new bulk plant and service station at Nogales, Arizona. The Type 140 station with underground storage and double lubrication bay is prominently located on the new West Coast highway to Mexico City.

from Roy Linden



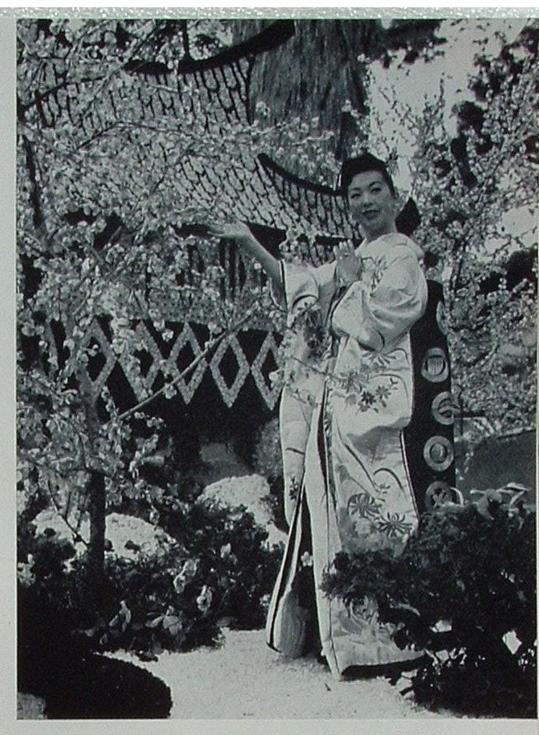


BOB WISE, the Company's chief surveyor, Los Angeles, and his son, Randy, have invented a device to help them keep track of earthcircling satellites, present and future. Here their satellite revolves around a clock-regulated globe in the same orbit as Sputnik II. They hope soon to chart the course of an American-launched satellite. Randy is already looking toward a technical education and a career in science.



A SKI LIFT of sorts is being given to Hurricane Ridge ski resort near Port Angeles, Washington, by Governor Albert Rosellini (3rd from left) and Union Oil Ad Man Duncan McMillan (right), seen presenting gift certificates to prize winners W. S. Stirling and Robert Shane. Through 76 Sports Club, Union Oil is co-sponsoring a drive to put Port Angeles on the winter recreation map.

from W. I. Martin



MIKO TAKA, star of the current movie classic "Sayonara", lends her charm and beauty to Union Oil Company's entry in Pasadena's 1958 Tournament of Roses. The float won a first prize in its commercial classification and drew a wave of applause from millions of spectators. Miss Taka, an American girl of Japanese parentage, wears the exquisite kimono featured in one of the dance scenes of her motion picture.

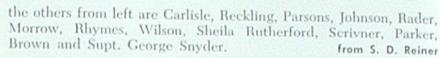


CARL M. ERICKSON, left, truck salesman in our Seattle Division, and Mrs. Erickson accept the keys to a new car from Manager William Priestly of Friendly Chevrolet Co. and Advertising Manager Lester P. Jenkins of The Seattle Times. The car was first prize in a classified-advertising-lines guessing contest. Carl guessed within one line of the exact 1957 total-to his surprise.

from J. W. White



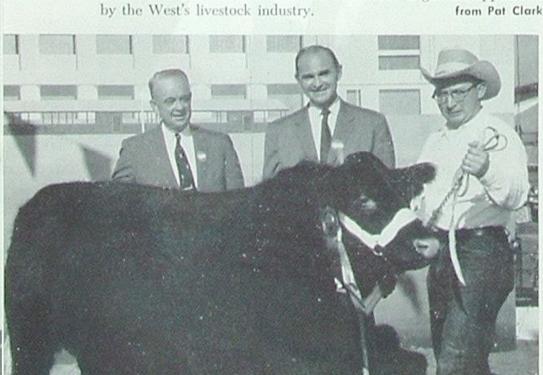
750,000 MANHOURS without a lost-time injury brought this Bulk Transfer group at Los Angeles Refinery both a cake and the health to enjoy it. Kneeling from left are Attridge, Curren, Jones, Landry;





ADVERTISING COURTESY of an unusual nature has been extended to Union Oil in gratitude for our patronage. The Christian Science Monitor extended us the use of this handsome display case in the lobby of their Boston headquarters. Hundreds of visitors paused to examine the display and accept 76 literature.

\$2 A POUND was the record price paid by, from left, Union Oilers J. W. Miller and J. J. Grunewald for this champion Shorthorn steer at the Grand National Livestock Exposition in San Francisco. Proceeds from the sale of the animal were then donated by Union Oil to the 4-H and F. F. A. Clubs of California—a gesture applauded by the West's livestock industry.





HOWARD JONES, right, Union Oil dealer in Northern California, used the TV facilities of Station KVIP in Redding during December in presenting 76 Sports Awards to, from left, Terry Batchelor, Bob Bidwell and Barry Binks, members of the Shasta Union High School football team. Coach Steve Stevens, also present, revealed that the three were chosen to receive the awards by their Shasta Wolves teammates.

from John Pawley



INTERESTING THING about this Brea Research league-leading team is that on November 13 they bowled a triplicate (814-814-814) series. From the looks of Julie Crossman's right arm, it was a rough match. The other bowlers are (standing from left) Kent, Bradley, Farr; (kneeling) Skonberg, Poucher, Herron.

RETIREMENTS

January 1, 1958

Service Date

JOHN AITCHISON Marketing Dept.

April 1, 1929

February 1, 1958

CHARLES A. BROWN Valley Div. - Field Dept.

December 8, 1917

GEORGE KAUPER

Transportation & Supply Dept.

August 1, 1943

CHARLES E. KNIBB

Los Angeles Refinery June 27, 1934

WALTER C. LASHLEY

Southern Div. - Field Dept.

November 17, 1922

RALPH W. MAUERHAN

August 21, 1920 Southern Pipeline

THOMAS McQUISTON Transportation & Supply Dept.

October 20, 1925

LEWIS J. PARR Oleum Refinery

January 5, 1933

LESLIE A. SCROGGINS

December 4, 1925

Oleum Refinery CHARLES T. SHARPE

June 4, 1936

Manufacturing Dept. J. W. SINCLAIR

Automotive Dept.

July 8, 1924

ROLAND T. WILLIAMS

Manufacturing Dept. March 23, 1931

IN MEMORIAM

Employee:

HAROLD P. BAKER Transportation & Supply Dept.

December 22, 1957

Retirees

KARL HERMAN YOUNGBERG

December 7, 1957 Marine Dept.

JAMES O'MARROW

Southern Div. - Field Dept.

January 4, 1958

F. P. DOUGHTY Oleum Refinery

January 10, 1958

"THE ROYAL BALL" scheduled at the Hollywood Roosevelt Hotel on February 14, 9 p.m., at a buckand-a-half per Union Oiler is shaping up into the greatest wing-ding to date. Girls' Club president Cari Rich (seated) supervises the poster technique of Treasurer Jo Sanders, while Shirley Brundage makes a date-with you and you and you. Be there, even if you hate fun!





February 1958

EMPLOYEES

40 YEARS

35 YEARS

LEONARD B, CLAYTON...... Coast Division Field IRVING S. JONES Los Angeles Refinery NOLAND F. MORROW...... So. Division Field RUBERT G. MYERS.....Los Angeles Refinery MARIE R. NEHR......Secretarial ALBERT C. RUBEL Executive JOHN A. SLEETH No. Division Pipeline HOWARD L. SWEET...... Oleum Refinery

30 YEARS

FRANK M. BUTCHART Comptroller's JOHN H. WIERZBICKY......Oleum Refinery

25 YEARS

RICHARD J. GERTZENRocky Mtn. Div. Field CLIFFORD A. HENDERSON Comptroller's CHARLIE L. HUTCHINSON. Los Angeles Refinery ORPHIS L. MARSHALLCoast Division Field

20 YEARS

KENNETH H. CARPENTER Field Dept. RAY R. CLEONE Oleum Refinery JAMES M. COATS......Los Angeles Refinery FRANK E. CROOKES......Oleum Refinery FLOYD W. ELLSWORTHOleum Refinery ORLIN D. HALL Oleum Refinery IRWIN J. MONROE Marketing VERA C. SEILER Secretarial

15 YEARS

EDITH H. BAKER Oleum Refinery EUGENE E. BERNADOUOleum Refinery CECIL V. BOYCE IVENSON E. CORNER...... So. Div. Automotive ERNEST P. DaCRUZ Oleum Refinery RAYMOND N. FLECK........Research Dept. ROBERT N. GUERIN Transportation & Supply PAUL L. HACKNEY.......Oleum Refinery LEDRA C. HOOD. Purchasing HYRUM W. JOHNSON...... Coast Division Field LESLIE E. MANNING.......Oleum Refinery WILLIAM G. MILBURN.....Los Angeles Refinery PAUL L. POLIZZOTTO......Los Angeles Refinery

SALVADOR RAMOS......Oleum Refinery HAMPTON R. STOCKTON......Oleum Refinery MABEL WOODBRIDGE Executive Secretary

10 YEARS

EDSON J. ANDREWS......Los Angeles Refinery EMILE DE SOLMINIHAC Coast Division Field LAURISTON A. FOSTER Marketing JOSEPH D. HAMPTON.....Transportation & Supply JESSIE B. LINDSAY...... Los Angeles Refinery DONALD G. MAVOR.......Central America HERBERT R. METCALFE, JR Purchasing KIYOSHI OKAZAKI......Trans, & Sup, - Hawaii NORMAN H. PEDERSEN Santa Maria Refinery PERCY F. PETROSS.....Los Angeles Refinery JOSEPH T. SPRACALE......Coast Division Field BEATRED T. YOUREE......Valley Division Field

DEALERS

25 YEARS

GURDEN BILL Chimacum, Washington HERMAN JOHNSON Port Ludlow, Washington

10 YEARS

G. BARDINI Santa Rosa, California R. W. BRUSILLETTE Santa Barbara, California HARRY E. BURTON San Jose, California Culver City, California G. DENTON ANDY FAGERUD......Ollala, Washington FRANK HANEY...... San Diego, California RICHARD H. JOHNSTON.....San Diego, California CHESLEY H. LEIN..... Seattle, Washington JOHN W. LOUGHLIN Oakland, California CHET MAYO......San Marino, California

5 YEARS

ABERNATHY BROS......Indio, California ALASKA OIL SALES V. E. EASTERLING Oxnard, California MUTUAL GARAGE Los Angeles, California ALFRED PLUNKETT Holtville, California O. J. SCRUGGS. Santa Rosa, California WALTER B. STARR Woodland Hills, California ALBERT WEIST Lodi, California H. YOUNGER Los Angeles, California



TheTaxpayer

Are high taxes reducing your incentive to work harder and earn more?

 $I_{\rm F}$ You're one of the more than 65 million Americans who hold down a job, you probably work about 40 hours a week.

But did you ever stop to consider that taxes are so high today you work for yourself only 27 of those 40 hours? The other 13 go to pay your share of the cost of government.

No one expects to live without taxes, obviously. But when they take more than \$110 billion, or about one dollar out of every three earned, something's wrong.

You pay these taxes in more ways than you know, too.

If you lived in California, for instance,

made \$7,500 last year, and listed a wife and two children as dependents, you were taxed these ways to start with: Federal income \$875, Social Security \$95, State income \$25, Property tax \$325, Auto license tax \$40, State and Local sales tax \$75 and Telephone tax \$10.

This adds up to \$1445 and it's only the beginning.

Did you buy a car? Figure another \$175 tax. The tax on the gasoline to run your car was at least \$65. You also paid a 10% tax every time you bought a plane or train ticket or spent a dollar at the movies.

And you're still not through. Because

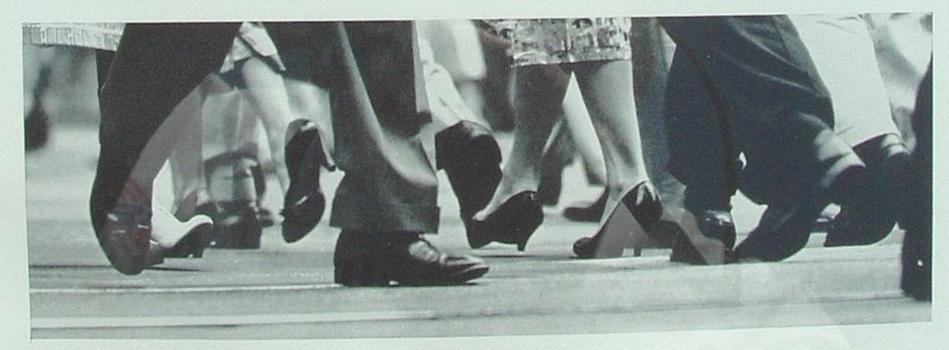
every company that made anything you bought had to pay taxes on practically everything that went into the product.

These thousands of indirect taxes were eventually passed on to you as part of the cost of your purchases.

The result? At least one-third of what you earned went to pay taxes in one form or another.

The real danger is obvious: taxes this high may be so discouraging that you have less incentive to work harder, earn more money and produce more.

YOUR COMMENTS ARE INVITED. Write: The Chairman of the Board, Union Oil Co., Union Oil Bldg., Los Angeles 17, Calif.



Union Oil Company of CALIFORNIA

MANUFACTURERS OF ROYAL TRITON, THE AMAZING PURPLE MOTOR OIL