

Chapter 12. Formation and Maturation: Source Notes and Bibliography

Footnotes

- 2 “unbridled” expansion (King, p. 195); “Texas ideas” vs. “New York ideas” (King, pp. 194–95)
- 3 Entex history (Fellows, pp. 12–13)
- 9 federal taxation (HNG: *1943 Annual Report*, p. 12; *1944 Annual Report*, p. 14; *1946 Annual Report*, p. 18)
- 10 politics and 1943 decrease (HNG, *1943 Annual Report*, p. 5)
- 11 increased McCarthy production (Wimberly, p. 4); eight-day allowable (Wimberly, p. 3)
- 13 “As the years ... inequities” (Fellows, p. 88)
- 16 M. D. Matthews (HNG: *1964 Annual Report*, p. 20; *1965 Annual Report*, p. 20)
- 17 Bammel operation (Fellows, p. 105; HNG, *1966 Annual Report*, p. 3); Mark Lay, Bammel (Bryce, pp. 151–52)

Source Notes

Houston Oil Company Breaks Out

- \$30 million company (Fellows, p. 2)
- “It means ... oil fields!” (quoted in Fellows, p. 2)
- Cullinan as dean of the Texas oil industry (King, p. 205)
- Cullinan early career (King, pp. 8, 66–68, 95–97, 158)
- “Kirby million acres” (Fellows, p. 9)
- Cullinan attempts with Houston Oil (King, pp. 204–05)
- Cullinan leaving Texas Company (King, pp. 184–92)
- “a boon to both companies” (King, p. 206)
- “one of ... history” (quoted in King, p. 207)
- Houston Oil/Republic agreement (King, p. 205)
- Samuel Fordyce (Fellows, pp. 6–7)
- “mystery well” (quoted in Fellows, p. 8)
- stock appreciation (Fellows, p. 8)
- expansion money from Hull field (Fellows, p. 9)

New Companies for Natural Gas

- “to educate ... qualities” (King, p. 25)
- “It was ... ashes” (Fellows, p. 13)
- early Texas natural gas (King, pp. 10, 45)
- HPL creation (Fellows, pp. 10–11)
- HPL completion, roadblock (Fellows, pp. 11–12, 14)
- HNG creation (Fellows, pp. 14–15)
- E. H. Buckner (Fellows, p. 11)
- “a highly ... Houston” (Fellows, p. 18)
- suburban markets and rates (Fellows, p. 18)
- Texas franchise law (Fellows, p. 15)
- HGF statistics (Fellows, p. 35)
- “a power ... Washington” (quoted in Feagin, p. 120);
- HGF application (Fellows, p. 5)
- Holcombe opposition to HNG (Fellows, p. 26)
- “Your company ... afflicted” (quoted in Fellows, p. 24)
- HGF rate approval (Fellows, p. 27)
- coal gas rate (Fellows, p. 16)

HNG franchise proposal (Fellows, p. 25)
 Mefo statistics (Fellows, p. 17)
 “We have ... welfare” (quoted in Fellows, p. 28)
 “Why worry ... pocketbooks” (quoted in Fellows, pp. 29–30)
 “If you ... disturbed” (quoted in Fellows, p. 30)
 HGF rate increase rescinded (Fellows, p. 30)
 “conspicuously silent” “The women ... public!” (quoted in Fellows, p. 29)
 gas-service wait (Fellows, p. 32)
 “the blockade of Houston” (Fellows, p. 34)
 HNG franchise approval (Fellows, p. 34)
 “Battle ... Franchise” “Battle ... Business” (Fellows, p. 34)
Competition Makes a Company
 rules for HNG construction; injunctions (Fellows, p. 36)
 “was a ... barred!” (Fellows, p. 34)
 “furious ... warfare” (Fellows, p. 36)
 competition, “Don’t ... licked!” (Fellows, p. 35)
 1929 HNG statistics (Fellows, pp. 11, 46)
 new communities (Fellows, pp. 33–34)
 four HNG divisions (Fellows, p. 44)
 revenue breakout (Fellows, p. 46)
 recapitalization (Fellows, pp. 10, 46)
 Great Depression, layoffs (Fellows, p. 36)
 United Gas negotiations (Fellows, pp. 111–12)
The Frank Smith Era (1933–55)
 Buckner phaseout; Trammel problems (Fellows, pp. 49–50)
 “bright ... husky” (Fellows, p. 49)
 HPL cash crunch (Fellows, p. 50)
 details of Balcones (Soapy Joe)
 Frank Smith and board reaction (Fellows, pp. 50–52)
 Smith career; David Hannah (Fellows, pp. 54–55; “Frank Smith Heads National Gas Group”)
 “for cause ... Company” (quoted in Fellows, p. 52)
 Trammel’s later career (Fellows, p. 53)
 “I wouldn’t ... street” (quoted in Fellows, p. 54)
 “first class citizenship” (Fellows, p. 56)
 uniforms and advertising (Fellows, pp. 57–58)
 “Gas is ... outlets” (quoted in Fellows, p. 59)
 “close ... non-competition” (HNG, *1940 Annual Report*, p. 7)
 “civic happenings” (Fellows, p. 60)
 Smith activities (Fellows, p. 62)
 increased appliance sales (Fellows, p. 61)
 “self sustaining” (HNG, *1940 Annual Report*, p. 7)
 program goodwill (HNG, *1942 Annual Report*, p. 14)
 “A Texas ... Institution (HNG, *1942 Annual Report*, p. 3)
 1940 reorganization (Fellows, p. 65)
 Zimmerman (Fellows, pp. 21, 77)
 HNG market (Fellows, p. 65; HNG, *1942 Annual Report*, p. 7)
 “Natural gas ... perfect fuel” (HNG, *1942 Annual Report*, p. 9)
 World War II gas-sales increase (Fellows, p. 67)

no wartime curtailments (HNG, *1945 Annual Report*, p. 15)

gas-rate decreases (Fellows, p. 33)

new HNG gas departments (HNG: *1943 Annual Report*, p. 7; *1945 Annual Report*, p. 11)

“The Nation’s No. 1 Opportunity” (HNG, *1942 Annual Report*, p. 7)

“Houston ... and 1945” (*Manufacturers Record*, quoted in HNG, *1946 Annual Report*, p. 6)

other business articles (HNG, *1946 Annual Report*, p. 6)

Texas City explosion (Fire Prevention...; Fellows, pp. 73–74; HNG, *1947 Annual Report*, p. 9)

100,000th meter (HNG, *1948 Annual Report*, p. 5)

Gas-appliance program restart (HNG, *1947 Annual Report*, p. 11)

employee gains (Fellows, p. 70; HNG: *1946 Annual Report*, pp. 11, 13; *1948 Annual Report*, p. 11)

“entirely ... security” (*1946 Annual Report*, p. 11)

1950 statistics (Fellows, pp. 70–71; HNG, *1950 Annual Report*, pp. 12–13, 8)

“a vision ... flame” (quoted in Fellows, p. 71)

“generally good living” (Fellows, p. 76)

millionth citizen (HNG, *1954 Annual Report*, p. 6)

quadrupled plant (HNG, *1955 Annual Report*, p. 8)

narrowing profit margins (HNG, *1948 Annual Report*, p. 13)

1952 rate increase (Fellows, p. 33)

Hospitality House (Fellows, p. 79)

“HNGang” (Fellows, p. 70)

Coffee Corral, \$0.59 coffee caper (Fellows, pp. 80–81)

director meetings; “He wanted ... public” (Fellows, p. 78)

HNG Production (Fellows, pp. 83–84; HNG: *1957 Annual Report*, pp. 14–15; *1958 Annual Report*, p. 8)

Glenn McCarthy (HNG, *1957 Annual Report*, pp. 14–15; McComb, pp. 136–37)

“a good deal of romance” (Wimberly, p. 3)

87 percent tax (HNG, *1951 Annual Report*, p. 16)

Revenue Act of 1909 (Bradley, p. 333)

“Your company ... ‘excess profits’” (HNG, *1950 Annual Report*, p. 5)

“Our business ... for sale!” (quoted in Fellows, p. 92)

“evidences ... business” (HNG, *1950 Annual Report*, p. 6)

The John H. “Bus” Wimberly Era (1955–67)

“comer” (Fellows, p. 85)

Wimberly promotions (Fellows, pp. 86–87, 152; HNG, *1946 Annual Report*, p. 13)

Wimberly description (Fellows, pp. 85–87)

“a new ... leadership” “magnetic personality” (Fellows, p. 56)

Purchasing Houston Pipe Line

Atlantic purchase of Houston Oil (Fellows, pp. 88–89)

“rich-kid, poor-kid” (Fellows, p. 88)

“Our operations ... all involved” (Fellows, p. 89)

purchase price (Fellows, p. 89; HNG, *1956 Annual Report*, 2)

“the greatest ... history” (Fellows, p. 88)

HPL purchase (Fellows, pp. 88–90)

HPL statistics (HNG, *1957 Annual Report*, p. 10)

“increased ... operations” (HNG, *1956 Annual Report*, p. 2)

“I would not ... emotion” (Fellows, p. 89)

closing in New York City (Fellows, p. 90)

“The consummation ... operations” (HNG, *1957 Annual Report*, pp. 9–10)

financial ratios (HNG, *1957 Annual Report*, p. 13)

\$100 million in assets (Fellows, p. 82)
“promising” “the benefits ... operations” “are wholly ... regulation” (quoted in Fellows, p. 82)

Purchasing Valley Gas Production, Inc.

“The company ... position” (HNG, 1961 Annual Report, p. 4)
Valley description; purchase terms (Fellows, p. 101)
“[Valley Gas] ... Bob Herring” (quoted in Fellows, p. 116)
HPL performance, investment (HNG, 1964 Annual Report, pp. 14–15)
HPL industrial contracts (HNG, 1965 Annual Report, p. 2)
Shell contract (HNG, 1966 Annual Report, p. 3)
Bammel operation (HNG, 1966 Annual Report, p. 3)
“operated ... bank” (Fellows, p. 105)
HNG Petrochemicals (Fellows, p. 123)
Valley gas-processing plants (HNG, 1963 Annual Report, p. 4)
Alvin gas plant (HNG: 1966 Annual Report, p. 16; 1967 Annual Report, p. 5)
gas liquids (HNG, 1967 Annual Report, p. 4)
“The Company’s ... industry” (HNG, 1967 Annual Report, p. 4)
2.5 percent growth (HNG, 1967 Annual Report, p. 7)
United Gas competition (Herring, 1966, p. 2)
“The Texas Gulf ... occur” (HNG, 1966 Annual Report, p. 3)

Other Developments

“substantial progress” (HNG, 1960 Annual Report, p. 5)
rate increases (HNG: 1959 Annual Report, p. 3; 1962 Annual Report, p. 4)
“the threat ... socialism” (HNG, 1960 Annual Report, p. 5)
Corpus Christi battles (Fellows, pp. 95–99)
“A decision ... ownership” (quoted in Fellows, p. 99)
1967 statistics (HNG, 1967 Annual Report, p. 2)
HNG Building (Fellows, pp. 40, 109)
Wimberly AGA platform (HNG, 1967 Annual Report, p. 20)
“aiming too low” “truly ... new” (Drucker, p. 57)

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