

June 1962



SEVENTY ⁷⁶ SIX

Union Oil Company of California

The Sparkle Corps

You'll see
the woman's touch
at 4000 stops
on the way
to Century 21

If you're one of the thousands who drive to Seattle's World's Fair this year, you may never personally meet any of the girls of Union Oil's Sparkle Corps.

But when, on the way to Century 21, you stop at any of Union's 4000 service stations in the West, you'll know the Sparkle Corps has been there.

You can tell by the sparkling white, blue and orange stations and the spotless rest rooms. That's the Sparkle Corps' job: to make sure the rest rooms are immaculate and to rate the entire station for both cleanliness and safety.

We created the Sparkle Corps because we know that clean rest rooms and a safe station are as important to you as The Finest gasoline and service.

That's how America's competitive economy works: you have to make things constantly better for your customers before you can make any progress for yourself.

YOUR COMMENTS ARE INVITED. *Write: President, Union Oil Company, Union Oil Center, Los Angeles 17, Calif.*



Union Oil Company OF CALIFORNIA

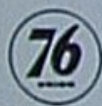


June, 1962

THE COVER: "76" space capsules are giving visitors the finest view of Seattle's Century 21 at the down-to-earth price of three rides for a dollar — Page 2.

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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 Editor, SEVENTY-SIX, Union Oil Center, Los Angeles 17, California.

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The no-longer almighty dollar

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The monetary unit of the state of New Hampshire was the English shilling, by provision of the State Constitution, until the year 1948. That's right, 1948, the year of Harry Truman's election. In that year the citizens of New Hampshire voted (about 2 to 1) to rescind the old provision of 1784 and officially replace the shilling with the dollar, which they had all been using anyway for over a hundred years.

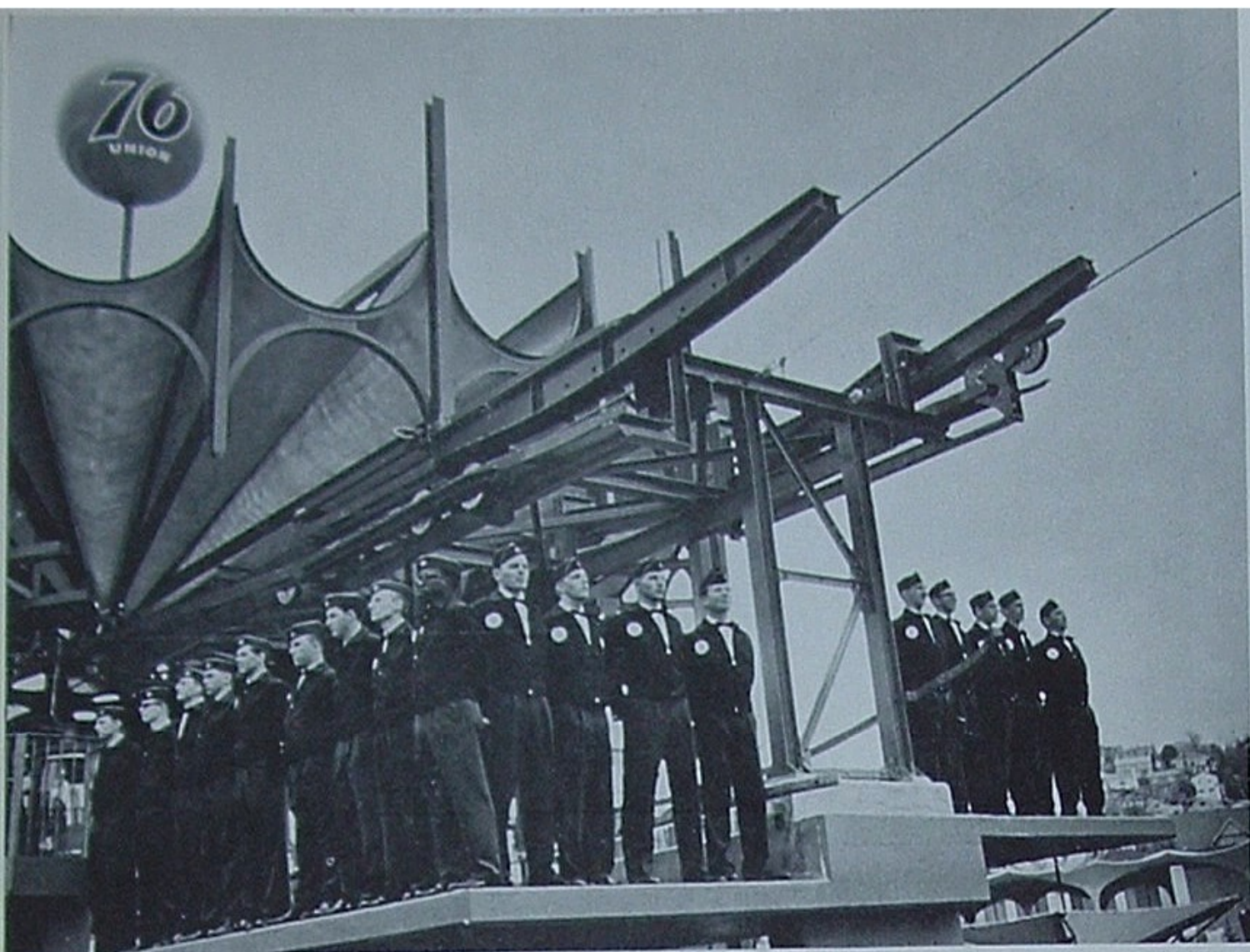
This tiny footnote to history is recited only to illustrate a basic fact about money: it is not always what the law says it is. Just as the people of New Hampshire had allowed their official shillings to go out of use, so the people of any country will accept a more valuable or convenient currency when conditions warrant. Money values are finally set by people, not governments. Cigarettes were money in Germany in 1945-48. Beaver skins, tobacco and wampum were American money in colonial times. The \$ sign is an abbreviation not for U.S. currency but for pesos, which were legal tender here until 1857. The dollar did not become almighty overnight.

Nor is it almighty now. There was a period—roughly from the 1930s to the 1950s—when it was beyond question the world's most desired currency. But since then enough questions have been asked about the dollar, especially in Europe, to cast a deep shadow over its supremacy.

What Europeans think of our money is not just another problem of U.S. prestige or "image" to be handled by the Voice of America. The dollar's valuation abroad must ultimately reflect—and be reflected in—its real value at home; there is a real if roundabout connection between a London gold auction and an Indiana payday. To explore that connection will help suggest policies for the dollar that can answer Europe's questions and serve American interests as well.

American monetary experience has been a little different from Europe's. As Dr. Arthur Nussbaum points out in his *A History of the Dollar*, Americans have been more ingenious and more experimental with their money, and less in awe of the millennial mystique of gold. Americans were the first Western people to experiment successfully with paper money, not the least reason being that Benjamin Franklin was in the printing business, wanted the contract to make Pennsylvania's paper money and wrote a well-considered guide for its use. What Americans always wanted was a useful and plentiful money, not money for its own sake. There has always been a utilitarian candor about American money and the public attitude toward it. The first of the paper "continentals" (which became a synonym for worthlessness) bore the engaging motto, "The Issue Is In

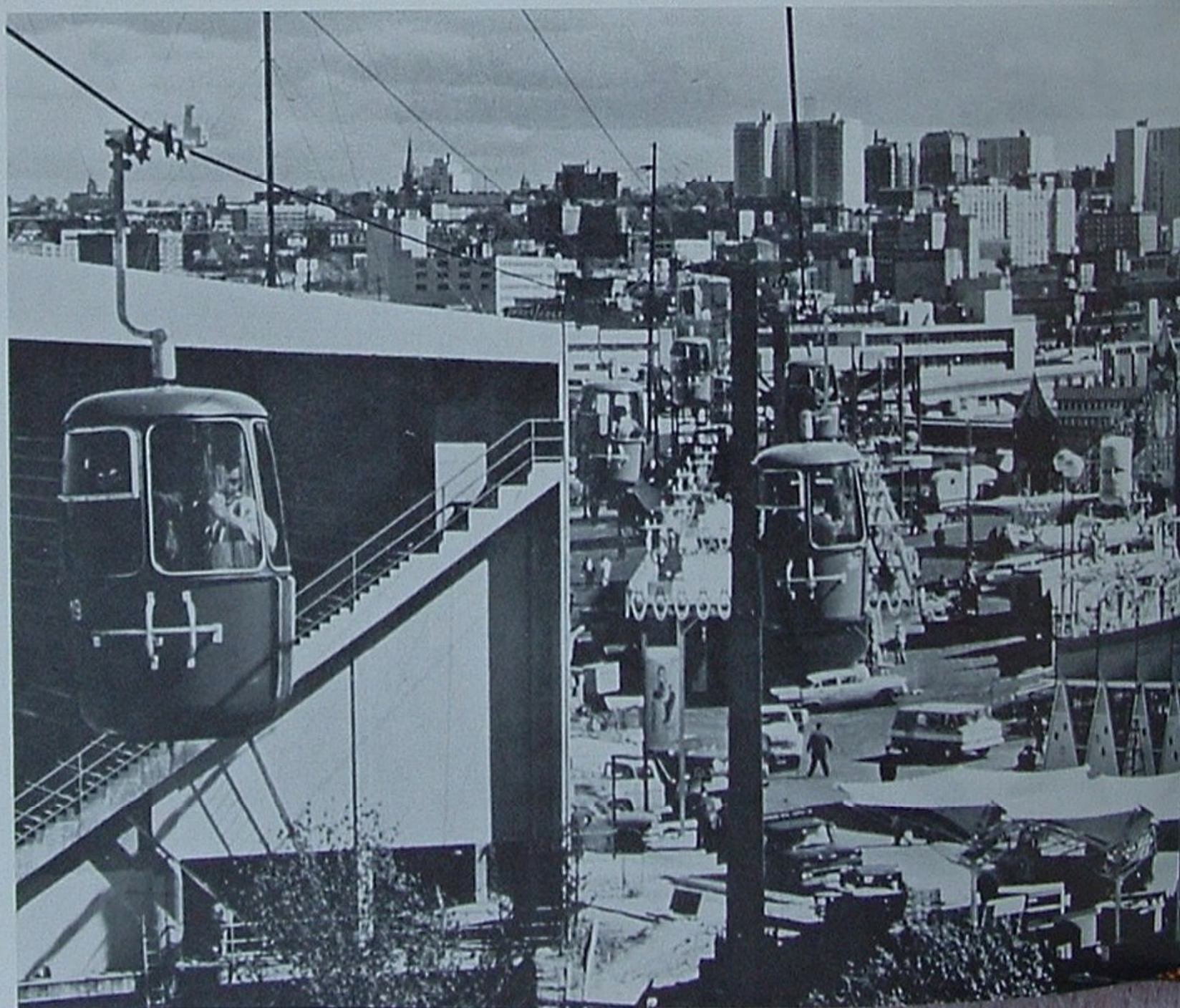
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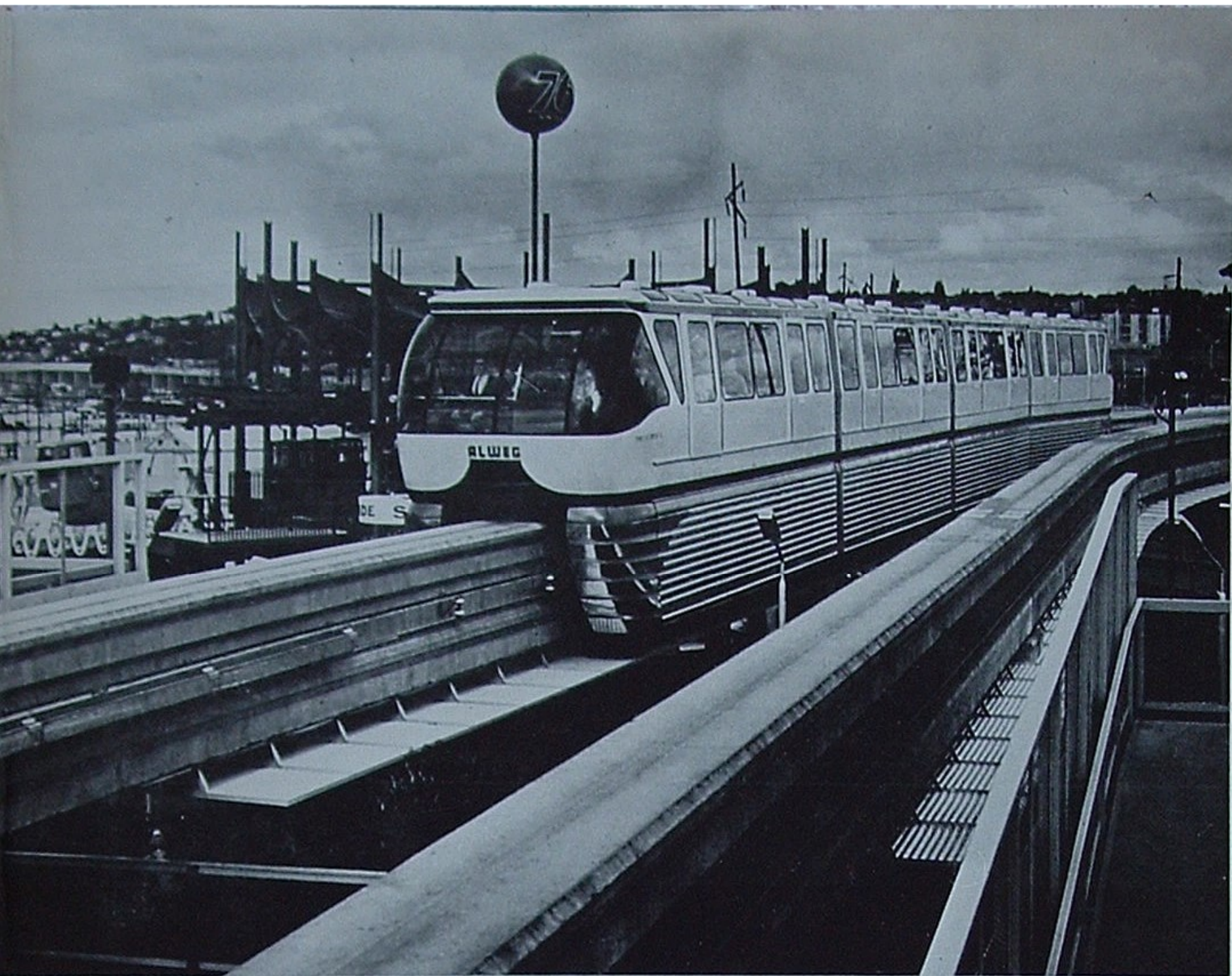


Ground crew on the launching pad of 76 Skyride at Century 21 have adopted the Minute Man uniform as their badge of courtesy and service.

high,
ho,
come
to the
fair!

The 1400-foot Skyride offers an astronaut's view of the fair's most attractive setting which includes the scenic charms of host city Seattle.





Proximity of the Skyride to the Century 21 terminus of Seattle's new monorail system gives fair visitors the Finest of welcomes.

First sight that meets your eye as you disembark from the monorail coach at "Century 21" in Seattle is the 76 Skyride.

It's a miniature monorail itself — an endless cable stretching 1400 feet across the most exciting portion of this thrilling world's fair. Supported by the 60-foot high cable are 46 three-passenger sky capsules — window enclosed and perfectly safe to ride in. From the cabins, made by Von Roll Ironworks of Switzerland, you can combine the *finest* ride with the *finest* view. It's an ideal way either to start your tour of "Century 21" or to conclude it, or both.

The Skyride was entitled "76" when the Company and our Union Oil dealers of the Northwest agreed to serve as sponsors and hosts. In return for this support, operators of the ride have dressed their 48 attendants in the familiar Minute Man and Sparkle Girl uniforms. The color scheme and "Signs of the 76" leave no doubt as to whose products are being advertised.

An added service to the Northwest and its visitors from distant points is a new Company booklet being handed both to Skyriders and our service station patrons

in the area. Carrying a title invitation to "See the Rest of the Great Northwest," it describes in words and color photos the scenic wonders of Washington, Oregon and Idaho.

The booklet also tells visitors how to get there. We quote from its concluding page: "While the Pacific Northwest, with its vast scenic splendor radiating in every direction, can never be completely seen nor described — expect your auto-exploring vacation to Seattle World's Fair and the Rest of the Great Northwest to be one of the most thrilling and rewarding experiences of your life. You won't be disappointed.

"Union 76 dealers along the way are ready to help you enjoy every mile of your vacation. Call on them for road maps, information, road conditions, motoring service, and products which have earned the reputation as 'The Finest.'"

Company dealers and employees in the Northwest indeed are primed for the biggest service year in their history. They're loaded with fresh uniforms, the *finest* products, automotive know-how, information, and an inexhaustible supply of western hospitality.

Continued

Come to the Fair—continued

Yes, sir, they'll even treat you to a free ticket for the 76 Skyride. Just stop anywhere near a "76" target sign up north and you'll be handed the ticket "redeemable for one free ride on Union Oil's 76 Skyride at the Seattle World's Fair when holder purchases two paid admissions at regular admission price of 50¢ per person." In other words, three for a dollar!

The price is right. The time is now. The fair is great. See you in Seattle.

/THE END



Reputed to be one of Century 21's most economical attractions, each "76" capsule carries three passengers at 50¢ per rider.



Better still, if you stop at any Union Oil service station in the area, we'll give you a free ticket, making it three for \$1.

End of the Skyride is only the beginning. Look for those Signs of the 76 all over the Northwest and you'll be treated to a wonderful vacation.



Behind the Ad

The Pipers have been farming a "timber claim" for 74 years

Often, when our advertising people go out to collect information for our trade journal advertisements, they run into a second story: "the story behind" the facts that will fit into the ad.

Take our current farm ad (it's reproduced on page 25). It tells about a "40-year-old truck that's still going strong."

The truck belongs to the Pipers, who have a ranch at Chula Vista, California, near San Diego. The Pipers themselves are unusual people. Four generations of them have worked the same land.

The Piper ranch was first started as a "timber claim" in 1888 by Charles and Wilhelmina Piper. (This makes Pipers' business two years older than Union Oil Company.) There was really no timber on the land: the "timber claim" designation was made by the government to encourage a fruit industry. The Pipers still have the Timber Claim Deed signed personally by President Grover Cleveland.

Today Henry C. Piper and his two sons Henry R. and Herman are partners in the operation. They farm 700 acres, principally in barley, tomatoes, celery and cabbage. The father was born on the ranch in 1892, started farming it when he was 15, and he and his wife still live in the original home.



Henry Piper and the old Ruggles truck that is "still going strong" after 40 years on Union Oil products.

The Pipers own a considerable amount of more modern farm machinery — tractors, trucks, a combine — but the old truck still rambles around the ranch.

Henry C. bought it new in 1922. Although pneumatic tires were standard equipment even at that time, he selected solid tires because there was no compressed air on the ranch forty years ago. As son Henry R. says in the ad, "Union Oil products have certainly helped preserve this rig . . . it still runs fine. Even the Jordan spark plugs still work; and they're so old I don't remember when they were installed."

The ancient truck is now being restored by a fourth generation Piper: Danny, 20, Henry R.'s son, who is a student at the University of California at Riverside.

/THE END

The old and the new in trucks meet on a road through a Piper cabbage field. The Pipers farm 700 acres near Chula Vista, California.





*“76” fuels and lubricants
are pioneering
first sea water desalting project
on Pacific Coast*

Fresh water from the sea

Since the beginning of time, Mother Nature has been doing a stupendous, though imperfect, job of supplying fresh water from the ocean. She simply utilizes heat from the sun to evaporate immense quantities of pure vapor in the forms of moist air, fog and clouds. These move into the upper atmosphere, are cooled and condensed, and fall to the earth as rain, hail and snow.

Mankind can hardly hope to compete with Nature on a scale grand enough to satisfy the earth's entire needs of fresh water. But we can engineer a few refinements to smooth out the peaks and valleys on the world-wide graph of fresh water production.

The main fault with Mother Nature is her lack of consistency. On only a few sections of the earth does she favor humanity with ample quantities of moisture at reasonably regular intervals. Most regions suffer from alternate periods of flood and drought. And in some of the earth's land areas there are immense sections, the deserts, that suffer chronic thirst.

Thoughtful men have deplored this situation throughout all ages. Many have put their minds and energies to the possibilities of correcting it. But, with one exception, few suggestions have been *worth their salt*. The exception is a project now being developed by several branches of U. S. industry under coordination of the Department of the Interior.

On March 10, 1962, one of the largest, and undoubtedly the most efficient, of the world's sea water conversion plants was dedicated at San Diego's Point Loma. Called a Saline Water Conversion Demonstration Plant, it looks very much like a small oil refinery and depends heavily on petroleum products and techniques.

The installation is credited largely to more than 30 years of research by Westinghouse Electric Corporation. Specifications of the plant were prepared by Fluor Corporation of Los Angeles. Construction was subcontracted by Westinghouse to Ralph M. Parsons Com-

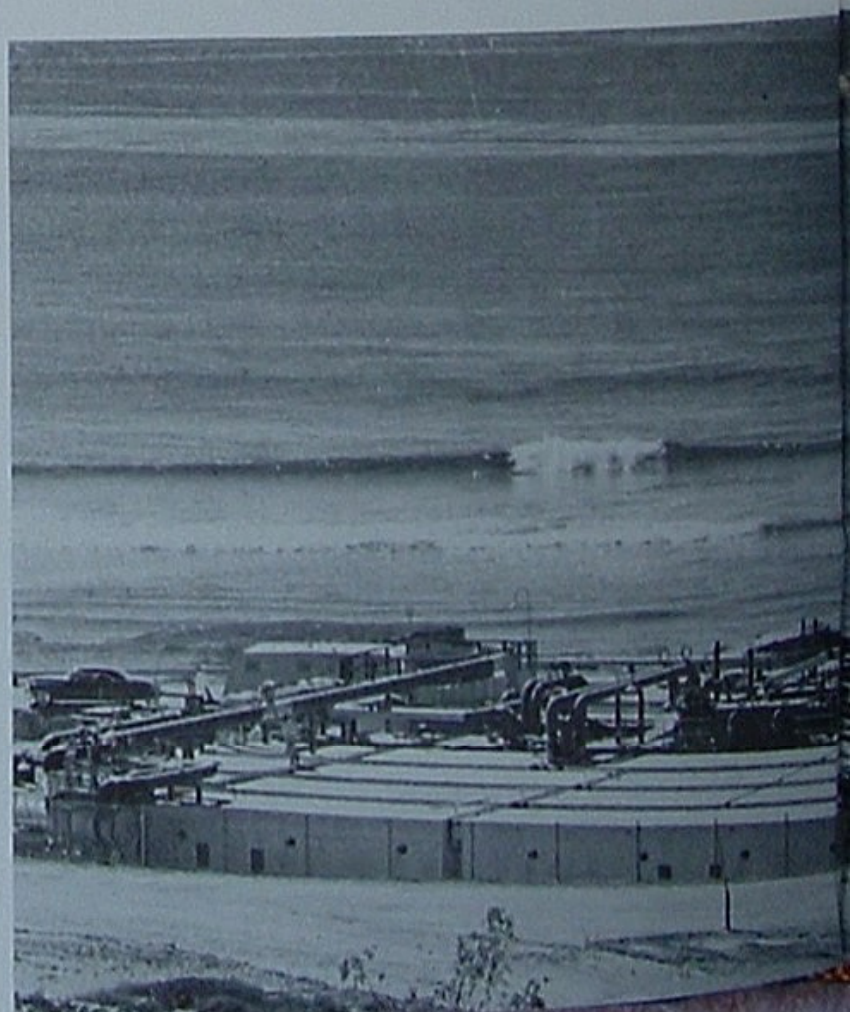
pany of Los Angeles. Costs of the plant, approximately \$1,600,000, are shared equally by the U. S. Department of Interior and the State of California, Department of Water Resources. Management and operation of the project have been contracted by Interior to Burns and Roe, Inc., an engineering firm of Santa Monica and New York. Union Oil Company is supplying all fuel oil and lubricants required in this important pioneering effort.

A primary objective at Point Loma is to test the process both technically and economically. Long periods of operation, it is believed, will verify engineering estimates, provide cost data, and suggest improvements. Among problems to be met and solved are the highly corrosive characteristics of sea water when heated in contact with metal lines and vessels.

OPERATION

The plant in operation pumps sea water through a 24-inch concrete intake pipe. The water is progressively

The world's most efficient fresh water refinery, near San Diego, has a limitless supply of crude salt water—the mighty Pacific.



heated to the boiling point and then introduced to a large chamber where a partial vacuum slightly less than atmospheric pressure is maintained. When the brine enters this chamber the reduced pressure causes part of the liquid to *flash* into steam. (In oil refining we call it vacuum distillation.)

Flash vapor rises in the chamber, contacts a cool condenser coil, condenses, and is removed through a fresh water trap on one side of the vessel.

The remaining hot brine continues through a series of 35 similar chambers (multi-stages) at progressively higher vacuum and lower temperatures.

The essence of this process is its miserliness, or efficiency, in the use and conservation of heat. Condenser coils, on which vapor condenses in each of the flash chambers, contain the incoming stream of sea water. Thus the product fresh water or steam transfers most of its heat to the brine and emerges from the unit relatively cool. Circulating brine, on the other hand, is warmed and requires only a minimum of fuel-heating to reach its initial 180°F flash temperature. In other words, about 90% of the heat required for boiling the sea water is exchanged, while about 10% is supplied through a steam boiler utilizing fuel oil.

The quality of this water *fresh from the sea* exceeds that of the purest mountain spring you can name. It contains less than 50 parts of dissolved minerals per million parts of water and is rated as being at least 99.995 per cent pure. People with sensitive tastes, who are accustomed to the much higher mineral content of city water supplies, may at first remark about the slightly strange taste of really pure water.

Cost of the distilled product is surprisingly low — currently about \$1 per thousand gallons. Even this cost will be decreased when engineers have had a chance to study pilot-plant operations and recommend the hundred-

and-one improvements bound to be discovered.

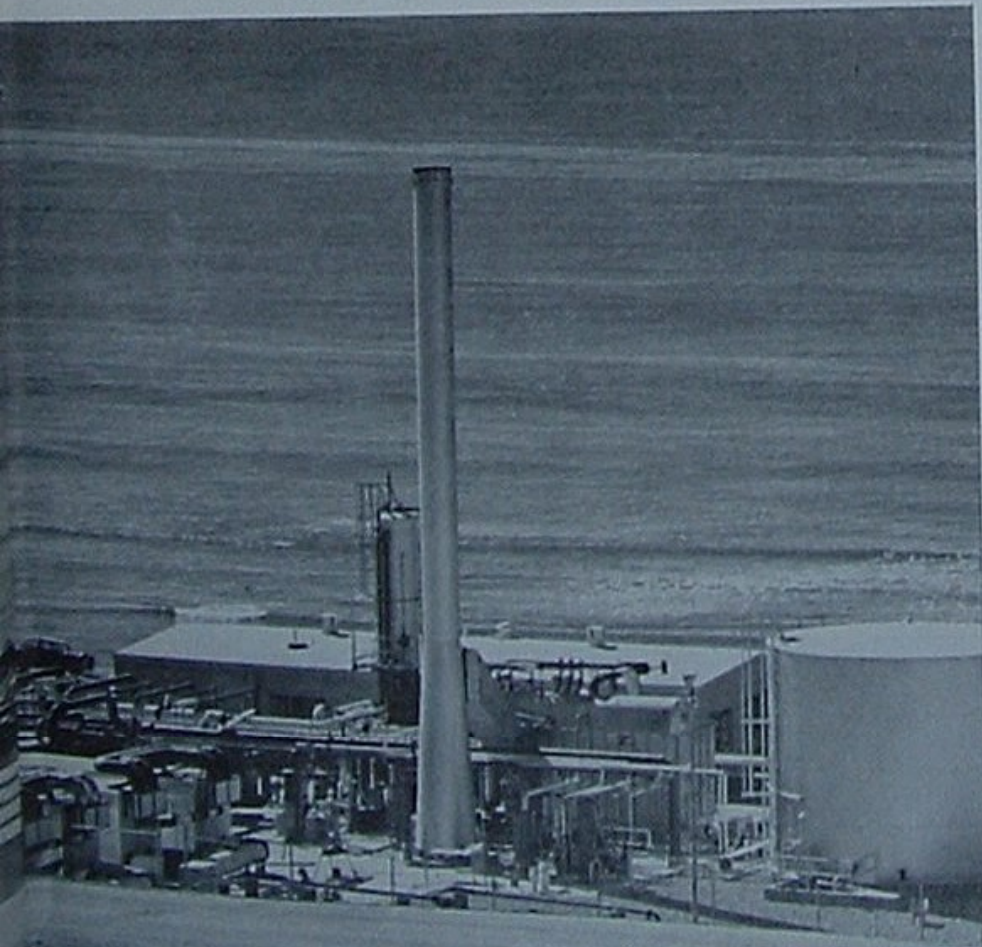
Salt water conversion, however, is already beyond its experimental beginning. A similar multi-stage flash distillation plant was built in 1950 by Westinghouse for Kuwait on the Persian Gulf. Less than one-third as efficient as the new Point Loma de-salter, it nevertheless is supplying that oil-rich and water-poor land with 5,200,000 gallons of fresh water daily.

Following congressional action in 1952, five saline water demonstration plants—one each in Texas, California, South Dakota, New Mexico and North Carolina—were authorized. These are designed to test five different processes, namely, freezing, forced-circulation vapor-compression, electro dialysis, long-tube vertical multiple-effect distillation, and multistage flash distillation.

As stated previously, the last-named method as employed at Point Loma, appears to offer many attractive advantages, on the Pacific Coast as well as in Kuwait. This might be the answer to a problem as old as the story of Adam and Eve.

At any rate, a million gallons a day of the *Finest* water is being pumped into the system supplying the City of San Diego. And every gallon of it is fresh from the sea!

/THE END



Besides supplying fuel oil for the salt water heaters, Union Oil is handling all the pioneering lubrication problems. From left, the Company's Irv. Warner and Bob Taylor of San Diego conduct a "lube survey" of equipment with maintenance man, Richard Grove.

*The Company's automated
supply system keeps*

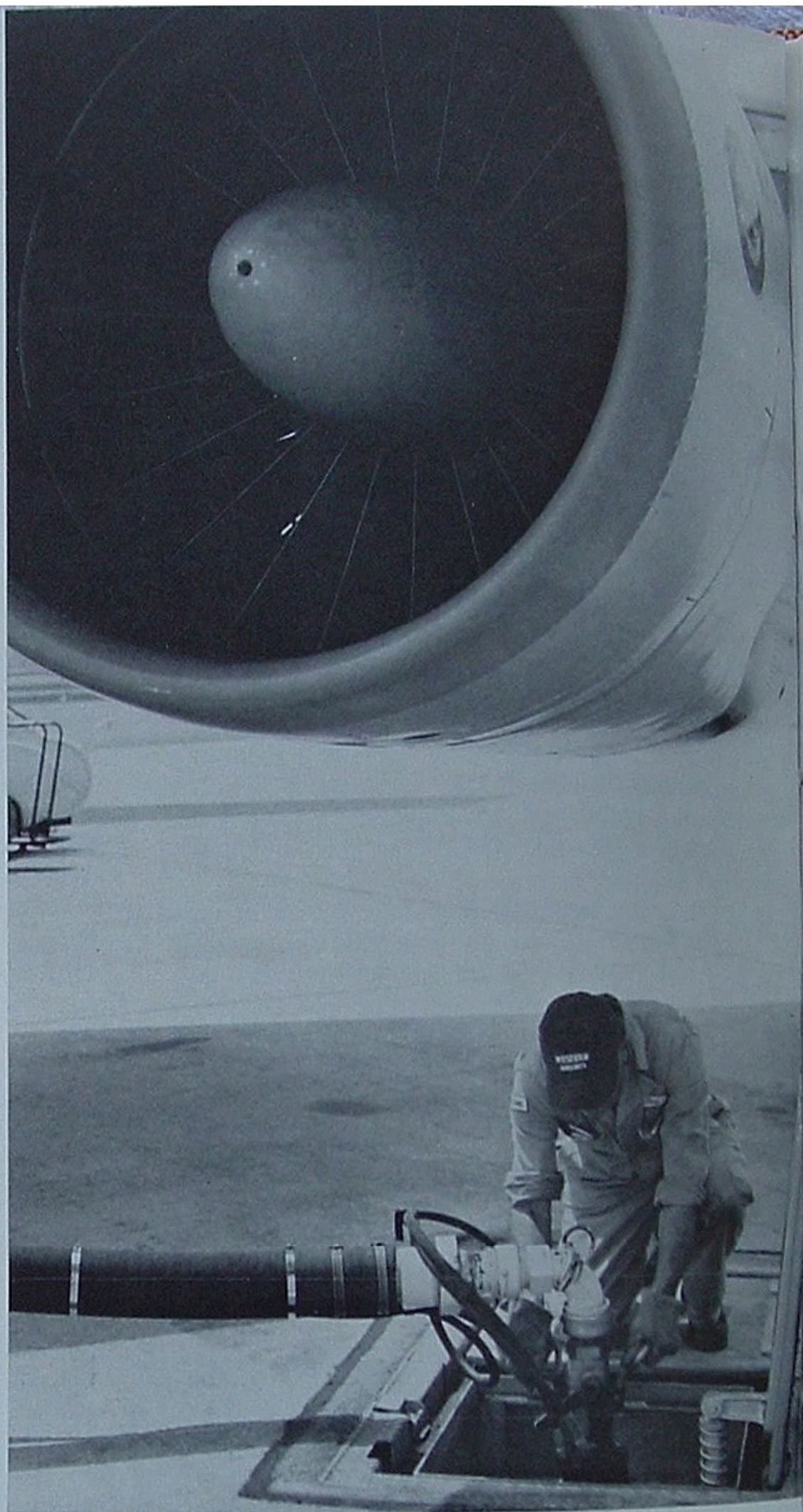
jet fuel on high-speed tap at airport

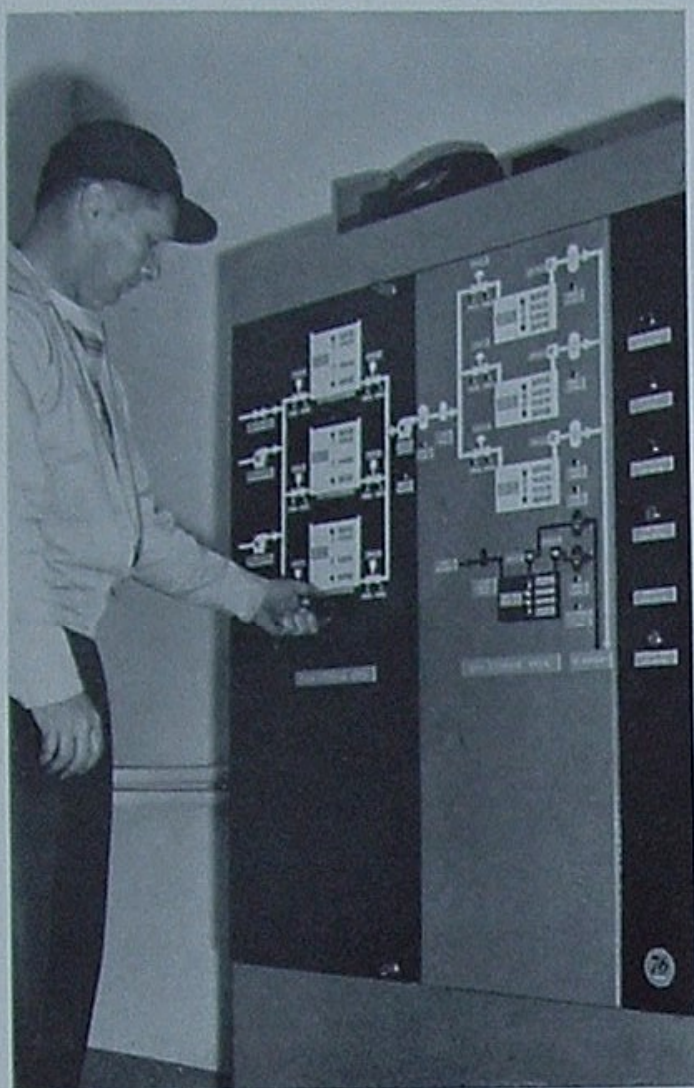
Around the Western Airlines satellite at new International Airport serving Los Angeles, you can stick a hose in the paving almost anywhere and come up with 76 Jet Turbine Fuel at a maximum pumping rate of 2400 gallons a minute.

Underlying that fact, literally and figuratively, is one of the best and most completely automated fuel-supply systems ever built:

Jet fuel is transferred by pipeline from our Los Angeles Refinery to three 10,000-barrel bulk storage

tanks located a safe distance from the landing strips. (The product can also be transported by truck when required.) From bulk storage the fuel moves by pipeline to three 50,000-gallon tanks buried adjacent to the airplane loading areas. A circle of metallic boxes, flush with the paving, houses fuel hydrants that are manifolded to the three underground storage units. Airplanes spotted anywhere on the painted circle of loading zones are thereby within close reach of easy hose connections and swift fueling. Though none of





All movement of fuel at International Airport is governed and reported through electronic panel; lights keep supervisor advised of loading activity.

today's jet craft can receive fuel at 2400 gallons a minute, the high-speed pumping rate enables several ships to fuel at the same time.

Except for connecting hydrant to airplane and governing the fill, the entire installation is automated. Instrumentation fills the tanks, thrice filters the fuel, signals shortages or mechanical failures, and does most of the computing. Electrical impulses also shift the fueling assignment from one storage unit to another in order to keep all lines and pumps equally activated.

A graphic panel located in the operational portion of Western Airlines' satellite diagrams the entire system and reports the movement of fuel through a series of lights. Trouble is signaled both by light and sound. If, for example, particles of water should somehow get through the three filter systems, a water alarm would announce the contamination and effect an immediate shutdown. The panel even has a pushbutton to test the warning lights.

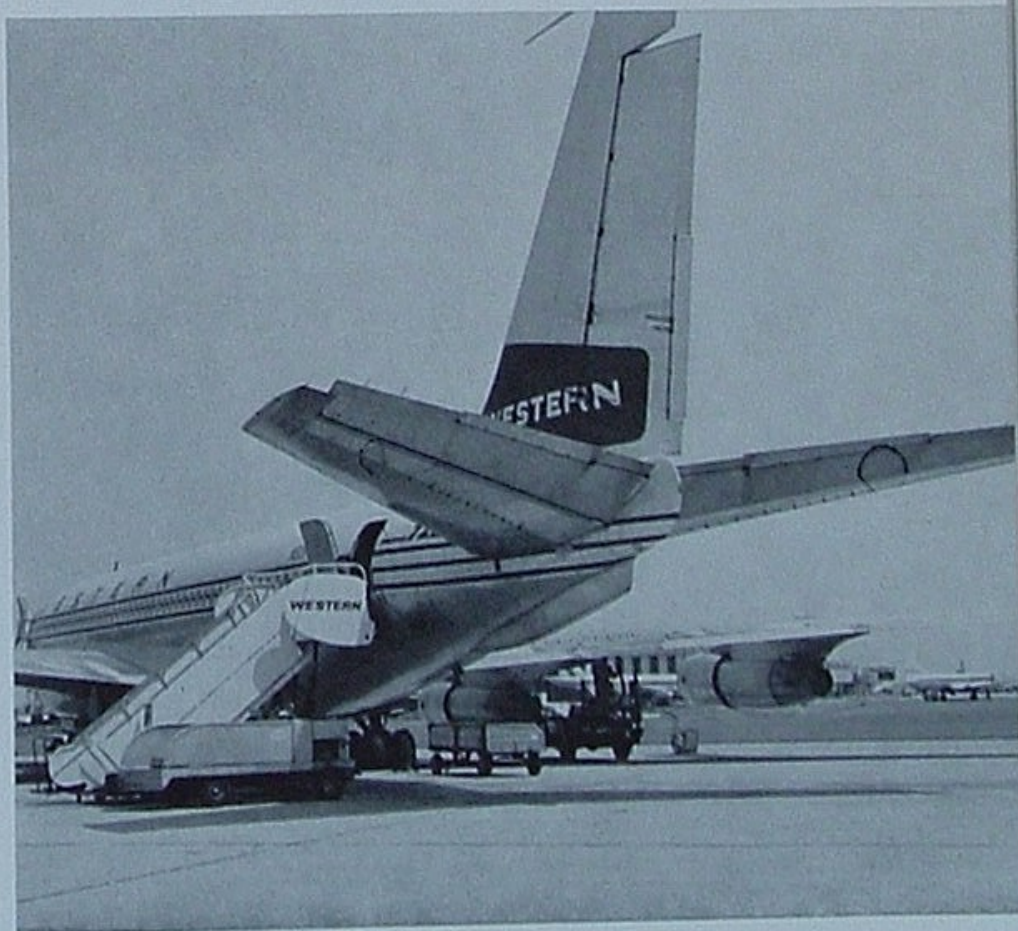
A similar but smaller installation for supplying the satellite's aviation gasoline requirements parallels the jet-fuel underground facilities and is likewise controlled through the electronic panel.

You might call it Instantaneous Jet-Age Service at fueling rates up to a truckload a minute!

/THE END



A truck is used only to effect swift hose connections between underground hydrants and airplane fuel tanks. Fast pumping rates permit fueling of jets at maximum speed.



Hydrants are positioned in a semicircle around Western's satellite, enabling the Boeing 720B to be fueled where it stopped for passengers. Ground time is costly to aviation.

Salesmanship,

Shares of uncommon stock, convertible to money or merchandise, and a chairmanship of the board were at stake during the Marketing Department's recent battle for control of the "\$76,000 Contest Corporation."

The corporation was actually a gimmick to stimulate business-getting competition among our commercial sales personnel. At the corporate outset on July 1, 1961, most of the contestants (salesmen and consignees) were handed 18 shares each of "Contest Corporation" stock. The stock had a value of \$10 either in cash or merchandise. The catch was it had no value at all unless the holder first exceeded his special Contest goals in the sale of three product classifications, namely, diesel fuels and heating oils, lubricating oils, and greases. The outcome was decided on year-to-date sales as of December 31, 1961.

Besides the \$180 available to each goal-exceeding "shareholder," there were other incentives:

Salesmen and resident sales managers who handle their territories without assistants could win 50 shares of stock (\$500) each by selling their way into the top 10 percent of their contest category.

Consignees in three different classifications, depending on size of operation, were offered shares of stock valued at \$500, \$350 and \$250 respectively.

Supervisory resident sales managers and sales supervisors were limited to quarterly splits of 25 shares (\$250) — if they could gain the top sales spot in their divisions.

The top sales manager, company-wide, was eligible for 30 shares of stock (\$300) at the end of each quarter.

The leading division sales manager, company-wide, would be elected chairman of the board.

Results:

Salesman E. Daniels of Pasadena, California, more than doubled his sales quota of diesel fuels, lube oils and greases to lead the field in Category 1. He was followed closely by G. Luther of Roseville, A. G. Parker of Portland, H. S. Scott and W. E. Clanton of Colton, W. J. Johnson of San Diego, C. D. Holeman of Los Angeles, R. L. Sherman of Fresno, F. W. Hartman of San Fernando, G. A. Soeten of Santa Fe Springs, and G. L. Zimmerman of San Diego — all of whom were in the top 10 percent.

Winning consignees of Group A, led by E. A. Rucker of Barstow, included Wendell Wainright of Prineville, Bert Gimblin of Redding, J. M. Owsley of Pomona, and Sater & Kincaid of Edmonds.

Consignee Group B, dominated by Sam Crivello of San Diego Marine operations, also produced such big shareowners as R. R. Rowe of Baker, D. S. MacAlpine of Ontario, E. L. Danielson of Suisun, Jess Wallace of Chico and A. J. Markham of Toppenish.

Heavy winners in Consignee Group C, with Leroy Pollard of Brookings at the top, were Earl Warnix of Ludlow, California, E. W. Runkle of Moorpark, W. A. Longnecker of Taft, B. F. and R. F. Johnson of Winlock,



San Diego, California
Sales Manager James S. Foster



Consignee Sam Crivello
San Diego, California

Incorporated

Washington, and N. G. Cooper of Wendell, Idaho.

Far in the lead among sales supervisors and resident sales managers of the larger Company marketing stations was A. R. Richardson of Van Nuys, California; his group's sales figures more than quadrupled contest goals. Other prize winners in this category were R. E. Smith of Fresno, R. S. Taylor of San Diego, D. E. Houck of Pendleton, F. W. Olsness of Spokane and William Pappas of Eureka.

The top sales manager was James S. Foster of San Diego, who led H. W. Bragg, D. L. Gustin, Milton E.

Nichols and W. L. Stewart III to the wire.

Among the three division sales managers, Reg Brenchley of Phoenix took the honors. Denied stock or money, he became Chairman of the Board of "\$76,000 Contest Corporation," — an outfit that evaporated like a thin wafer of dry ice on a hot stove the moment the new chairman was elected.

Another winner of course was the Company — whose existence depends on the sales of petroleum products — and on the ability of our marketing people to compete in one of the world's most competitive industries.

/THE END

Salesman E. Daniels
Pasadena, California



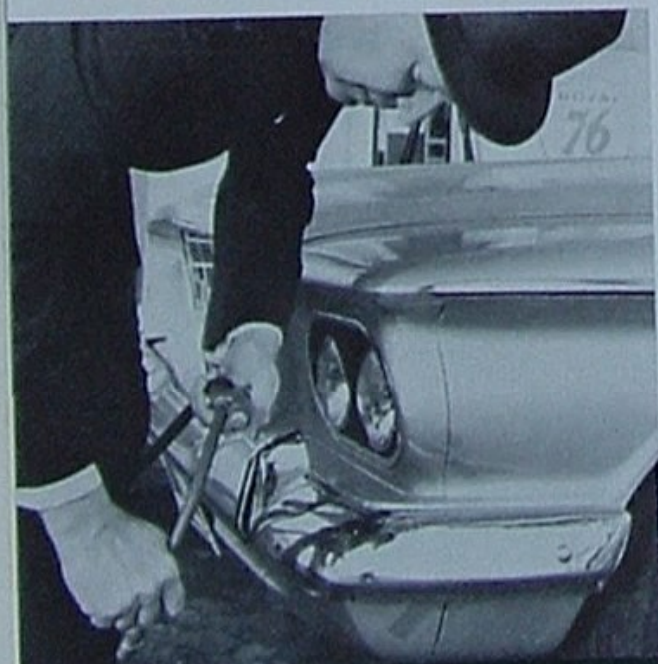
Former Resident Sales Manager
A. R. Richardson (retired)
Van Nuys, California

Consignee E. A. Rucker
Barstow, California

Division Sales Manager Reg Brenchley
Phoenix, Arizona



FREE AIR



Forty years or so ago, new cars came equipped with a muscle-powered device borrowed from the bicycle clan — the tire pump. It was a common sight to see a Model-T motorist beside the road, building up a fine lather trying to put 60 pounds of pressure inside a freshly patched 30x3½ fabric tire. The ordeal used to take more than a hundred strokes, most of the energy, and all the goodwill out of a 200-pound athlete.

All this began to change after the advent of Union Oil-operated service stations in 1917. The compressed-air unit came along and we installed several experimental "air towers" toward the rear of service station lots, so's not to interfere with gasoline and oil sales.

Free air proved to be such a popular convenience and business-getter that, within a few years, an air hose joined the water hose near all Union Oil pumps. And today's one-stop Minute Man Service was born.

The ultimate tasks to which free air would be put

surely never occurred to its originators. For if you were to hang around a pump island just one day — as did our photographer Russ Halford — you'd see compressed air serving dozens of bizarre uses.

Folks bring their kids, dogs, air mattresses, sports equipment — even wives, pipes and cameras — for a good blowing. They air-clean their cars, clothes and hair-brushes. All are heartily welcomed because the great majority help to pay the dealer's overhead by buying other services and products.

The alert Minute Man offers only one kindly precaution: "Never direct a blast of compressed air toward yourself or another person, particularly toward the face. It could pick up particles of dirt or sand and inflict a serious injury.

"Otherwise, come as you are and enjoy one of the freedoms never mentioned in connection with our great American heritage — free air!"

/THE END





*Management reports to the owners
and then answers questions face-to-face*

Shareowners'

The annual shareowners' meeting of a publicly-owned corporation such as Union Oil is a serious affair although the meetings do have their lighter moments.

This is the time when the Company's management stands in front of *its* bosses and gives an account of its stewardship for the past year. Its members answer questions, face-to-face with the questioner.

This was the situation in Union Oil Center auditorium on April 30 at the 72nd Annual Shareowners' Meeting.

President Reese H. Taylor, spokesman for the management of the Company, sat on the stage surrounded by the other officers and directors.

Facing them in the auditorium were several hundred of the people who own Union Oil Company. We'd have needed Dodger Stadium to hold all the other owners who were there in spirit: 91 per cent of the outstanding common stock eligible to vote was represented in person or by proxy.

The president's stewardship report was good news: Earnings for both the entire year of 1961 and for the first quarter of 1962 were up. He announced that a modification in executive responsibilities to further increase the Company's profit potential would be recommended to the Board of Directors.

(You have already read details of his talk and of the changes in your Quarterly Report and in the President's Letter.)

After the report, the incumbent board of directors was re-elected. Then Taylor said, "Now that concludes the formal business of the meeting. However some of you may have questions and if you do, we'll try our best to answer them."

The questions he got from the floor ranged from the very serious—Union Oil's pricing policy, the effect of a withholding tax on dividends—to an exchange with Mr. William J. Holmes which went like this:

HOLMES: Mr. President, I don't recall how many shares I have in Union Oil Company . . .

TAYLOR: We know you are an old-time stockholder.

HOLMES: You know, I was a stockholder and welcomed you when you became president.

TAYLOR: Yes, sir.

HOLMES: Twenty-five years ago. Do you want me to tell them your age then? [Laughter]

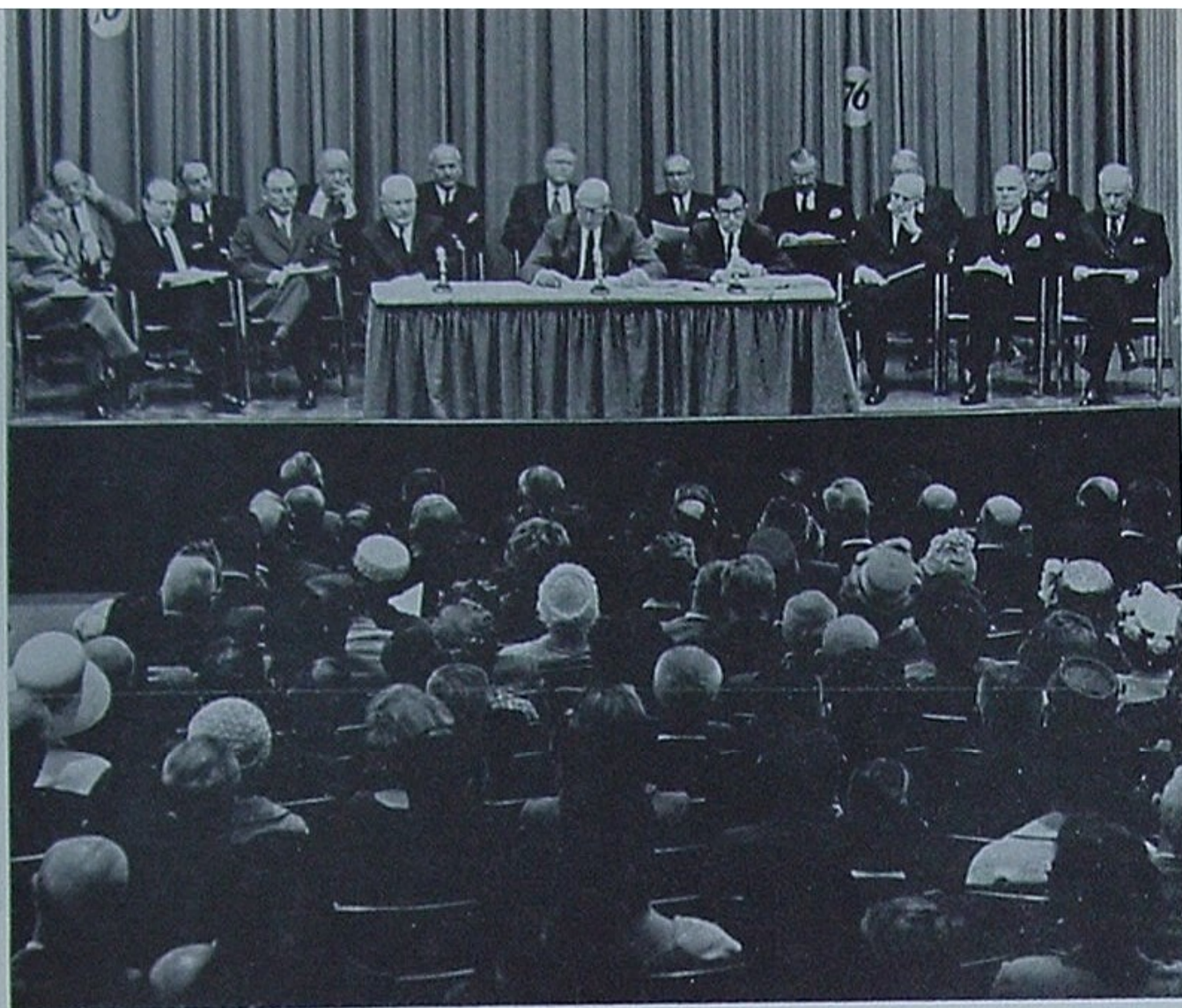
TAYLOR: I think you told them last year, didn't you?

HOLMES: Sir?

TAYLOR: I think you told them last year, didn't you? [Laughter]

HOLMES: Well, the reason I got up, are you — [sees photographer taking his picture]. What magazine is that going to be in? [Laughter] The 76? What issue of the 76 will it be in?

TAYLOR: It will be in the May one, June —



The Annual Shareowners' Meeting began with a report (left) from President Reese H. Taylor and ended with a smile-provoking question from an owner (opposite page).

Meeting

HOLMES: May I get ten extra shares — ten extra copies?

TAYLOR: You certainly can.

HOLMES: I mean, I will pay for them. The question I want to ask you: Can I buy a Coca-Cola in the restaurant after the meeting is over?

TAYLOR: Surely.

HOLMES: Thank you [Laughter].

TAYLOR: As a matter of fact, I will ask Mr. Spencer and Mr. Rathbone [Marketing executives] to take you in there and treat you to a Coca-Cola.

HOLMES: Free?

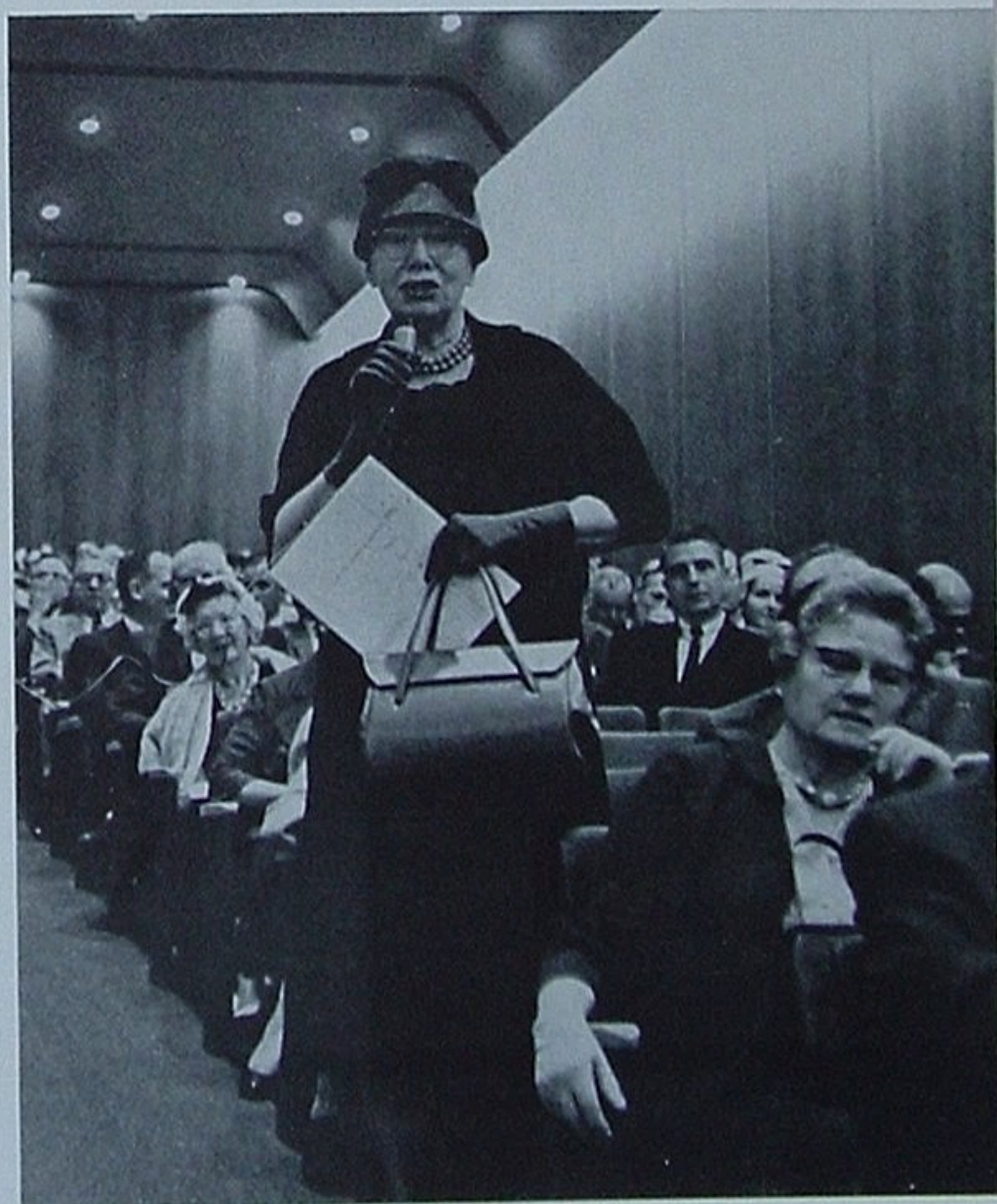
TAYLOR: Yes; after 25 years.

A lady asked a question that concerns everyone who holds stock in any company: "What effort is being made to oppose the withholding tax on the income of dividends paid to stockholders? It would appear to me, that there are so many shareholders . . . like myself who have depended on these . . . for their retirement years."

TAYLOR: We have not only opposed this legislation, as part of management, but we also believe that it is . . . a very unreasonable burden on the corporations and, consequently on the shareholders.

Actually, corporations today are forced to collect—at their own expense by withholding — more taxes from individuals than the federal government it-

Continued



Women spoke out at this year's meeting. Their comments ranged from taxes to "Thanks for baseball broadcasts."

A dealer shareowner arose to ask about retail gasoline prices.



Shareowners' Meeting—continued

self collects from those individuals . . .

I think it behooves every stockholder to get in touch with his congressmen and senators to oppose such legislation. On several occasions we have sent communications to all our stockholders urging them to do this.

Speaking of woman customers, another lady suggested Union Oil "look after us a bit more tenderly." Taylor cited the Sparkle Corps as an example of Union Oil's concern for its woman customers.

On the serious side, Taylor answered a question from a dealer who asked, in effect, if the president considered Union Oil's gasoline prices competitive.

Taylor's off-the-cuff reply is a good analysis of Union Oil's approach to pricing:

TAYLOR: Well, I appreciate the fact that you should be reasonably competitive; but, really, sometimes people make price an excuse for lack of good salesmanship.

I have noticed that most of the people I come in contact with aren't quite aware of what price they do pay for gasoline; and they are much more interested in the service, and the quality, the friendship with the dealer, and so on.

Although price is important to a great many people, there are other things we have found — services we render, our credit card service, term payments, and many things I won't try to mention now — that far overshadow the consideration of price.

Now that doesn't mean you shouldn't be reasonably competitive in price; but certainly we don't ever intend to meet the lowest price.

We sell on the basis of products and services and quality, primarily; and these are the things that should be emphasized. Those are the things we find in our surveys that people are most interested in.

Mr. Hartley, do you wish to comment on this subject?

HARTLEY: (Senior Vice-President Fred L. Hartley)

I'm sure you know, sir, that everything is being done to put more Company help behind the dealer.

It is possible to increase sales by giving our products away at lower prices; but you and I [addressed to the dealer] together, as partners in this thing, this problem of marketing gasoline, know that the longer we give it away the less time we are going to be in business.

We feel that to price constructively in the market is the best possible contribution we can make to your stability and ours.

There were a few more questions, a nurse complimented Union Oil for its Dodger pictures because her shut-in patients enjoyed them so much; and the president adjourned the meeting.

At their organization meeting following the shareowners' meeting, the Board of Directors elected Reese H. Taylor, President; Dudley Tower, Senior Vice-President in charge of the newly formed Exploration and Production Division; Fred L. Hartley, Senior Vice-President in charge of the newly formed Refining and Marketing Division. All other officers were re-elected and the same Executive Committee was appointed.

BUSINESS HIGHLIGHTS OF THE MONTH

SECONDS OF TIME MAY MEAN \$\$ IN SAVINGS

We are expecting big things from the little "Commodity Codes" block added to our new Form 76 Requisition, down in the lower right-hand corner.

By taking a few extra seconds to code the material on your requisitions, you are taking the first step in a plan that may mean dollar-savings to the Company.

This is how it works:—The commodity codes you assign will be key-punched into IBM cards, which will produce a Quarterly Commodity Report. This will show the total dollars we spend for major commodities and services by vendor and department.

Advantages? We'll have a fine negotiating tool for developing volume commitments and contracts. Departments will know sooner and better where their operating expense dollars are going. Heretofore, using manual methods, it was physically impossible to develop such information.

Spend a few extra seconds coding that requisition; the savings will be counted in dollars.

Establishment of a Purchasing Department office at Oleum Refinery in April is designed to streamline the handling of requisitions and give our buyers a closer working relationship with the people and facilities the department serves. The move is expected to result in a better understanding by buyers of Oleum's material needs, better timing, and savings in costs. This work was previously handled from our San Francisco office.

Purchasing, from C. S. Perkins

\$23,000,000 FOR A SITE NEVER SEEN!

The recent Federal sale of offshore leases in the Gulf of Mexico, the largest in history, has already made a heavy impact on drilling activity in the offshore area. Intense competition has developed for equipment capable of drilling in deeper waters of the Gulf. Although the supply of such tools is very limited, Union Oil has arranged for the acquisition of equipment required for our offshore program.

Involved in the lease sale were 402 tracts comprising 1,879,560 acres and a total bonus to the Federal government of \$446,500,000. Union Oil acquired 24 tracts totaling 120,000 gross acres and 77,500 net acres on 17 prospects for a net cash bonus of \$23,000,000. These prospects are in depths of water ranging from 70 to 270 feet.

Plans are rapidly being formed to evaluate several of these leases, which entail considerable revision in the program budgeted for the Gulf Division for the second half of this year.

Field, from Ray A. Burke

REFINING "MODELS" ALSO DEPEND ON "FIGURES"

The term "models" as now used in modern refinery conversation is not even remotely similar to what the word suggests. They're neither fetching examples of pretty stenographers in bikinis nor miniature replicas of refining systems.

But they are noted for perfect "figures." Models of the refining system, as we now use the term, are just plain old arithmetic. By use of mathematical equations — putting

together all the things we know about operating variables, raw materials, product quality, yields, operating costs, product prices, incremental changes, and the inter-relationships within and between the refineries—we arrive at models which simulate the refining system.

What these "models" lack in eye appeal, they make up for in intelligence. For example, they supply the answers to such questions as:

1. What is the best allocation of the available raw materials in our refining system?

2. What is the most economical way to make products that will satisfy the demands of our customers?

3. What is the best way to make a new product or improve an existing one.

4. What new facilities will be required in the future to keep up with the fiercely competitive industry and show a profit?

Refinery "models" with perfect "figures" usually come up with the right answers.

FEWER COFFEE BREAKS FOR THE CATS

Over a period of years, our refineries, through ingenuity and experience, have been able to lengthen the interval between major maintenance "turnarounds" of refining units. Better operating techniques, better materials of construction, and better maintenance methods are given most of the credit. The resulting improvement in on-stream time represents additional "dollars in the pocket" of Union Oil.

The Fluid Catalytic Cracking plant at Los Angeles Refinery is now on a three-year cycle for major main-

tenance, January, 1960 to January, 1963. However, during this relatively long period of operation, brief shutdowns may be ordered for various reasons. In April, 1961, for example, the plant was idled to permit connecting it with the carbon monoxide boiler, where FCC flue gas is burned to recover waste heat. Another shutdown scheduled for 10 days in June will correct a condition interfering with regeneration of the catalyst. Other types of maintenance work are minimized during such lesser interruptions.

Refining, from J. W. Towler

THE OIL GAME AT THE BALL GAME

Dealer George Struever, an experienced hand with sports events crowds because of his long service station dealership in the vicinity of Los Angeles Coliseum, is finding his new Dodger Stadium Service Station a big opportunity and a big challenge.

The problem is that of condensing a full day's business in the three or four hours of game time. Also, the station goes somewhat beyond established routines of Minute Man Service by offering an information center, a will-call department for tickets, a lost-and-found service, plus flat-tire and dead-battery responsibilities spread anywhere over the 16,000-car parking lots.

An opening-day volume of 2,100 gasoline gallons was a fair indication of what the 16-pump station can do.

Marketing, from C. E. Rathbone

LESS THAN 20 MINUTES TO STAY IN BUSINESS

Here's how an eight-hour day looks to a firm's comptroller:

Time required to pay for materials and supplies —

3 hours and 15¼ minutes

To meet wages and salaries —

2 hours and 19 minutes

To meet Federal, state and local taxes —

43¼ minutes

To repair and replace facilities — 29 minutes

For research and development — 54¼ minutes

That leaves only 19¼ minutes in the eight-hour day for a firm to earn enough profits to keep it in business.

Samuel Gompers, founder and first president of the American Federation of Labor, said in 1886:

"The worst crime against working people is the company which fails to make a profit."

It still rings true. Twenty minutes a day is about the margin of a firm's success or failure — the difference between having a job and not having one.

*from the "Sentry"
General Plant Protection Co.*

NEW YORK Herald Tribune

FOUNDED APRIL 10, 1841, by HORACE GREELEY

Monday, March 12, 1962



It Slows Up the Game

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in focus



JESSIE PIERCE (seated second from right), the "hello girl" of Los Angeles Refinery, proves that women do reach retirement "bloom" and that the oil business isn't entirely masculine. At her retirement party were "76" talent and experience galore. All are past or present members of the refinery's staff.

from T. H. Gaines



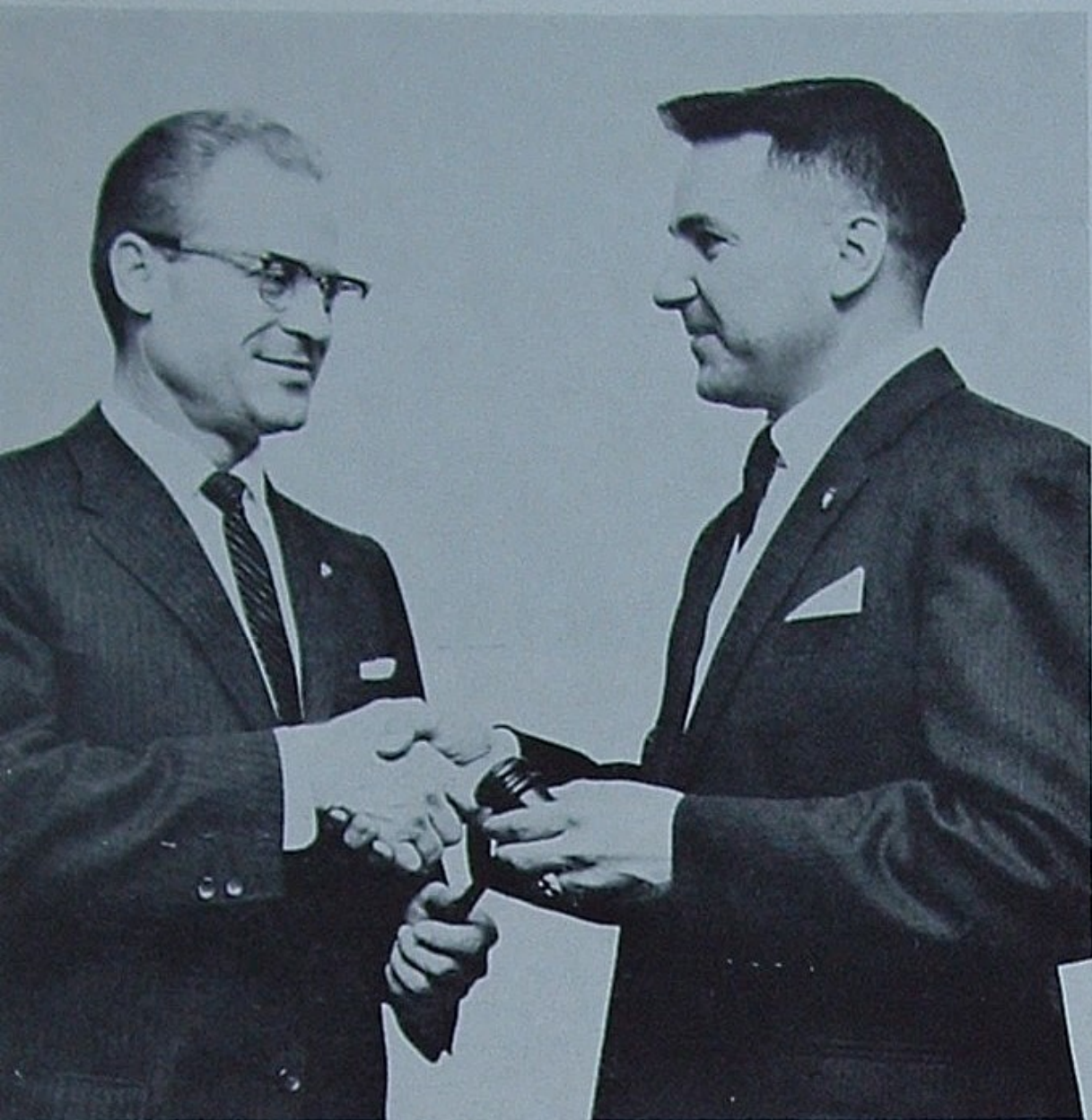
BOZO THE CLOWN probably never listed acting talents on his employment application nor aspired to entertaining children when he applied for work with Union Oil. But that's how the business ball bounced! The employee underneath all the polka dots is Del Haven, retail sales supervisor. The occasion was 76 Carnival Days, a sales promotion sponsored by dealers in Sacramento.

from Jim Boland

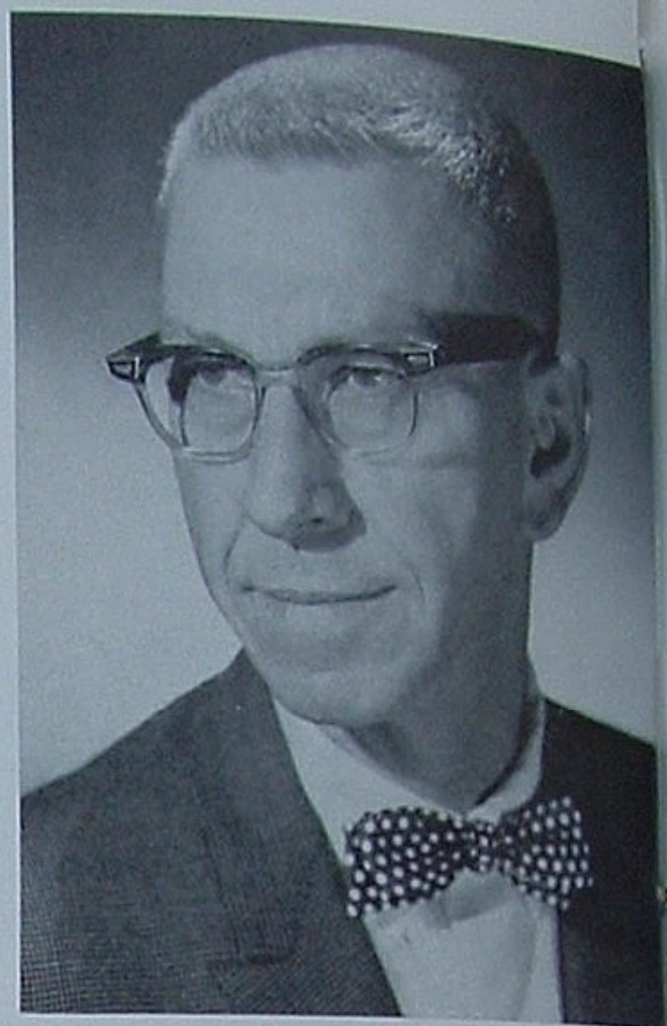
MINUTE MAN IN THE FUR COAT, however, only remotely resembles a supervisor when the fur coat is removed. He (or she maybe) is a genuine circus performer who helped one of our Tucson dealers "bear" down on tire and battery sales during the Carnival Days promotion. On hand, from left, Area Sales Manager Clyde Emerick, Dealer Bill Huffman, Retail Sales Supervisor Ron Tihista.



THE COVETED BURNHAM TROPHY changed refineries, from Oleum to Los Angeles, this year when LAR No. 1 team scored 2,866 pins in the Company-wide bowling tournament. The champs are, from left, Hershell Pearce, Richard Dudley, (Refinery Manager and Trophy Bearer M. S. Thomson), Joe Zuanich, William R. Jones and A. A. Jones. Joe Zuanich also won the high-series prize with a sparkling 685 total pins. High-game honors went to Jim Tierheimer of Santa Fe Springs team.



LUM LOVELY, left, geologist in the Company's Alaska district, moved up from first vice president to president of the Anchorage Jaycees when the former president, Don Miller of General Dynamics Corporation, was transferred to San Diego. Passing of the gavel took place March 30th.
from Anchorage Daily News



GEORGE M. DANENBAUER, JR. had an extraordinary reason for recently joining Hemphill Oil Company, Union's heating oil resellers in Seattle, as commercial marketing manager. Said George, "In my youth I worked as a roughneck in Union's oil fields. Now my ambition is to see as much oil go back into the ground, in tanks, as I saw come out."

UNION'S ARIZONA DEALERS are cooperating on a sure-fire method of attracting new customers — by giving a new car each month to some lucky purchaser of "76" products or services. The first presentation took place at Prescott, where Dealer C. L. O'Daniel is seen handing over the keys to Mr. and Mrs. John J. Barkley of Phoenix. Witnesses are Sales Manager T. E. Luke, left, and Merchandiser D. J. Bretthauer, right.



The no-longer almighty dollar—continued

Doubt." Nor would "In God We Trust," now stamped by law (since 1955) on all our coins, seem the ideal monetary slogan.

The European experience has been longer and sadder. The hold of gold on Europeans (notably French peasants) bespeaks their inherited knowledge that no government can long be trusted with money, neither a coin-clipping king nor an inflating parliament. Whether the cynical European or the euphoric American view of money is truer to the facts of politics, especially future politics, is a nice question. At any rate, these separate experiences have now merged in a common set of problems which will require a common monetary doctrine—if not a common money.

The dollar first became an important international currency after the Civil War, when our thriving exports and our need for foreign capital made it possible and desirable for us to tie the dollar to the old "gold standard." The archetype of world monetary order was maintained and managed by London bankers for the health and growth of world trade. World War I and the depression of 1929-39 brought this orderly system to an end. The pound itself cut loose from gold in 1931. The dollar did not entirely cut loose; instead F.D.R. nationalized all the gold in the U.S. From that day to now, gold is used for almost nothing but settling debts between national governments. American citizens (unlike Frenchmen and many others) can't own it at all, except to adorn the fingers, ear lobes or teeth. And most of them don't care.

It was World War II that made the dollar virtually almighty among currencies. There were two reasons. First, the postwar U.S. enjoyed a virtual monopoly of undamaged productive facilities so that dollars could buy things other currencies could not. Second, the U.S. policy of buying and selling gold at \$35 an ounce had proved a stable factor amid prewar and wartime monetary chaos, and had brought about half of all the gold in the world to the U. S. This omnipotence lasted until the early '50s, when both monopolies were undermined.

Our monopoly of productive facilities was undermined—thanks in part to Marshall aid but also to some strict European money management—when Europe recovered and began competing successfully with U.S. exports. Our control of gold was undermined—thanks in part to lax U.S. money management—when the U.S. began running a series of deficits in its balance of payments. Again, most Americans didn't care very much. In 1958, these balance-of-payments deficits began showing up in the form of massive losses of U.S. gold. This drain of gold has not stopped.

The U.S. balance of payments is what we owe (unfavorable) or are owed (favorable) after all that we have spent, lent and invested abroad is set against all that foreign countries have spent, lent and invested here. If this balance is unfavorable year after year (as ours has been, except for 1957, every year since 1950), and is not reversed, it leads to the nearest equivalent of

bankruptcy that can overtake a sovereign nation, namely exchange controls. That would mean U.S. government rationing of all dollars going in and out of our country and thus control of all our foreign trade, travel and investment, with many unpleasant internal consequences.

This form of bankruptcy can be forestalled so long as a country has enough gold (or convertible currencies) to sell against its unfavorable balance of payments. That is what we've been doing since 1958. But nobody has enough gold to do that forever. It is a strange experience for Americans, after years of monopoly, to be reminded that foreign accounts must balance somehow. One high New Frontier official, when he got the idea, is said to have remarked, "I see: we *have* to pay our debts to foreigners, even if not those we owe to ourselves."

Alas, the distinction is not that easy. It is worth recalling what led to our enormous gold losses of recent years, and the flight of short-term capital that accompanied them. The year 1958 brought a sudden U.S. recession, and a consequent deficit in the U.S. government's *domestic* budget (not to be confused with our balance of payments abroad) of a whopping \$12.4 billion. This shocked many important Europeans.

What shocked them still more was to observe that despite this recession, U.S. prices and wages costs did not go down at all. It looked as though nothing, neither a business-minded government nor a \$12.4 billion recession, could stop the steadily growing inflationary influence in the U.S. economy. If so, the U.S. economy had become incapable of the structural corrections essential for competitive power in trade. Although the power and usefulness of dollars in world trade still overshadows gold's, the universal confidence the dollar once enjoyed moved closer to the stark fact of its gold convertibility. And that will last only as long as our supply of gold.

The U.S. could, of course, restore its balance of payments position at once. It could call home all its overseas forces, stop foreign aid and investment and otherwise cut back its world political commitments to those of a second-class power. Even if the dollar should then rise technically in foreign exchange markets, that would be small recompense for the loss of political confidence that such a retreat would cause throughout the Western world.

The alternative solution is wiser and safer; to increase the difference between our exports (about \$20 billion last year) and our imports (about \$15 billion)—chiefly by increasing our exports. To make this possible, the U.S. must demonstrate control of its domestic price level, and its ability to grow without the illusory aid of "creeping inflation." This demonstration will require two steps.

The first is a balanced government budget for 1962-63. It is no accident that a decade of balance of payments deficits climaxed a longer period of domestic budgetary deficits (25 in the last 32 years). The Kennedy budget for fiscal '63 promised a slight surplus but the promise grows more doubtful as '62 wears on. Much as the statement would surprise such hard-money stalwarts as Andrew Jackson and Grover Cleveland, one wing of Ken-

nedy's advisers says that "the Democrats never won an election on a balanced budget." But if the government cannot control its own expenditures, the fear or fact of inflation remains real and industry is less able to earn the pounds, francs and marks — or gold — that foreigners must be paid in. The first party to install exchange controls is not likely to win many elections either.

The second essential step is up to American business and labor, who are directly responsible for industrial costs. It is now high time that prices, and perhaps also profits for the sake of investment, began to share more of the gains—hitherto chiefly commanded by wages—from our general increases in industrial productivity. The current steel negotiations are a test of this sharing. As Arthur Goldberg has said, the U.S. balance of payments wasn't even an issue in the last ('59) steel wage contract; but this time it is—or should be—the central "national interest" issue. Only if industrial prices (of which steel is the leader) are low at home can they be genuinely competitive abroad.

Unemployment, and the sluggishness of the current recovery, are the two chief excuses for higher federal budgets and industrial wage costs. Neither is a good enough excuse. Some kinds of unemployment, including much of ours, are better cured by lower wages than by higher.

Only if we can control our federal budget and our industrial costs can we reasonably expect the needed increase in U.S. exports over the next few years. The export promotion campaign launched by Secretary of Commerce Luther Hodges will of course be helpful in this aim; but competitive values are the *sine qua non*. We need only a 10% or 15% increase in our exports to achieve equilibrium in our balance of payments, an objective which the Administration hopes to achieve by the end of '63. The hope is plausible but by no means sure. The need is beyond question.

Meanwhile our "money managers," the Treasury and the Federal Reserve, have shown a strong grasp of the problem and have taken all the subsidiary steps toward balance within their power. They have moved in on interest rates in such a way as to curb the flight of short-term capital abroad without making long-term capital too expensive for internal borrowing and expansion. They have "tied" almost all our foreign aid to the purchases of U.S. exports. They have arranged a system of close collaboration with European money managers. They have persuaded other NATO members, especially Germany, to buy more arms in the U.S. and to prepay some of their dollar debts. They have even gone into the foreign exchange markets and a London gold pool in order to conduct counterraid against speculators against the dollar. But the more they do these subsidiary things, the better they realize that a reliable balance of U.S. payments cannot be reached unless the U.S. economy keeps control of its costs and improves its competitive power in world markets.

Such are the stern realities of the world position of

the dollar. It is still *the* key currency, "the sun around which other currencies revolve" (as West Germany's Economics Minister Erhard calls it). But unless it stays so, and keeps the revived rivalry of gold in its place, the Western system of expanding trade and free payments could go into another decline or even collapse.

Even when we get our own payments back in balance, the fight for an orderly international money system will not be entirely won. We may face what Sir Oliver Franks and others have warned against, a "liquidity crisis," meaning that one or more nations will always be in balance of payments trouble under the present monetary system. For example, if we should tip the balance of payments scales sharply in our favor, then Europe could again grow short of gold and dollar reserves, enough to bring the mark, pound and franc under pressure. Is there not enough reserve money in the world to enable Europe and America to thrive at the same time? Can one feel flush only at the other's expense?

This problem, although as yet more theoretical than real, has already elicited some ingenious solutions. Some would change the basic nature of the International Monetary Fund; others would return to the full gold standard at a higher gold price. Our money managers think they have anticipated it by their recent negotiation of a \$6 billion increase in national drawing rights in the International Monetary Fund. They count on their increasingly close collaboration with European central bankers to assure monetary order through skilled management of the leading currencies. Their management so far incites confidence because they are committed to the maintenance of the system of expanding competitive trade and free payments so painfully built since World War II. They know that this system depends on a strong dollar, and none of them, Americans or Europeans, will sleep until they see U.S. exports rise and conquer the U.S. balance of payments deficit.

This competitive test of our money is the only one that promises greater real prosperity for the West and the whole world. It is the first step toward any new international monetary order. Once taken, it will have earned us time to rethink the problem of better international payment machinery and the role of gold therein.

Can human money managers, however cooperative, ever replace gold's ancient magic and certainty? Some of them think so; yet few want to expunge it entirely from the world monetary scene. Gold's hold on man may be irrational—"a barbarous relic," in the words of that "proud destroyer" of the old gold standard, John Maynard Keynes. It nevertheless provides a hard recourse from official currencies for people who have reason not to trust their governments, and is therefore a check on what any government can get away with. When the ideal currency arrangement is worked out between the U.S. and Europe, gold should have a place in it. It will be the sign that the Atlantic governments do not fear their own people, and are strong enough to make room for distrust as well as hope.

/THE END



Company Receives Alexander Hamilton Award

Invest-in-America Chairman Daniel P. Bryant, left, and Chamber-of-Commerce President Stephen C. Bilheimer commended Union Oil's civic mindedness as they presented the Alexander Hamilton Award to President Reese H. Taylor.

Union Oil Company of California was named recipient of the Alexander Hamilton Free Enterprise Award, which is presented annually by the Invest in America Council of Southern California on the occasion of the Invest in America Week observance.

Council Chairman Daniel P. Bryant presented the plaque to Reese H. Taylor, president of Union Oil, during special ceremonies at a May 3rd luncheon meeting of the Board of Directors of the Los Angeles Chamber of Commerce. He told the gathering that "The award, which was established in 1955, is presented annually to a company in this area for its outstanding accomplishments in helping to stimulate better public understanding of the American free-enterprise system.

"Union Oil," he added, "has not only been a vigorous champion of our free-enterprise message but also, like other civic-minded enterprises in the area, has contrib-

uted of its time and manpower to making the Invest in America program the success that it is."

Reese H. Taylor was the first national chairman for the Invest in America observance in 1955. He also is a past chairman of the Southern California Council.

Stephen C. Bilheimer, Chamber president, presided at the meeting, where special tribute also was paid to the work and accomplishments of the Invest in America movement. This program was initiated in Los Angeles 12 years ago to create better understanding of the role of savings, investment and finance in the American economy.

The week long Invest in America observance was concluded May 4th with a special luncheon meeting of the Los Angeles Rotary Club featuring a talk by Dexter Keezer, chief economist for McGraw-Hill.

/THE END

EMPLOYEES

June, 1962

45 YEARS

FRANK G. FARIA.....Oleum Refinery

40 YEARS

B. F. BLANCHARD, JR.....Field-Pac. Coast, So.
J. C. BONNER.....Mktg., N. W. Div.
GREGG B. McBRIDE.....L. A. Refinery
SOLOMON A. McLUCAS.....Field-Pac. Coast, No.

35 YEARS

ROBERT AITA.....Oleum Refinery
NORBERT R. CLINE.....L. A. Refinery
OTHELL J. CROSTIC.....L. A. Refinery
HARRY B. HUGHES.....Field-Pac. Coast, No.
NICHOLAS MARTIN.....Oleum Refinery
MAX G. MORLOCK.....Research
LEONARD D. MURRAY.....Compt., Mktg. Accts.
LESTER E. NELSON.....L. A. Refinery
JUSTUS T. STUTTING.....L. A. Refinery

30 YEARS

JAMES S. FOSTER.....Mktg., S. W. Mtn. Div.
E. M. HALIBURTON.....Field-Pac. Coast, No.
HOOPER LINFORD.....Research
CHARLES F. PARKER.....Econ. & Planning
WILMER E. RICH.....Mktg., Calif. So. Cstal.
W. LEE SPENCER.....Mktg., Nat'l. & Spec. Accts.

25 YEARS

V. W. FREDERICKSON.....Industrial Relations
EDWARD F. MOUNT.....Research
FRANK J. PICHLER.....P/R & Ben. Plan. Accts.

20 YEARS

ERWIN W. ALVERSON.....L. A. Refinery
FRED J. ANDREWS.....Oleum Refinery
JOSEPH M. BERNARDIN.....Oleum Refinery
JOHN G. BREMER.....L. A. Refinery
ROBERT M. BROWN.....L. A. Refinery
CHARLES G. CARLSON.....Field-Gulf Div.
ANDREW CHAK.....Oleum Refinery
GERTRUDE W. EATON.....P/R & Ben. Plan. Accts
JACK R. GORDINIER.....L. A. Refinery
WILLIAM D. HALE.....L. A. Refinery
LEE C. HARVELL.....Oleum Refinery
JOHN M. HOPKINS.....Industrial Relations
VIRGIL A. JOSENDAL.....Research
HARRY P. LEAPER.....L. A. Refinery
EDWARD H. MESSENGER.....L. A. Refinery
GENE D. MOORE.....Mktg., N. W. Div.
JOSEPH O. NORTH.....Oleum Refinery
JOHN O. PEEK.....Field-Pac. Coast, So.
JONAH J. QUICK, JR.....Field-Pac. Coast, No.
ROY O. SCHAEFFER.....Glacier Div.
J. D. SCHMIDT, JR.....Oleum Refinery
JOHN R. SNUFFER.....L. A. Refinery
HENRY L. STAVE.....Field-Pac. Coast, No.

15 YEARS

FRANCIS J. BARKER.....Foreign-Exploration
GEORGE W. BARKER.....Pipeline—No. Div.
RALPH E. BURR.....Field-Pac. Coast, No.
RUTH E. FISCHER.....Compt., Mktg. Accts. Oper.
ORVAL K. FISHER.....Mktg., N. W. Div.
CLAYTON H. HATHAWAY.....Oleum Refinery
RUBY G. KENNEDY.....Compt., Mktg., Accts. Oper.
H. J. LOVELESS, JR.....Pipeline—No. Div.
GEORGE R. NEAMY.....Research
JAMES M. NIXON.....Field-Pac. Coast, So.
GEORGE A. OLMSTED.....Field-Pac. Coast, No.
EUGENE B. PEGG.....Field-Pac. Coast, No.
JOHN E. PETERSON.....Mktg., Calif. So. Cstal.
DOROTHY E. WHALL.....Compt., Mktg. Accts. Oper.
NICHOLAS WREN.....Mktg., S. W. Mtn. Div.

10 YEARS

THEODORE C. BANGS.....Field-Pac. Coast, So.
F. T. BLAISDELL, JR.....Field-Pac. Coast, So.
WILBUR M. BORG.....Field-Central Div.
JOHN E. BRENNECKE.....Compt., Auditing, Mktg.
LESLIE W. BROWN.....Mktg., Oregon Div.
AUDREY A. BURKE.....Expl., Land—Staff
CHARLEY B. COCKRUM.....Pipeline—No. Div.
ROBERT L. DUBE.....Research
DEVERE C. ERB.....Purchasing, H.O.
ROBERT E. EUBANKS.....Santa Maria Refinery

SERVICE



DAVID H. EVANS.....L. A. Refinery
ROBERT GALLEGOS.....Pipeline—No. Div.
WILLIAM W. GILL.....Field—Central Div.
JAMES P. GILLUM.....Foreign—Exploration
CHARLIE HARDING.....Field—Central Div.
HAROLD W. HIGHTOWER.....Field—Gulf Div.
BENJAMIN W. HUDMAN.....Field—Central Div.
REGINALD C. HUGGINS.....Oleum Refinery
GERALD JELNICK.....L. A. Refinery
HENRY JOHNSON.....L. A. Refinery
EUGENE KLIEWER.....Mktg., Calif. No. Cstal.
DONALD C. MATTHEWS.....L. A. Refinery
HUGH F. McELGUNN.....L. A. Refinery
ALTON S. MILLER.....Pipeline—No. Div.
CHARLES G. MUNRO.....L. A. Refinery
CLAY C. PETRAY.....Mktg., Calif. So. Cstal.
JACK L. REYNOLDS.....Mktg., Calif. So. Cstal.
GRADY A. RUSSELL.....Oleum Refinery
HARRY H. SCHENKS.....L. A. Refinery
DOROTHY M. SKIBICKI.....Compt., Mktg. Accts. Op.
DAVID J. TIERNEY.....L. A. Refinery
LOWELL B. WAY.....Mktg., Research

DEALERS

June, 1962

30 YEARS

CHRIS A. MARKWORTH.....Los Angeles, California

25 YEARS

W. B. REED.....Fresno, California

20 YEARS

VIOLA PARKER.....Capistrano Beach, California

15 YEARS

EDWARD M. CHAFFEE.....Hawthorne, California
COLUMBIA ELECTRIC AND MOTOR, INC.....St. Helens, Oregon
V. L. FAIR.....Winterhaven, California
W. F. LEWIS, JR.....Monrovia, California
McNAUGHT'S SUPER SERVICE.....Great Falls, Montana
NORMAN SAHNOV.....Seattle, Washington
D. M. STEVENSON.....Cook, Washington
A. J. UTICK.....Helena, Montana

10 YEARS

CLIFF BAILEY.....Los Angeles, California
JOHN FURTADO.....Hayward, California
ORIS HATCHER.....Miles City, Montana

5 YEARS

NICK BABILUCK.....Silver City, Montana
FRED BEEMAN.....La Grande, Oregon
FRANK CHEVROLET.....Tremonton, Utah
FRANK X. COX.....Banning, California
A. T. DAVIS, JR.....San Jose, California
F. E. ENGELS.....Bellingham, Washington
FIRESTONE DEALER STORE, INC.....Weiser, Idaho
GLEN FISK.....Orick, California
EARL & KATHLEEN GREGORY.....Dinuba, California
C. E. HANSEN.....Logan, Utah
M. W. HIGGINS.....North Hollywood, California

THERESA M. HODGDON

dba JOYCE STORE.....Joyce, Washington
CHARLES INGRAHAM.....Sebastopol, California
CLEMENCIA KENNEDY.....Tygh Valley, Oregon
C. L. O'DANIEL.....Prescott, Arizona
S & V AUTO SERVICE.....Baldwin Park, California
MIKE SCHASSBURGER.....Beverly Hills, California
A. L. SCHLEY.....Port Orchard, Washington
RICHARD A. SGARLATO.....Campbell, California
FLOYD SHERA.....Clayton, California
JACK STEINMASEL.....Red Lodge, Montana
DENNIS TANAKA.....San Francisco, California
EARL WHITENER.....Santa Maria, California

CONSIGNEES - DISTRIBUTORS

35 YEARS

B. H. GIMBLIN.....Redding, California
HENRY J. WEISS.....Turlock, California

30 YEARS

WILLIAM LEICESTER.....Redmond, Washington
J. M. OWSLEY.....Pomona, California

25 YEARS

MELVIN M. HILL.....Ramona, California

15 YEARS

K. H. JOHNSON.....Ojai, California

RETIREMENTS

May 1, 1962

	Service Date
IRENE R. ABBOTT Comptroller's—S.F.	March 24, 1947
GERHARD O. BJELLAND Marketing—Oregon Div.	March 26, 1929
JAMES G. BUCHANAN Oleum Refinery	March 6, 1923
CHARLES W. COX Oleum Refinery	March 20, 1942
HOWARD M. ELLIOTT Marketing—N. W. Div.	Oct. 7, 1921
FRED H. FRIES L. A. Refinery	Feb. 7, 1945
PAUL T. HANEY Northern Pipeline	Aug. 18, 1944
LESLIE C. JOHNSON Southern Field	Oct. 16, 1922
CHARLES E. LIPPENS L. A. Refinery	March 14, 1934
DELPHINE M. PETERS Comptroller's—S.F.	Aug. 22, 1945
JESSIE E. PIERCE L.A. Refinery	Oct. 18, 1948
MAYNARD S. REYNOLDS Research	Dec. 20, 1921
MARGARET U. SIMPSON Credit—Seattle	Nov. 27, 1940
HARRY F. SMITH Southern Field—Dominguez	March 6, 1925
ROBERT L. TALLEY Northern Field	March 19, 1921
PAUL W. TROOK Southern Field	Aug. 12, 1919

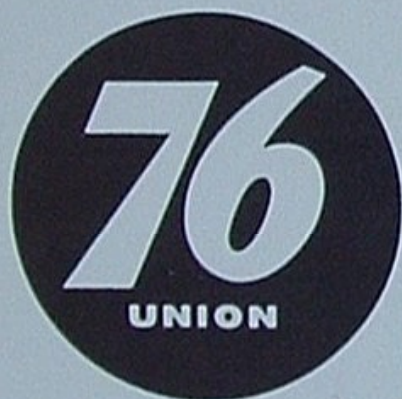
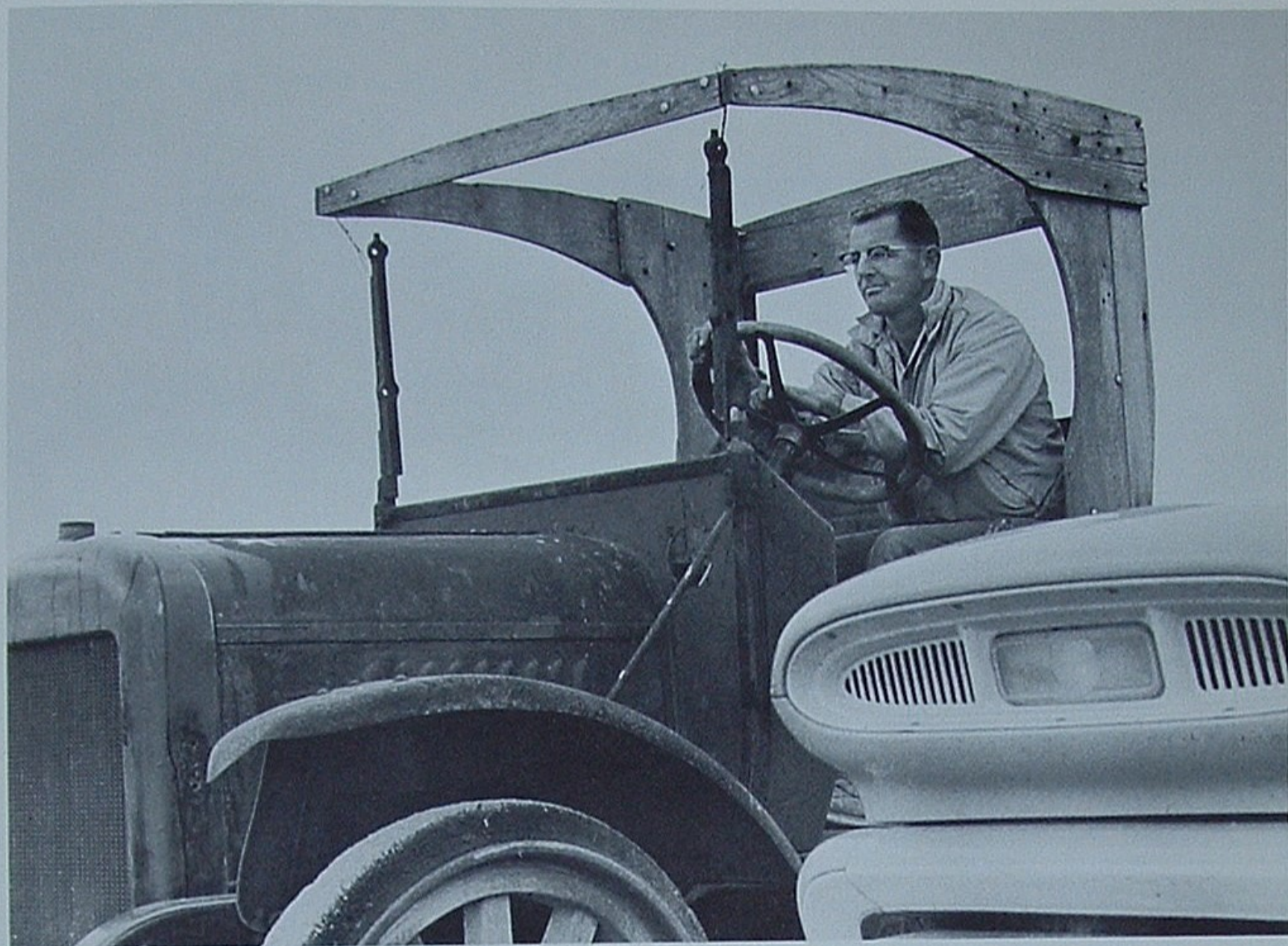
IN MEMORIAM

Employees:

GLEN R. FLYNN
Field Operator No. 2 April 16, 1962
FRANK MALOVICH
Los Angeles Refinery April 19, 1962
LEVETTE P. SILVER
Northern Div. Pipeline April 18, 1962

Retirees:

CHARLES EDWARD MILLER
Southern Production March 30, 1962



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Piper Ranch, Chula Vista, California

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"Union's products have certainly helped preserve this rig. Even the Jordan spark plugs still work, and they're so old I don't remember when they were installed.

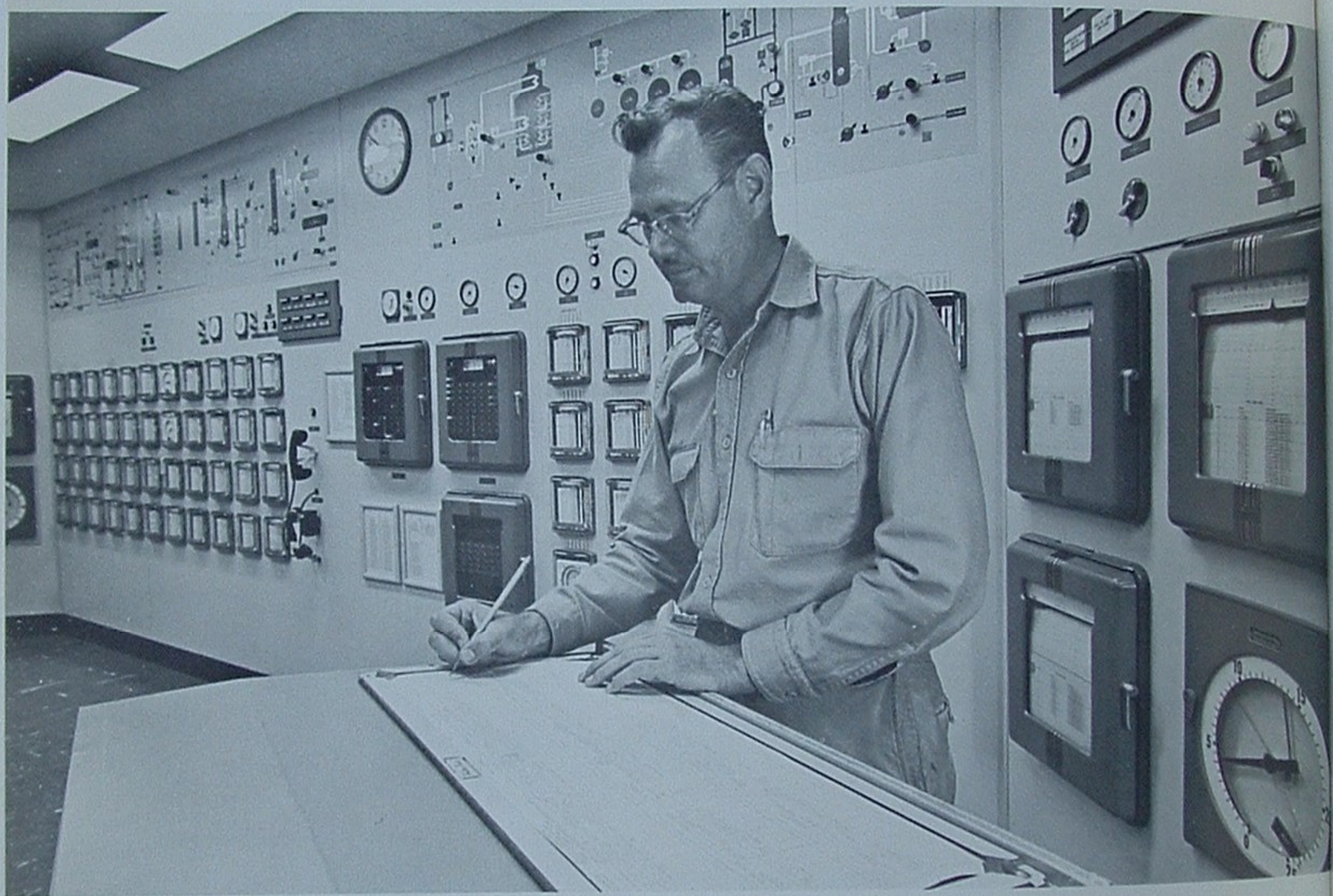
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