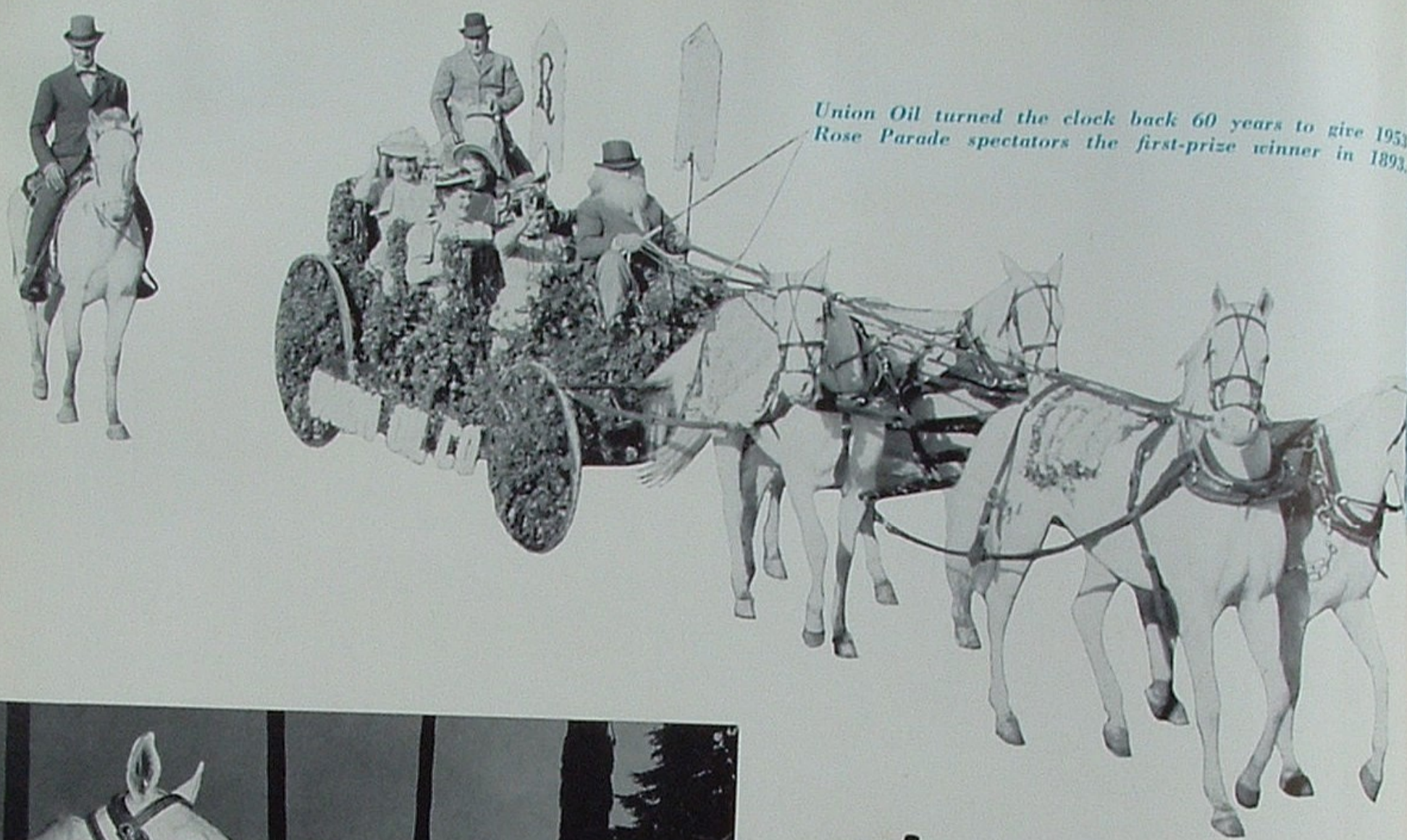




**SULFUR Joins  
Union Oil Products**

**FEBRUARY 1953**

**"On Tour"**



*Union Oil turned the clock back 60 years to give 1953 Rose Parade spectators the first-prize winner in 1893.*

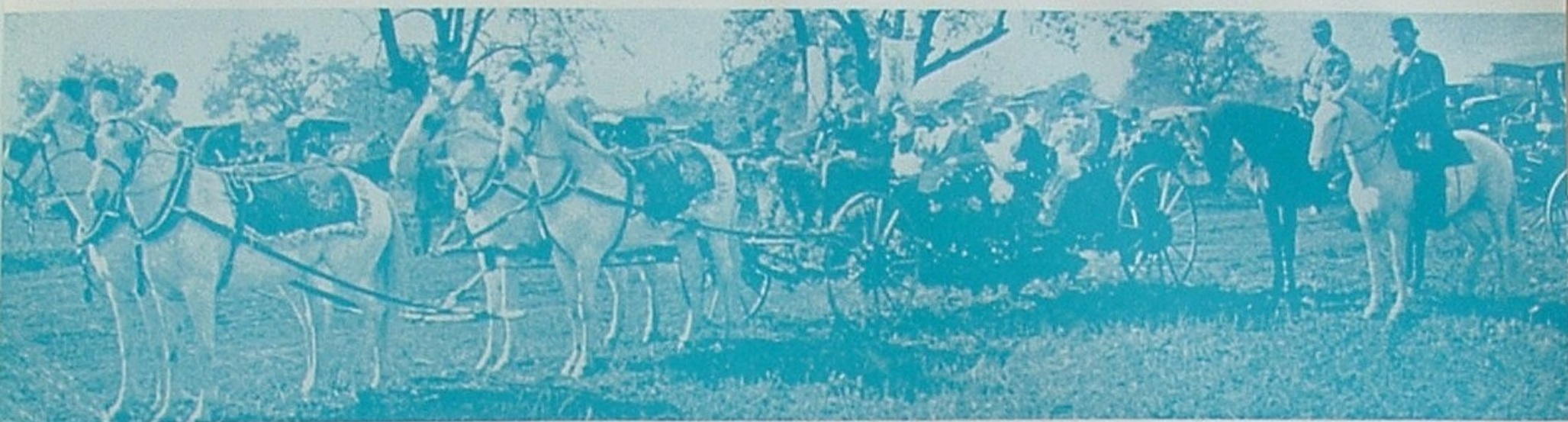
# The Winner —in 1893



*Trainer William Higdon of Knott's Berry Farm supplied these six milk-white horses to make replica authentic. "Dandies" Don Lillcrop and John Mound preceded the float along its five-mile route bearing floral Auld Lang Syne.*

*Belles aboard the six-passenger turnout are members of Pasadena's Junior League—daringly dressed for the '90's.*





*It was from such old photographs as the one above that designers drew conclusions regarding original winner.*

**N**O one expected Union Oil's entry in Pasadena's 1953 Tournament of Roses to be a winner. And it wasn't. In fact, it was one of the least spectacular floats in the parade. But it received an extraordinary amount of attention. For the Company deliberately chose to turn back through 60 years of Rose Parade history and reproduce the prize-winning float of 1893.

Described back in the *Gay Nineties* as "superb," the flower-decked buckboard, drawn by four milk-white horses and occupied by six young beauties of fashion, served in 1953 largely as a reminder of American progress during the intervening years. That was what Union Oil intended it to be.

Junior Leaguers of Pasadena donned costumes of a style once admired by their grandparents and stepped aboard the carriage. Their grandmothers could hardly have been prettier than were Misses Natalie Ann Howard, Joan Howard, Emily Smith, Molly Smith, Sally Morphy and Mrs. Alfred Duckett. Coachman William Higdon and the white horses were recruited from Knott's Berry Farm, a good friend and neighbor of the Company.

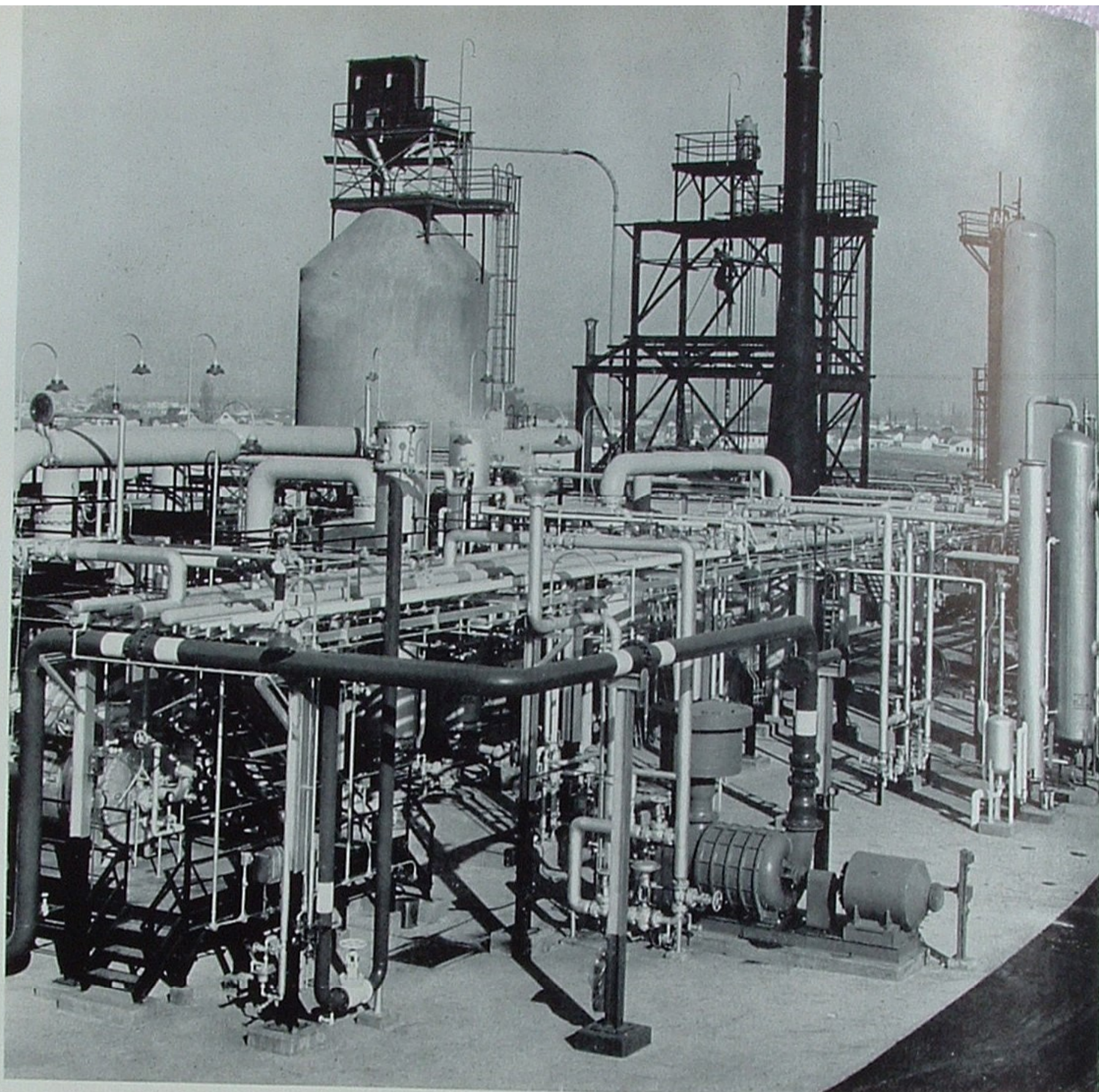


*To Union Oiler Jim Abernathy fell the job of gassing many floats and, above, gassing with Decorator Dona Porter.*

*Fueling the floats and warming the hands of their decorators were other Union Oil contributions to the parade.*

*Trying to filch a boutonniere from Jill Logan are Union Oilers Clyde Hedrick, Jim Abernathy, Resident Manager Bill Martin, and Fire Captain Charles Hildebrand, Pasadena.*



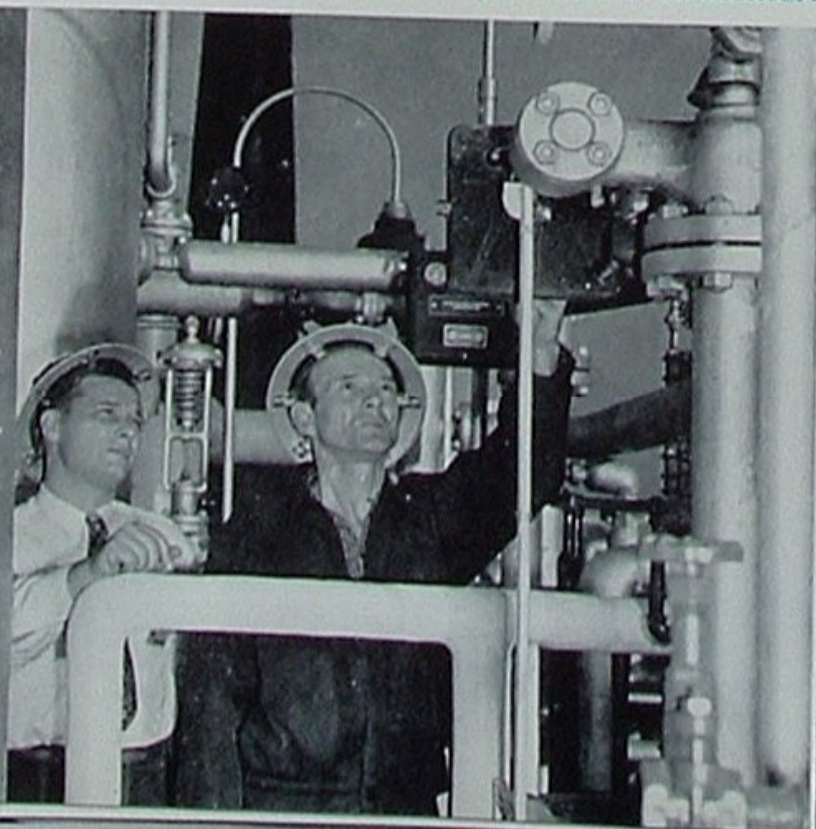


*This new Sulfur Unit at Los Angeles Refinery, which salvages commercially valuable sulfur from compounds*

*formerly regarded as waste, is tangible evidence that Union Oil aims to be a part of the new Chemical Age.*

*Engineer J. W. Buddenberg and Operator F. M. Irwin here adjust water level of the Sulfur Unit's condenser.*

*The laboratory equipment being used by Operator Doyle E. Carter permits control-room tests of plant efficiency.*



# SULFUR

## Joins Union Oil Products

ON OUR COVER THIS MONTH, Photographer Jack Birns records an example of how color is being put to practical use in industry. Valves, pipe lines, even the hard hats of refinery employees compete with the rainbow. Not because of extravagant whims or a resolve to use up odds and ends of various paints. But for sounder reasons. It is easier to determine what a valve controls, what a pipe line carries, and the type of work a man is trained to do if you first acquaint yourself with the refinery's color code. Color is a valuable aid in training people to handle the new and complex operations of modern industry.

Los Angeles Refinery's new Sulfur Unit, where color makes its most advanced Union Oil appearance to date, is another example of Company progress. Here sulfur compounds—formerly considered as waste products—are gathered from the refinery's oil and gasoline processing units.

The plant, by means of a closely regulated chemical reaction in the presence of a bauxite catalyst, extracts sulfur from the gaseous compounds and converts it to its elemental form. Because sulfur becomes a solid at 248 degrees F. but is more conveniently handled in liquid form, it is maintained at a temperature of near 285 degrees in the refinery's storage pit, while moving through a delivery pipe line, and while being transported by truck.

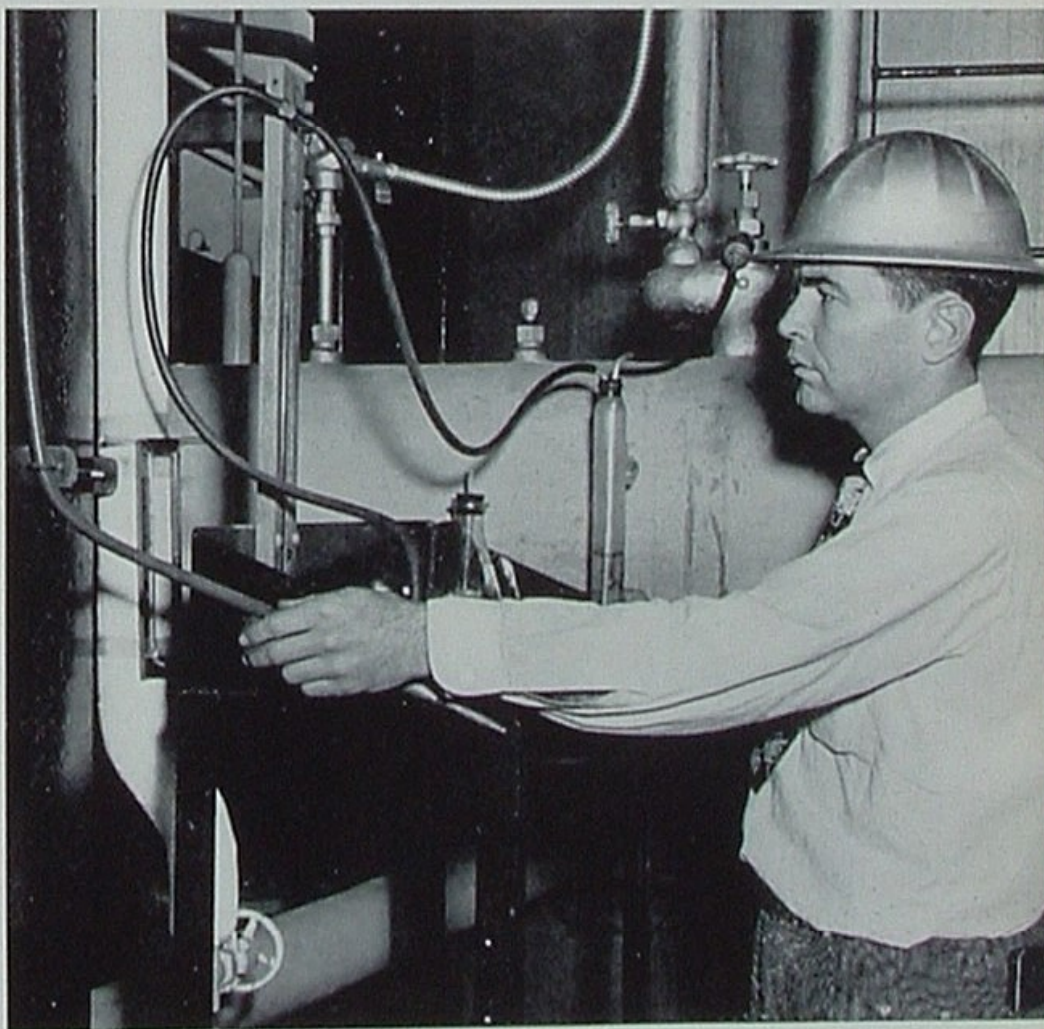
This new addition to our chemical products is sent to an outside firm engaged in manufacturing sulfuric acid.

*Operator E. Glen Adams, seen regulating an auxiliary burner, learned new techniques in on-job training classes.*



*In charge of the new installation is Department Superintendent H. J. Jones, here inspecting main H<sub>2</sub>S furnace.*

*Assisting with problems that invariably accompany the startup of new facilities is Process Engineer E. H. Hoag.*



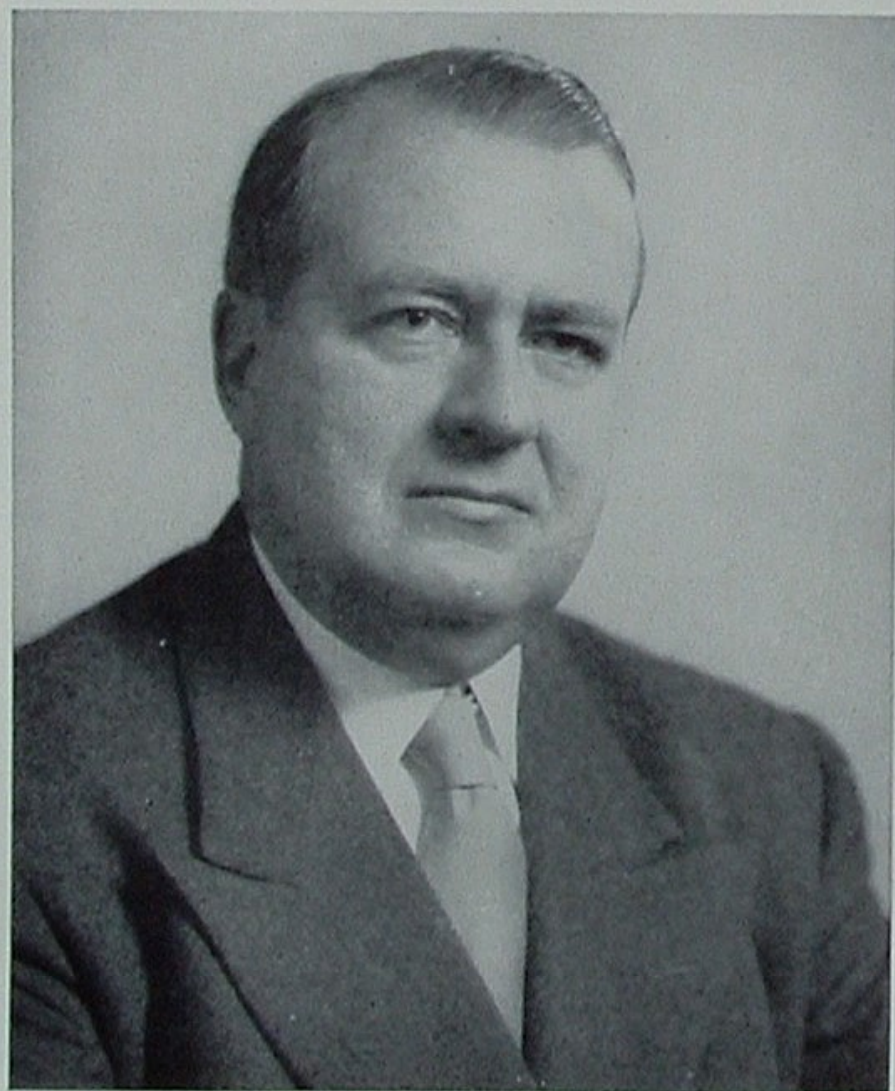
## Organization Changes



### **DIRECTOR HERMAN PHLEGER CALLED TO STATE DEPARTMENT BY EISENHOWER**

Herman Phleger, a member of Union Oil Company's Board of Directors, has been named by President Eisenhower as legal advisor to Secretary of State John Foster Dulles. Mr. Phleger, born 62 years ago in Sacramento, is a graduate of the University of California and Harvard Law School. He served as a Navy lieutenant during World War I, and in 1945 gained international recognition for his services as associate director of the legal division of the Office of Military Government in Germany.

The new State Department official has been a member of the Brobeck, Phleger and Harrison law firm in San Francisco. In moving to Washington, D. C. he resigned as a Union Oil director. Other corporations in which he has been serving as a director include American Trust, Fibreboard, Matson Navigation, Moore Drydock, and Pabco, Inc. He has also served as president of the board of trustees of Children's Hospital in San Francisco and as a trustee of Stanford University.



### **FREDERIC H. BRANDI OF DILLON-READ ELECTED A DIRECTOR**

At a meeting of Union Oil Company's Board of Directors at Houston, Texas, on January 26, 1953, Frederic H. Brandi, president and director of Dillon, Read & Co., Inc., was elected to fill the Board vacancy occasioned by Mr. Phleger's resignation.

Mr. Brandi's personal background is highly interesting and, in a subsequent issue of ON TOUR, will be described at greater length. Besides his Union Oil and Dillon, Read responsibilities, he is a director of the C. I. T. Financial Corporation, Strong Cobb & Co., Inc., Interchemical Corporation, and Robbins Mills, Inc.

Dillon, Read & Co., Inc., with headquarters in New York City, have for many years been the principal and managing underwriters in connection with the public financing of Union Oil projects and expansion. Mr. Brandi, therefore, is hardly a newcomer, and his closer association with the Company is most welcome.



### **RONALD D. GIBBS TO RETIRE MAY 1ST**

Vice President Ronald D. Gibbs has elected to retire May 1, 1953. He is a confirmed Californian, having been born in Pasadena in 1894, educated in California schools, and delegated to assignments here throughout his working career. Following graduation from the University of California at Berkeley in 1917, he served for two years as cadet pilot of a Curtiss "Jenny" in the U. S. Air Corps.

Mr. Gibbs' 34 years of Union Oil service began at our Los Angeles Refinery in 1919 with a job on the labor gang. By 1922 he had moved ahead to absorption plant operator at the refinery; by 1923, to junior engineer in Research; and by 1927, to foreman of the Santa Fe Gas Division. At Home Office he was appointed manager of the Gas Department in 1931, manager of Field Operations in 1941, assistant to the executive vice president in 1944, and vice president in charge of Transportation and Distribution in 1945, the job he now vacates.



### **DUDLEY TOWER, VICE PRESIDENT**

Dudley Tower, who for the past few years has been manager of operations in our Gulf Division, was given the additional responsibilities and title of vice president at Union Oil's Board of Directors' meeting in Houston on January 26, 1953.

Mr. Tower was born in Los Angeles in 1912. He attended both the University of California at Berkeley and the University of California at Los Angeles, majoring in geology and mining engineering. Starting with Union Oil in 1935 as a roustabout at Dominguez, he progressed to derrickman in 1936, apprentice engineer at Santa Fe Springs in 1937, and engineer at Bakersfield from 1937 to 1939. Moving to Houston as district engineer in 1939 with the Union Oil group that pioneered our Gulf and West Texas Divisions, he was appointed division superintendent of the Gulf Division in 1944 and manager of operations, Gulf Division, in 1946.

### **ELWOOD L. HIATT APPOINTED MANAGER OF TRANSPORTATION AND DISTRIBUTION**

Succeeding Ronald D. Gibbs at the helm of our Transportation and Distribution Department, Los Angeles, is Elwood L. Hiatt, whose appointment became effective January 15, 1953. He was born at Baker, Oregon, in 1908; received part of his advanced schooling at the Eastern Oregon College of Education; and, after entering Union Oil employment in 1933, completed specialized studies in traffic at the Golden Gate College in San Francisco, and in business administration at Harvard's Graduate School.

Employed first as a tank truck driver at LaGrande, Oregon, Mr. Hiatt progressed through numerous marketing assignments to traffic manager at Seattle in 1944, distribution manager at San Francisco in 1944, and assistant to Mr. Gibbs at Home Office in 1950.





*Union Oil Company's Tax Division, with headquarters at Home Office in Los Angeles, is managed by D. L. Shepherd. Serving as secretary to the tax manager is Angela Pictor.*

**INTRODUCING THE PEOPLE  
AND RESPONSIBILITIES OF**

**Your Tax Division**

PETROLEUM is without a doubt one of the world's most tax-ridden commodities. To mention only a few of the levies imposed upon it: An oil company pays *license* and *franchise* taxes for the privilege of engaging in business. It pays *property* taxes on oil lands, buildings and equipment. On oil pumped from the ground there is often a *severance* tax; when it moves through pipe lines to refineries or elsewhere *pipe line transportation* taxes must be paid; on refined products moving to market there are *transportation-of-property* taxes. *Sales* and *use* taxes apply on materials and equipment used in field and refinery operations. There are *excise* taxes on gasoline and lubricants sold. From the wages of oil workers the oil company must withhold *social security* and *income* taxes. The company itself must pay an *income* tax on its profits. If, despite all of these demands, a corporation happens to enjoy a relatively prosperous year, it must pay an *excess profits* tax. Finally, the owners or shareholders are subject to paying *income* taxes on dividends.

Multiply such levies by the countries, territories, states, counties, parishes, irrigation districts, cities and townships where a large company operates and you may gain some idea, not only of petroleum's tax burden, but of the cost and complexity of administering it.

The Union Oil people who have the year-around responsibility of handling or giving advice with respect to all taxes for which the Company is liable, or may become liable, are introduced in accompanying photographs. They comprise your Tax Division, located at Home Office in Los Angeles. Heading the division is Manager D. L. Shepherd, who reports to Vice President and General Counsel L. A. Gibbons. Within the division



*From left are H. H. Hannah, Assistant Manager L. C. Glendenning, L. D. Lawrence and D. L. Ruesch of the Income Tax Section, where Union's taxable earnings are measured.*



*The Property Tax Section is supervised by Assistant Manager Arthur Mackenzie, left, assisted by Tax Representatives C. A. Blum and J. A. Wilson—men of long service.*



are three sections—Income, Property and Excise—and following is a brief outline of the functions of each.

### Income Tax Section

The Income Tax Section is concerned with all Federal, foreign, territory, state and local levies which are measured by the Company's taxable earnings.

The determination of taxable earnings is a sizable task. It involves the study and analysis of gross earnings and the appropriate treatment of numerous items of expense, such as capital gains, prepaid income, depreciation and depletion. In addition, many proration and allocations to individual properties are required.

After this has been accomplished, the necessary returns are prepared and filed together with remittances for taxes shown to be due thereon. Generally, the income tax filing dates extend from March 15 to October 15. When a particular return is being reviewed by a taxing authority, administrative personnel in the section assist the examining officer in his verification of such return. If controversial issues arise from the verification, these Union Oilers also represent the Company in discussions with conferees of the taxing authority.

### Property Tax Section

The Property Tax Section handles matters pertaining to *ad valorem* (according to value) levies, that is, taxes assessed directly against real and personal property.

To comply with statutory requirements, this section must inventory all the physical properties of Union Oil Company. These inventories are then reflected on assess-

ment returns, which are filed with many different taxing jurisdictions. Based on these returns, tax statements are received from tax collectors and verified as to property description, valuation and rates. Upon completion of this verification, tax checks are prepared in the section and mailed to the governmental authorities. On each related cash voucher distribution data are shown for accounting purposes.

The section's administrative personnel periodically call upon assessors, in areas where the Company has substantial property holdings, to verify that assessment values are equitable. And by maintaining accurate property records incident to the reporting of *ad valorem* taxes, this section qualifies as one of the principal guardians of the Company's multi-million-dollars assets.

### Excise Tax Section

Functions of the Excise Tax Section relate to so-called indirect taxes, which are imposed upon the manufacture, sale, consumption or transportation of commodities. These include the Federal tax on lubricating oil, Federal and state gasoline taxes, Federal tax on the transportation of property, and sales and use taxes levied by state, territory and city governments and all taxes which are collected by the Company from its customers and paid over to the various governmental units.

In addition to handling or supervising the proper reporting of these taxes, the Excise Section determines the amount of sales or use tax the Company must pay on purchases of supplies, materials and equipment; exercises general supervision over all city and county license taxes for which the Company is liable; and co-



J. C. Reimann, J. T. Moore, C. R. Austin and Supervisor W. A. Ely of the Excise Tax Section are concerned with accounting for gasoline, sales and other excise taxes.

From left, R. S. Broberg, E. P. Coony, L. E. Davis and W. C. Weldon of the Property Tax Section assist in compiling data required yearly by some 600 taxing jurisdictions.



*Martha Nass and Elsie Cuiplis are stenographer and typist-comptometer operator respectively of Property Tax Section.*



*Jean Papp, Amy Schenken and Barbara Whitehead handle stenographic and comptometer work in Income Tax Section.*

*Clerk Velma Jones of Income and Typists Dorothy Hansen of Property and Adela Fosburg of Excise complete staff.*



operates with government officers investigating the Company's license and excise returns.

### **Tax Planning**

The functions of the Tax Division consist of far more than correlating book figures with the tax laws—filing timely returns and tax payments—handling audits of returns filed—and negotiating the settlement of disputes with taxing authorities. Inasmuch as tax consequences become fixed after transactions have been consummated, one of the most valuable services performed by the division is assisting management at all levels in arranging transactions before they occur. This is called *tax planning*, the object of which is to minimize the part of the Company's earnings or property it must turn over to the tax collector. It is one of the most important considerations in doing business today. Any business that proceeds without knowing the tax effects of its prospective actions is playing a dangerous game, and no bag of tricks will change the harmful results of such a procedure. In general, the reason for this is that the same business result frequently may be reached by several methods, each of which may carry the blessing of good accounting, the tax law and the courts. However, one may incur the maximum tax and the other the minimum; one may produce business loss while the other may produce the opposite effect.

In the final analysis, all functions of the Tax Division are calculated to accomplish one objective—that of determining the Company's true tax bill within the framework of laws and regulations.

The size of Union Oil's 1951 tax burden—about \$22,000,000—suggests the importance of this goal. If the Company had this much more money to use, any one of the following groups of facilities could be acquired:

- 2 new and larger Brea Research Centers, or
- 257 average cost oil wells, or
- 800 miles of eight-inch pipe line, or
- 2 new fluid catalytic crackers, or
- 725 new service stations, or
- 4 new tankers of the *Santa Maria* class

However, as big as the bill is, it would not run all echelons of government in the United States for even two hours. The cost of government is so colossal that Federal, state and local tax collectors are now taking about one-third of our national income. Financial experts assert that this huge tax bill is stifling the nation's economy by depriving industry of adequate money to expand, depriving individuals of adequate money to buy, and destroying the incentive to produce more.

Reducing this excessive burden to a reasonable and necessary level, while not an assigned function of our Tax Division, should be the special aim of all American citizens. Though taxation is the fuel of government, like all fuels it must be kept under control. Otherwise it will be impossible to preserve American concepts of free enterprise—a system which has given the people of this country the highest living standard in the world.



# INDUSTRIAL SUMMARY

● **COMPTROLLER** Max Lorimore, assistant comptroller, has been appointed general vice-chairman of the Financial and Accounting Committee of the American Petroleum Institute, effective January 1. He is serving also as chairman of the Sub-Committee for Region No. 6.

*from Irving J. Hancock*

● **INDUSTRIAL RELATIONS** Preliminary figures indicate that the Company's accident frequency during 1952 was about seven per cent lower than during 1951. Much credit is due the refineries, where employees, numbering about one-fourth of the Union Oil total, achieved a reduction of disabling injuries of approximately 40 per cent. Also, the excellent Research and Process Department record had been increased, as of December 31, to 1,400,000 manhours worked without a lost-time injury.

Only two fires occurred in 1952 that exceeded a \$1,000 loss. One was the Oleum wharf and tankship fire in July. The other took place in a Production Department field office and laboratory. This is a great reduction in fire frequency over previous years. However, we are zealously looking forward toward being "Fire and Accident Free in 1953."

*from W. C. Stevenson*

● **FIELD** The Company is currently engaged in six water flooding projects, five in California oil fields and one in the Cut Bank Field of Montana. All of the projects are under the general direction of H. D. Aggers, manager of secondary recovery operations.

The recovery of oil by primary methods accounts for only about 25 per cent of the oil in a subsurface reservoir. On the basis of experience gained both from our own experimental operations and from the industry, it is estimated that a volume of crude oil, at least one-third as great as the primary yield, may be obtained through secondary recovery operations in those oil fields where we propose to apply the technique of water flooding.

Two of our water flooding projects, one in the Mount Poso Field of California and the other at Cut Bank in Montana, are of too recent origin to permit evaluation at this time. However, two in the Dominguez, one in the Richfield and one in the Orcutt oil fields have been in operation long enough to indicate extremely promising results. Plans are under way to provide for their expansion during the coming year.

*from Sam Grinsfelder*

● **MANUFACTURING** Oleum Refinery has been receiving a large portion of its steam requirements during the past several years from a Pacific Gas and Electric Company power plant adjacent to the refinery. Recently, available steam from this source was increased to take care of Oleum's total steam demand, which now permits dismantling of the Oleum steam plant.

During 1952, the Manufacturing Department processed about 4,500,000 barrels per month of crude oil and natural gasoline—the highest quantity on record for our Pacific Coast refineries. Our refinery modernization, the addition of new cracking facilities, and the increased crude oil processed have been important factors in achieving a 38 per cent increase in gasoline production during the past five years.

*from K. E. Kingman*

● **RESEARCH** Members of our Research Division have been taking a leading part in recent Pacific Coast seminars. Dr. Alexander Grenall presented at a University of Southern California research seminar on October 10 a paper describing his study of the structure of the solid state using x-ray diffraction techniques. Members of the Southern California Section of the Society of Automotive Engineers volunteered many favorable comments following an explanation by R. W. Mertes on December 11 of the new API classification for motor oils. Before this same group on December 11, our Dr. Earl Amott also drew attention to manufacturing

and marketing economies that have been brought about by Union Oil's development of multi-purpose commodities, such as the Company's Unoba greases. Dr. T. F. Doumani of our Petrochemical Division has been installed as chairman of the Southern California Section of the American Chemical Society. He will preside at Los Angeles meetings in March at which an attendance of 5,000 chemists from all parts of the country is expected.

Marty Gould, in charge of safety at Brea, did so well in presenting the traffic film, "A Day in Court," to Research people that he was invited to present his film and discussion before Yorba Linda Post 679 of the American Legion. Many written and oral commendations followed.

*from C. E. Swift*

## ● TRANSPORTATION & DISTRIBUTION

Equipment furnished by the Automotive Department to Sales Promotion for the "Flight 76" tour in January and February consisted of one truck and four automobiles. Each is of such type as to be re-assignable to other Company operations at the tour's conclusion. As the tour is scheduled to cover about 5,000 miles in eight western states, the various vehicle laws of each state had to be studied and complied with. At least one commercial vehicle was cleared for entrance and operation in each state. In some cases tax-free operating permits were available; in others licenses had to be purchased and operating fees paid. Other regulations encountered had to do with operating and equipping regulations of the Interstate Commerce Commission and the several Public Utilities Commissions under whose regulations mileage-weight fees are paid. To commercial vehicles, the crossing of state lines is nearly as involved as if crossing international borders.

*from Ronald D. Gibbs*

## ● MARKETING

Union Oil Company is introducing Royal Triton 5-20—the first major advance in automotive lubrication since Royal Triton came on the market several years ago. To the high-quality and heavy-duty characteristics of its forerunner, Royal Triton 5-20 adds a new advantage—it is an all-weather motor oil. As the number implies, the new oil, designed for modern high-compression engines, complies fully with all requirements of SAE Grades from 5W to and including SAE 20. In other words, Royal Triton 5-20 shows a minimum change in viscosity between starting temperature and normal engine running temperature. Consequently frictional wear, which occurs predominantly right after the engine is started and before the oil

warms up enough to circulate freely, is reduced to a minimum. Moreover, the oil need not be changed because of the effect seasonal changes in temperature have on other types of oil; it is an all-season lubricant. Other advantages offered by Royal Triton 5-20 are decreased combustion chamber deposits, quicker starting and reduced engine friction. Availability of the oil is currently limited.

Growth of our marketing activities east of the Mississippi has justified the appointment of an eastern division sales manager, with headquarters in New York City. Appointed to the new position, which supervises activities of regional sales managers at Chicago, New Orleans, Cincinnati and New York, is L. B. Trelue, former regional sales manager at New Orleans. Newly appointed also as executive representative, with headquarters in New York, is F. T. Holt, former regional sales manager in New York. Both assignments were effective January 1, 1953, and both men report to the manager of refinery sales at Home Office.

"Flight 76" is the title under which Union Oil is presenting all retail dealers with a preview of the Company's sales promotion, advertising and training plans for 1953. Both Company and professional talent are being used to explain and dramatize the many ways Union Oil plans to assist dealers in their business efforts this year. A stimulating highlight of the previews is a candid-camera movie showing exactly how service station attendants responded to sales opportunities when confronted several weeks ago with a needy car bearing its concealed camera and sound-recording equipment. At the meetings, "Flight 76" is announced as the name of a forthcoming lubricating oil sales contest, which will offer as prizes several flights to well-known vacation spots.

*from Roy Linden*

## ● PURCHASING

Government restrictions have been removed on the number of quart cans we may use for packaging Union Oil products. Most other purchased items are also promptly available. Under existing conditions of supply, we are now able to schedule materials in accordance with need.

A good example of scheduling and its effect on inventories and working capital is found in the use of tetraethyl lead. On October 31, 1952, we had approximately \$238,000 of working capital tied up in this one item. Through better scheduling this investment will be reduced to about \$100,000—a decrease of \$138,000 in capital investment. For every \$100,000 reduction of such inventories the Company can realize a yearly saving of about \$15,000.

*from E. H. Weaver*

# Editorials



In a well-received address to the Rotary Club of Los Angeles during December, J. W. Miller, manager of Southwest Territory, first pointed out what salesmanship has done to improve American living standards, then did a commendable job of *selling* his oil industry to the Rotarians. Said he:



"Perhaps the best way to indicate how well sales competition in the oil industry has benefited the consumer is to briefly consider what has happened to gasoline during the last 25 years . . . Gone is the nickel cigar, the dollar watch, the five-cent cup of coffee and in some cities the nickel phone call. But the driving public gets its gasoline for

the same price *before* taxes as in 1925. In 1925, an average motorist, driving into an average service station in an average city would have paid 21.93 cents for the gallon of gasoline he purchased, plus 2.28 cents in taxes, for a total of 24.21 cents. On December 1, 1951, the same average motorist would have paid 20.31 cents for his gallon of gasoline, plus 7.32 cents in taxes, or a total of 27.63 cents. So you can see the price *before* taxes is actually lower than it was in 1925.

Another factor that cannot be overlooked is the vast improvement that has taken place in the quality of gasoline since 1925. Research and testing laboratories from coast to coast have demonstrated that today's gasoline has been improved at least 50 per cent over the 1925 product . . . When you sum it up, it shows that today from two gallons of gasoline costing about 42 cents before taxes you can get the same number of miles anyone realized back in 1925 from three gallons of gasoline costing about 66 cents before taxes.

"It was suggested to me that this discourse on the value of gasoline had no place in a talk entitled 'The Power of Selling,' but it seems to me that it does, because selling cannot be separated from the other elements of our economic system. Selling must concern

itself with maintaining the integrity of the house and the reputation of its products. The object of selling is not merely the moving of goods; tempering that objective is the honest approach—the giving of a fair and full measure. In the oil business this selling approach has led to a never-ending pressure for more and better products at lower costs. It has been the spur to lower production costs in the field. It has been the driving force that has inspired new and improved refining techniques and facilities. It has been the constant incentive for research on new ways and means of providing you with better products.

"We have never felt that 'Let the buyer beware!' is a good maxim. We in the oil business have learned that if we are to *sell* you we must *serve* you. And we know that it can't be done unless our entire organization is keyed to the necessity of serving the American people with more products, better products, and products of real value.

"Quoting from Coleman Cox, the writer and professional salesman: 'The Public determines what you and your business are worth to the community—and its appraisal is going to be accepted no matter what you *think* about it.'"



## WHAT PRICE PRICE CONTROLS?

—About 4,000 years ago, the Hammurabi Code imposed a rigid system of controls over wages, prices, production and consumption. Those controls blanketed the entire economy of Babylonia—so effectively that when the writer visited Babylon several years ago he found the famous city reduced to one wall and one unemployed inhabitant.

Government price controls failed as dismally in Athens 400 B.C., in Rome 300 A.D., in England and Holland during the Middle Ages, in Great Britain and France during our times. Why do some Americans persist in following the road of price-and-wage controls—to economic disaster?



# The Finest in Music

*Acclaimed as one of the top three symphony orchestras in the United States, the Los Angeles Philharmonic Orchestra*

*presented a special program for school children on Saturday, December 6th, in the Pasadena Civic Auditorium.*





*A full-house of young listeners paid only thirty-five cents per seat admission, thanks to a patronizing gesture made by Union Oil Company to sponsoring PTA committees.*

**T**HE LOS ANGELES PHILHARMONIC ORCHESTRA, under the baton of Director Alfred Wallenstein, presented a most memorable concert on Saturday, December 6th, in Pasadena's Civic Auditorium. These symphony artists, rated among the three best groups in the United States, performed on that occasion before an audience of nearly 3,000 Pasadena school children. Judging by their rapt attention and eager applause, few of the young audience will ever forget some of the strains of Beethoven, Grieg, Ravel, Chabrier and Britten as interpreted by the famous Mr. Wallenstein.

To plan and stage such a concert is an expensive venture, requiring much promotional work and several thousand dollars. Admission charges to cover the costs are more than many school children can afford to pay. Accordingly, the Parent-Teachers Association of Pasadena, sponsors of the concert, sought a financial backer willing to underwrite costs exceeding 35 cents per admission.

Indeed there was no sign of "7600" or Royal Triton on the programs, little more than mention of Union Oil Company in newspaper reports about the concert. But every Union Oiler should have a warmer feeling in his heart—knowing that a small fraction of our productive effort in 1952 brought *the finest* in music to thousands of children just prior to Christmastime.



*Principals of this holiday season salute to youth included, from left, Program Chairman Mrs. Robert Taylor, Director Alfred Wallenstein, Committee Chairman Mrs. William E. Taverner, and Union Oiler Al E. Grogan of Pasadena. Below, early birds arrive for the concert.*



# Diesels Replace Steam at Junction

JUNCTION PUMP STATION, so named because it is the focal point of incoming oil pipe lines from southern San Joaquin Valley and Coalinga areas and the starting point of outgoing lines to coastal Avila and Oleum Refinery via Coalinga, has abandoned a 42-year-old steam plant in favor of diesel power. This is the third and largest pumping project accomplished in our Northern Division Pipe Line's modernization program.

The new plant stands several hundred yards from its colorful old forerunner—a unit whose impressive steam pistons and flywheels have been kept busy since 1910.

Economic studies brought about closing of the old plant and building of the new. Union Oil engineers, assisted by outside firms, estimated that several types of new equipment could do the job better and cheaper. A study followed to determine the comparative efficiency of steam, electric and diesel power. Diesel power won out by a considerable margin and promised additional savings if 16-gravity crude from the lines could be used instead of refined Diesol for fuel. The Enterprise En-

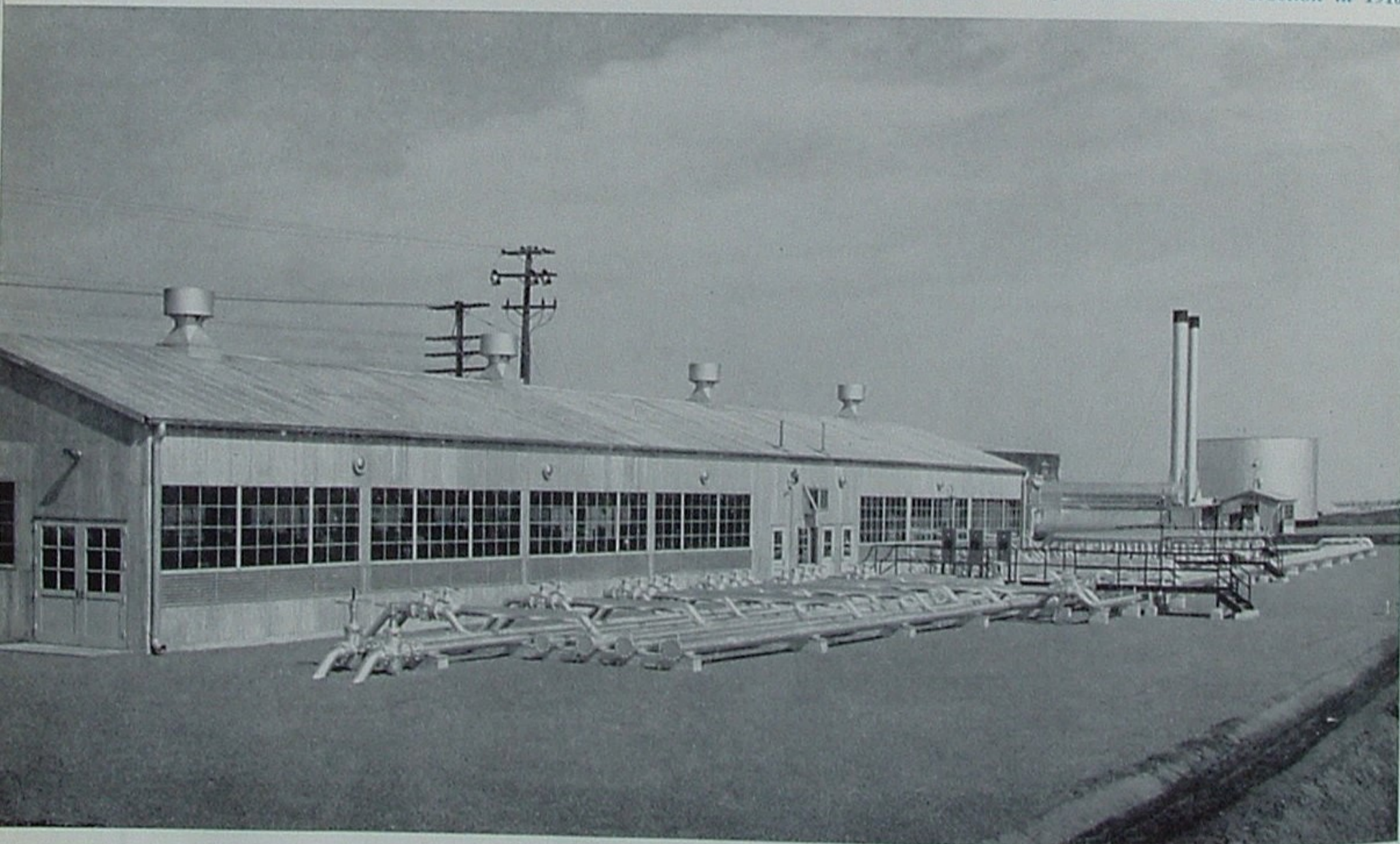
gine & Machinery Co. then responded with an engine that operates efficiently on crude providing it is fed on diesel fuel during short warm-up and shut-down periods.

The new station includes other interesting features: Crude oil also is burned in direct-fired heaters to heat streams of heavy petroleum in transit. Automatic controls come to the relief of pumps and pipe lines when line pressures fluctuate above normal. Nearly all plant operations, including gauging of storage tanks, are controlled through an instrument panel in the centrally-located, air-conditioned office. An alarm system alerts the operator in case of trouble. Fire protection consists of both fire-hydrant and automatic fog systems. Wherever possible, oil piping is installed above ground to provide easy visual identification of various systems. Yard, pump houses and pipe trenches are equipped with an oil-drain system to recover truant oil and minimize housekeeping.

Though rarely seen by people other than the Union Oilers working there, Junction is one of the Company's best maintained properties.

*Most efficient yet devised are the pumphouse, pipe lines and heaters of Junction Pump Station. The new facilities*

*replace a steam plant that has pumped millions of barrels of San Joaquin Valley crude since its erection in 1910.*



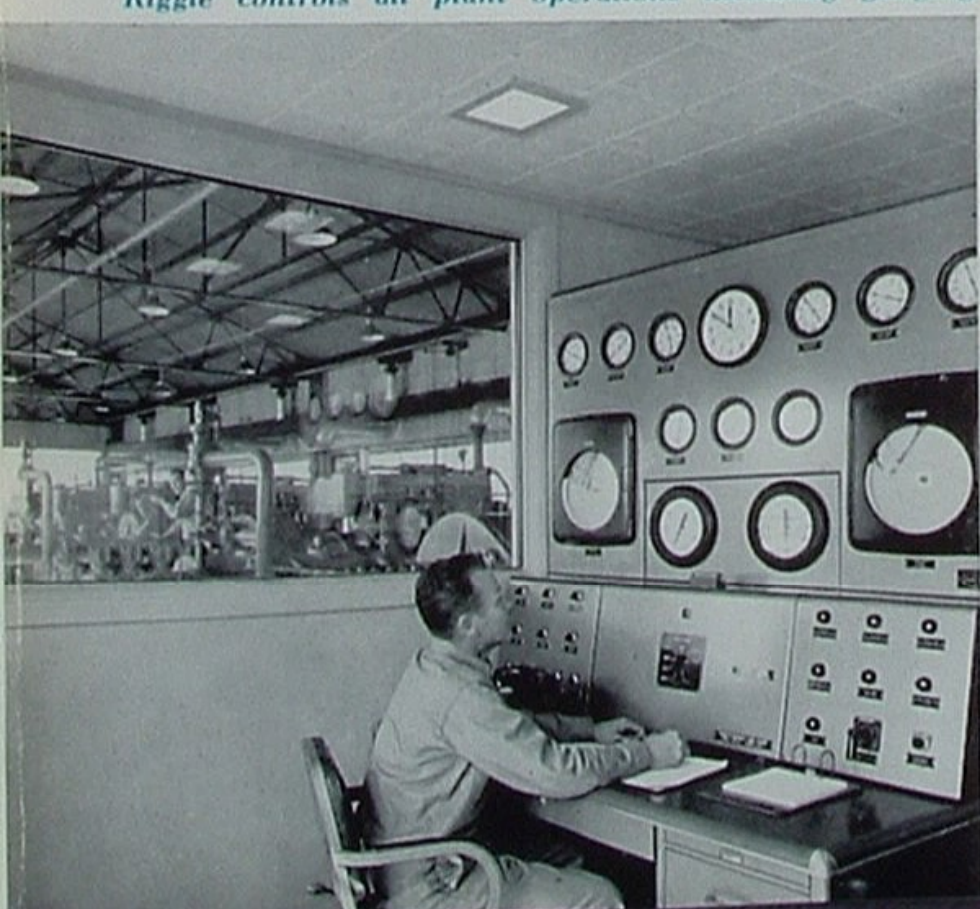


*Union Oilers who man the pumps at Junction include, from left, (standing) Dutch Van Harreveld, Ted Barber, John Petersen, Kenneth Adams, Donald Wilson; (seated) Frank Oster, Homer Wadhams, and Ed. Riggle.*



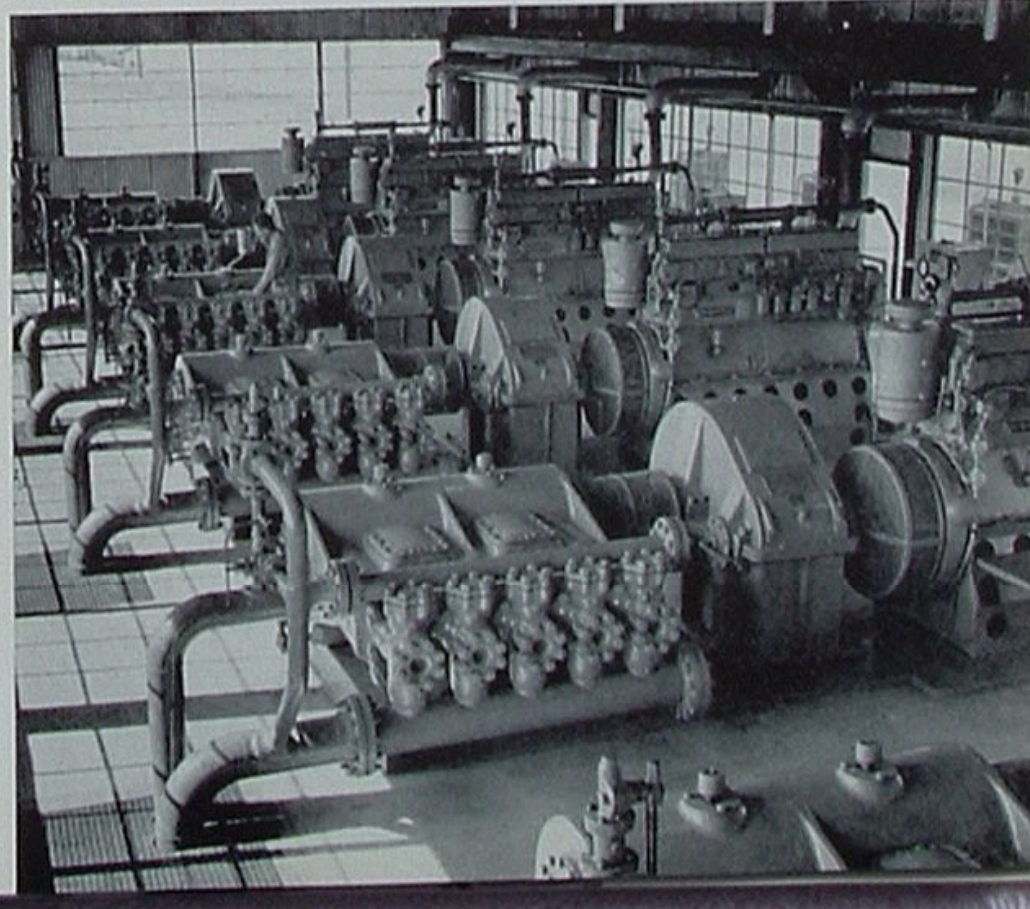
*Oil pipe lines at the new station are installed above ground to facilitate identification of various systems.*

*From this air-conditioned office, Tour Engineer Ed. Riggle controls all plant operations including gauging.*



*Though well off the beaten track, Junction presents an immaculate appearance. Even the gravel is neatly combed.*

*Six modern Enterprise diesels, using 16-gravity crude oil for fuel, drive the Wilson-Snyder quintuplex pumps.*





Lighting up a yule tree for the children of Los Angeles Refinery employees are, from left, Maynard Strader, Calvin Ruff, Ray Howard, Nadine Deleree, Jack Ivey and Gale Peterson (kneeling). Over 600 kids came to see Santa.



The anything but "Silent Night" was accompanied by, from left, Ralph Cummings, William Field, Harley Wagle, Fred Hartley, Leslie Smith and Herb Zirnite—Union Oilers all. Tommy Vom Steeg, center, his son Gary and Stanley Reiner, Jr., right, entertained with their original puppet show, which later was shown in five hospitals and over television.



# GIFTS from the

CHRISTMAS is never better observed than when folks think back upon the Man of Galilee and, in the light of His example, dedicate themselves to a season of giving. Union Oilers seemed possessed of humanitarian motives more than ever before during the Holiday Season of 1952. The mails were heavy with kindly greetings. Many gave to others gifts they could hardly afford for themselves. Employees, in addition to holding down their jobs, gave extra hours of time to make it a joyous holiday for American children. Union Oil Girls Clubs again brought comfort to the sick and needy. A large

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The children saw Linda and Janice do a dance routine . . . Sang carols so loudly the TCC Unit trembled . . . . .

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# From the HEART

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percentage of employees—221 at Los Angeles Refinery, 75 at Oleum Refinery, 75 at Brea Research Center, and no doubt hundreds of individuals elsewhere—gave life-sustaining gifts of blood to our armed forces overseas. And our total number of unobserved kindnesses must have been legion.

As long as industry and democracy remain in the hands of such people, the future seems bright with promise. And was it not the Christ who said, "Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me"?



*Generous givers of another kind were the blood donors. Above, with Nurse Aldine Adent as witness, Steve Kosteke and Nadine Deleree sign a donors' scroll sent by 221 Los Angeles Refinery employees to the wounded in Korea.*



*Engaged in some balloon contests with Bozo the Clown . . .*

*And concluded the evening by propositioning Santa Claus.*



*"A Gift from the Heart for Christmas" was the appropriate title under which these Union Oilers gave to the Red Cross.*

*Below from left: Lawrence O'Driscoll, John Krieger, Gordon Yates, Leo McGrath, Martin Manders, Ivan Taylor and Clarence Burns of Fluor Corporation and Oleum Refinery, waiting their turn to give someone a Healthful New Year.*



## Union Oilers



▶ **GO-DEVIL** was the title of distinction conferred upon District Representative Neil Brandenburg, third from left, of Astoria by the West Coast Oil Information Committee. The title and a pair of gold cuff links were his award for outstanding public relations service to the oil industry in 1952. With him at the Los Angeles presentation were, from left, Union Oilers Arthur Stewart, "Hoot" Bragg and Roy Linden.

▶ **EYE-CATCHING** was this "Royal" exhibit presented by the Filmite Oil Corporation in 1952 at the Wisconsin State Fair. Even the neckties worn by P. E. Hewitt and L. M. Hill helped to attract some 80,000 prospective customers.



▶ **ELECTED** recording secretary of the Desk and Derrick Club of San Francisco for 1953 is Fay Avlon, a member of our Refinery Sales Department in the Central Territory office. The rapidly growing Desk and Derrick Club, which offers many educational and social advantages to women working in the petroleum industry, is attracting many new members in the Bay Area.

from Ethel Cline

▶ **NEW BROOMS** were indoctrinated into Southwest Territory's marketing plans during December when retail representatives with a year or less of Company experience attended a five-day conference in the Petroleum Building, Los Angeles. You will recognize a few well-preserved old "straws" among the genial newcomers.

from Grover Stark

ON TOUR



▶ **HOSTS** to 16 San Francisco school teachers on Business-Education Day were Union Oilers W. H. Jamieson, E. C. Smith, T. J. Fahay, F. C. Barr and M. S. McNamara. Hosts and guests are shown at Oleum Refinery, where petroleum processes were explained—in impeccable English of course.



▶ **BOOSTERS** of a community school project in the San Jose area, designed to aid mentally retarded children, are members of our Central Territory Girls Club. Below, Nancy Dunton signs the Club's \$100 donation to this worthy cause in the presence of Chairman Mrs. Donald Fischer and DSM R. Brenchley of San Jose.

from Ethel Cline



▶ **IF** you miss the Union Oil Girls Club Valentine Dance in Hollywood this year, it cannot be blamed to the advance publicity. From left, Caryl Reimann, Doreen Human and Curtyne Terharr of Home Office extend a hearty invitation.



▶ **THE LATEST** in Stop-Wear lubrication devices are "Can't-Miss" colorcaps, which dealers place on the grease fittings of cars to assure thorough lubrication. Misses Pat Flynn, Marilyn Wright, Betty Tibbe, Anna Keane, Nathalie Stewart, Norma Dehmer and Pat Atchison of San Francisco office find the rosettes of caps also quite fetching as dress ornaments.

from Joe Bateman



▲ **SAFETY FIRSTS** or near firsts have been won by employees of our San Francisco Plant nearly every year since safety competition first started among Bay Area industrial firms. This year, however, Union Oilers at that location won first both in the Warehousing and Storage competition and in the Fleet Safety compe-

titution, Petroleum Division. Receiving the prized certificates on behalf of plant personnel from Vice President Phil Johnson, left, of the National Safety Council, San Francisco Chapter, are Plant Superintendent D. N. Nichols, District Sales Manager R. T. Carrington and Plant Foreman E. E. Johnson.



▲ **BELL RINGER** Joe Young is, by trade, a dignified car dealer representative for Union Oil in San Francisco. But at an Optimist Club luncheon just prior to Christmas an appeal was made for Club members to actively help the Salvation Army in their worthy cause. Joe hedged, "I'd do it gladly, fellows, but Union Oil pays me to sell oil." Then, up jumped one of the car dealers present with an order for several barrels of Royal Triton. Result: Joe really kept the Salvation Army pot boiling on one of the city's busiest intersections.

▲ **GUESS WHERE** Not Alaska, the Rockies, Washington or Donner Summit, but a spot overlooking orange orchards near our San Bernardino marketing station. The musher is Bill Brandenberger.

▲ **THE OIL GAME** is undoubtedly as complicated as it looks on the base land map under scrutiny of, from left, M. H. Smith, T. M. Ragland, A. C. Rubel, L. D. Cartwright, Jr., J. A. Whitaker, S. G. Wissler and Gene Gaddis. These Union Oilers met at Bismark, North Dakota, during the latter part of 1952 for this study. The map indicates the vast amount of oil land leasing that has taken place in the Williston Basin, which covers portions of Montana, the Dakotas, as well as Manitoba and Saskatchewan in Canada. In U. S. portions of the basin, Union Oil has a half interest with Hancock and Signal in several million acres.





## SERVICE BIRTHDAY AWARDS

FEBRUARY 1953

### PIPELINE

Cluster, Albert D., San Luis Obispo.....	35
Griffith, Warren E., Whittier.....	30
Sleeth, John A., San Luis Obispo.....	30
Strickland, Tom L., Whittier.....	30

### EXPLORATION & PRODUCTION

Rubel, Albert C., Home Office.....	30
Clayton, Leonard B., Orcutt.....	30
Morrow, Noland F., Richfield.....	30
Marston, Charles J., Orcutt.....	25
Gertzen, Richard J., Great Falls.....	20
Marshall, Orphis L., Ventura.....	20
Carpenter, Kenneth H., Home Office.....	15
Smith, Dick M., Whittier.....	10
Johnson, Hyrum W., Orcutt.....	10
Woodbridge, Mabel, Home Office.....	10

### MANUFACTURING

Sweet, Howard L., Oleum.....	30
Myers, Rubert G., Wilmington.....	30
Jones, Irving S., Wilmington.....	30
Wierzbicky, John H., Oleum.....	25
Rahn, David O., Wilmington.....	25
Hutchinson, Charlie L., Wilmington.....	20
Cleone, Ray R., Oleum.....	15
Ellsworth, Floyd W., Oleum.....	15
Coats, James M., Wilmington.....	15
Crookes, Frank E., Oleum.....	15
Hall, Orlin D., Oleum.....	15
Brennan, Lester F., Cut Bank.....	10
Milburn, William G., Wilmington.....	10
Baker, Edith H., Oleum.....	10
Linthicum, Marion V., Oleum.....	10

Bernadou, Eugene E., Oleum.....	10
Hackney, Paul L., Oleum.....	10
Manning, Leslie E., Oleum.....	10
Stockton, Hampton R., Oleum.....	10

### MARKETING

Cox, John S., Pasadena.....	30
Farmer, Lester L., Jr., Seattle.....	25
Martin, Donald A., Stockton.....	25
Monroe, Irwin J., Los Angeles.....	15
Cartheuser, Jacqueline, Los Angeles.....	10
Polizzotto, Paul L., Long Beach.....	10
Guerin, Robert N., San Diego.....	10
Boyce, Cecil V., Seattle.....	10

### PURCHASES

Hood, Ledra C., Home Office.....	10
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### SECRETARIAL

Nehr, Marie R., Home Office.....	30
Seiler, Vera C., Home Office.....	15

### LEGAL

Powell, Jerry H., Home Office.....	30
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### COMPTROLLERS

Butchart, Frank M., Home Office.....	25
Henderson, Clifford A., Home Office.....	20

### AUTOMOTIVE

Corner, Iverson E., Santa Fe Springs.....	10
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### RESEARCH & PROCESS

Fleck, Raymond N., Brea.....	10
Wenholz, Alfred M., Wilmington.....	10

## Retirements



A grateful Company and host of well-wishing employees are bidding farewell to the following Union Oilers who have concluded long careers of Company service and are retiring:

### PATRICK J. COLLINS

Pipe Line Department  
Employed 8/18/11—Retired 2/1/53

### RUDOLPH P. GEITHNER

Oleum Refinery  
Employed 12/22/22—Retired 2/1/53

### MERNA H. NEUMEN

Northwest Territory  
Employed 4/28/30—Retired 2/1/53

### HELEN M. FRANKLIN

Southwest Territory  
Employed 4/28/30—Retired 2/1/53

## IN MEMORIAM

With deep regret and with earnest sympathy toward their families and intimate associates, we report the death of the following employees:

On 10/16/52—**SANDY HARVEY**, Home Office;  
Retired 7/30/39

On 12/2/52—**EDDIE W. HATHCOCK**, Southern Division  
Pipe Line; Retired 12/31/45

On 12/5/52—**FRED W. ROBERTS**, Southern Division Pipe  
Line; Retired 10/1/47

On 12/6/52—**LEROY M. SWEET**, Home Office Maintenance;  
Out of service 1/31/47

On 12/29/52—**WILLIAM H. H. MARTINDALE**, Oleum  
Refinery; Retired 3/1/48

On 12/31/52—**JOHN C. BECK**, Los Angeles Refinery;  
Retired 12/1/52

On 1/7/53—**SHIRLEY JACOBSON**, Oleum Refinery

On 1/12/53—**SAMUEL A. ALLEN**, Coast Production



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ON TOUR is published monthly by Union Oil Company of California for the purpose of keeping Union Oil people informed regarding their company's plans and operations. Reader participation is invited. Address communications to ON TOUR, 617 West 7th Street, Los Angeles 17, California.

T. D. Collett, Editor.....R. C. Hagen, Asst. Editor

## WHAT PRICE KENAUYAKSAIT?

**1.** For hundreds of years the coast of Baffin Island in Northern Canada has been an Eskimo home and hunting ground. The Baffin Island Eskimos were known throughout the North for their skill as seal hunters and fishermen. They lived on raw seal meat and raw fish. Their existence, while primitive, was a happy one.



**2.** Eight years ago the Canadian government set up a system of family allowance under which the Baffin Island Eskimos received \$5 a month for each child—as did all other Canadians. These allowances, called “kenauyaksait” by the Eskimos, represented more money than most of them had ever seen at one time.

**3.** To the Eskimos, their new-found wealth meant they didn't have to hunt seals or catch fish any more. Most of them left their hunting and fishing grounds and moved in close to the trading posts where they received their monthly handouts and could buy the niceties of civilization.



**4.** The Eskimos' new life was soft and easy—for they had complete *security*. But because they no longer needed to provide for themselves they lost all *vigor* and *ambition*. As a result, the government is now trying to get them to move away from the trading posts and start producing or forfeit their allowances. But this is next to impossible to accomplish. For the Eskimos have grown to *depend* on their *security* so much that they have no desire to return to their former life of *freedom* and *independence*.

**5.** The important point of the story is this: enslavement by *security* isn't something that happens only to Eskimos. In fact, millions of people all over the world see nothing wrong with a welfare society. But welfare plans are like dope. The doses are small and pleasant at first, but they eventually enslave us. For that reason, we Americans must maintain our *self-reliance*, our *productivity* and our *freedom*. For these things, after all, are responsible for America's greatness.

### UNION OIL COMPANY OF CALIFORNIA

INCORPORATED IN CALIFORNIA, OCTOBER 17, 1890

*This series, sponsored by the people of Union Oil Company, is dedicated to a discussion of how and why American business functions. We hope you'll feel free to send in any suggestions or criticisms you have to offer. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 17, California.*

MANUFACTURERS OF ROYAL TRITON,  
THE AMAZING PURPLE MOTOR OIL

