

## Chapter 9. Transco Energy Company: Source Notes and Bibliography

### Figures

- 9.3 Transco, *Annual Reports*, various years.  
9.5 (Transco, *1974 Annual Report*, inside front cover, p. 10; Transco 10-K for 1975, p. 1)  
9.8 Transco, *Annual Reports*, various years.  
9.11 Transco, *Annual Reports*, various years.  
9.16 Transco, *Annual Reports*, various years.

### Footnotes

- 3 “promoters’ profit” debate (Howell and Hart, p. 323n38)  
4 Symonds versus Texas Eastern (Castaneda 1993, pp. 99–101)  
5 John Lewis and rebid (Pratt and Castaneda, p. 107)  
7 “gap ... industry” FPC growth (FPC 1940, p. 208); FPC employee increase (Castaneda 1999, p. 154)  
11 30 SNG projects (Wett, p. 54)  
12 “The shah ... on earth” (“Iran. . .,” p. 6)  
15 “He can ... dry hole” (Bowen, quoted in Stuart, p. 149)  
17 “If we ever ... gas” (quoted in Fredrickson, p. 129)  
22 “the most ... ever enacted” (Moody and Garten, pp. 1–2)  
26 contract reformation effort (Lay, “Letter. . .,” p. 461)  
27 “weak hold” “It cost ... gas and oil” (“Naturall Gas: The View from Transco,” p. 2)  
30 “the dean ... architects”; “complex, seemingly irrational” (Goldberger).  
31 “Through a number ... ‘gold ingot’” (Knight, p. 183)  
33 Transco and TXP (“Company Announces. . .,” p. 14)  
34 “not to pay out dollars” (quoted in O’Neill, p. 161)  
38 TXP liquidation (*Natural Gas Week*, September 11, 1989, p. 7; Transco Energy Company, *1988 Annual Report*, 3, 29;)  
39 “an extremely ... one” “personally ... decision” (quoted in *Natural Gas Week*, March 25, 1991)  
40 energy boom and government policy (Bradley 1989, pp. 3–6)  
41 “in those cases ... always won” (Fredrickson, p. 130)  
42 coalbed methane writeoff (Transco Energy Company, *1991 Annual Report*, p. 24; Transco Energy Company, *1993 Annual Report*, pp. 82–83)  
43 “fifteen ... years” (quoted in Malik, p. 3)  
44 “noble errors” “For Bowen ... fuel” (Transco Energy Company, *Our Legacy*, p. 43)  
45 Bowen awards, titles (Bowen, 2007, p. 103; *Natural Gas Week*, October 8, 1990, p. 11; *Natural Gas Week*, May 5, 1992, p. 16)

### Source Notes

#### To The Northeast

- Claude Williams history (Transco Energy Company, *Our Legacy*, pp. 4–6)  
Trans-Continental formation (Castaneda 1993, pp. 122–23)  
\$40 million offer and conversion cost (Howell and Hart, p. 312)  
bid and rebid process and results (Castaneda 1993, pp. 75, 90–92; Castaneda and Pratt, pp. 44–53; Fish Interview, p. 51; Howell and Hart, p. 312)  
rate-base economics (Marshall, p. 186)  
write-offs of manufactured-gas assets (Castaneda 1999, p. 142)  
rival pipeline battle for the Northeast (Castaneda 1999, chapter 7)

Texas Eastern financing (Castaneda 1993, pp. 113–14)  
 Browns and Texas Eastern (Castaneda and Pratt, pp. 72, 104)  
 Fish partnership with Trans-Continental (Castaneda 1993, pp. 93, 126; Fish interview, p. 50)  
 certification interventions (Castaneda 1993, pp. 125–26)  
 hearing statistics (Transco Energy Company, *Our Legacy*, p. 10)  
 “Increasing ... petroleum” (FPC 1948, p. 24)  
 “to obtain ... area” (FPC 1948, p. 44)  
 \$35 annual savings (Howell and Hart, p. 315)  
 “the country ... gas” (Williams 1950, p. 82)  
 drilling boom, proven reserve increase (EIA 1983)  
 Ray Fish reaction (Boehnke, p. 4)  
 340 MMcf/d to 505 MMcf/d expansion (Howell and Hart, p. 322)  
 “Another bright ... Manhattan” (“Red Letter Day,” p. 7)  
 “New York ... tall deeds” (E. B. White, quoted in “Colossus,” pp. 22–23)  
 company benefits (Williams 1952, pp. 42–43)  
 “We are happy ... company” (Williams 1952, p. 42)  
 “Increased ... eventually” (McGraw, p. 46)  
 “In general ... industry” (Symonds, quoted in Tenneco Gas, *Fifty Years*, p. 24)  
 “engineering ... psychology” (Transco Energy Company, *Our Legacy*, p. 8)  
 capacity growth (Boehnke, pp. 2–3, 5–6)  
 McGraw retirement (Transco Energy Company, *Our Legacy*, p. 66)  
 “We decided ... own” (quoted in “The Gas Pipelines,” p. 22)  
 FPC discouragement of affiliate gas (Bradley 1996, pp. 367–76);  
 “an intrusive ... referee” (Castaneda and Pratt, p. 82)  
 pipeline financing and returns (“Natural Gas,” p. 23)  
 “Even ... Transco” (deep-background source)  
 friendly customer relations (Transco Energy Company, *Our Legacy*, p. 28)  
 “ability ... to perform” (quoted in “Natural Gas,” *Forbes*, p. 62)  
 transportation-gas rebuff (Bradley 1996, p. 944)

### **A Gas Supply Problem**

record earnings in 1969; other statistics (Transco, *1969 Annual Report*, pp. 1–6)  
 national gas usage (American Gas Association, p. 26)  
 cofinancing program (“President Meets,” p. 1)  
 cost premium of supplemental gas (“Financial Analysts,” p. 2)  
 NYPSC order, Save-A-Watt campaign (Pratt, pp. 173–74)  
 earnings gain in 1971 and 1972 (“Financial Analysts,” p. 2)  
 companies with emergency purchases and curtailment orders (Gooch, p. 104)  
 Transco interest in Robert Herring (Herring interview, p. 14)  
 “serious” (Bowen, “Tightening Gas Supply,” p. 25)  
 1.1 Bcf/d program (Transco Energy Company, *Our Legacy*, p. 65)  
 “the demise ... natural gas” (Mitchell, quoted “Transco President. . .,” p. 1)  
 Algeria LNG plan (“Company Seeks. . .,” p. 1)  
 cost premium supplemental gas (“Newsmen Query. . .,” p. 1)  
 Iranian 750 MMcf/d (Transco, *1973 Annual Report*, p. 9)  
 “Coal gasification ... needs” (“Transco Studying Coal Gasification,” p. 14)  
 supplemental gas project problems (Transco, *1973 Annual Report*, p. 10)  
 OCS lease delay (“HotTap Reviews. . .,” p. 3)  
 “Our old ... its subsidiaries” (quoted in Boehnke, p. 8)

curtailment and throughput statistics (Transco, 1974 1<sup>st</sup> Quarter Report, p. 8; Transco, 1974 Annual Report, p. 25)

price controls and cost recovery (Transco, 1974 1<sup>st</sup> Quarter Report, p. 5)

slumping stock price (Transco Energy Company, *Our Legacy*, p. 76)

"In the face ... choice" (Mitchell, "President's Monthly Newsletter #245")

### **Jack Bowen Arrives**

McGraw chairmanship to Bowen (Transco Energy Company, *Our Legacy*, p. 66)

stock price (Bowen, 2007, p. 93; Transco, 1975 Annual Report, p. 17)

early problems and actions (Bowen 2007, pp. 93–94)

Transco's exploration and production staff (Collins)

"You're not ... the country" (Bowen, quoted in "A Man for all Reasons," p. 3)

Patton analogy (quoted in Gray, October 1984, p. 16)

MacArthur analogy (Transco Energy Company, *Our Legacy*, p. 50)

"Transco ... rate cases" (quoted in "A Pipeliner," p. 23)

Transco's 1974 results (Transco, 1974 Annual Report, p. 3)

exploration results (Transco, 1973 Annual Report, pp. 8–9)

Bowen public-policy message (Transco, 1974 Annual Report, pp. 3-4)

"To revitalize ... of energy" "Energy ... fuels" (Transco, 1974 Annual Report, p. 4)

"Transco ... jobs" (Bowen, "President's Letter," p. 3)

offshore gas potential (Bowen, "Gas Industry—Year 2000," p. 9)

Transco vs. Florida Gas exploration staff (Collins)

advance payments (Transco, 1975 Annual Report, pp. 10, 16)

new supply initiatives (Transco, 1975 Annual Report, pp. 8, 17; Transco Energy Company, *Our Legacy*, p. 51)

net reserve additions in 1976 (Transco, 1975 Annual Report, p. 5)

"Our Company ... in sight" (Bowen, "To the Board of Directors," July 2, 1975, p. 1)

"to assist ... position" "Nearly ... Washington" (Bowen, "To the Board of Directors," July 2, 1975, p. 2)

"Our basic ... shortage" (Bowen, "To the Board of Directors," October 16, 1975, p. 2)

"Tonight ... market" "If the public ... call" (Bowen, "To the Board of Directors," October 16, 1975, p. 3)

1976/77 winter curtailments ("Temperatures. . .," pp. 2–3)

80-100 percent take-or-pay contracts ("Natural Gas," *Energy Daily*, p. 3)

Rate-case returns (Bowen, "To the Board of Directors," October 16, 1975, p. 2)

HIOS project (Transco Energy Company, *Our Legacy*, p. 15)

record onshore contract (Transco, 1978 Annual Report, p. 15)

1978 throughput (Transco, 1978 Annual Report, pp. 2, 15)

transportation gas (Bradley 1996, pp. 945–46; Transco, 1975 Annual Report, p. 6)

stock price peak (Transco Energy Company, *Our Legacy*, p. 67)

25-story Transco Tower ("Transco Tower")

"the most ... America" (Bischoff; Transco Energy Company. *Our Legacy*, p. 25)

1980 revenue and earnings (Transco, 1981 Annual Report, p. 2)

TXC performance in 1980 (Transco, 1981 Annual Report, pp. 2, 4, 10–11)

"Great Plans" "Great Pains" ("Great Plains Goes!" p. 1)

Great Plains gas pricing formula ("Great Plains Saga," p. 11)

daily coal to gas conversion ("Great Plains Saga," p. 12)

"Higher ... Pipe Line" (Transco, 1981 Annual Report, p. 38)

### **Another Doctor Call**

Lay calls Bowen (Bowen, 2007, p. 95)

11 percent energy (Continental Group, 1979 *Annual Report*, p. 28)

Lay and Continental Group ("Transco's New President: Ken Lay," p. 3)

"We've got ... in the company" ("Transco President," p. 1)

"of a boy... made good" ("Transco's New President: Ken Lay," p. 2)

"I like ... goals" (quoted in "Transco's New President: Ken Lay," p. 2)

"Over ... decision" (quoted in "Transco's New President: Ken Lay," pp. 2–3)

"I value... contributions" "Most ... productive" "I ... lucky" (quoted in "Transco's New President: Ken Lay," p. 3)

offshore liability in 1980 (Transco, 1980 *Annual Report*, p. 45)

"We still ... reserves" (Hal Miller, quoted in "Testing a Free Market," p. 47)

Lay and Earnest (Lay1 interview: 19)

industry-wide gas surplus and FERC (Bradley 1996, pp. 949–50, 952)

"the industry ... giving it" (FERC Commissioner George Hall, quoted in "Testing a Free Market," p. 46)

"Transco ... production;" production statistics (Bowen, quoted in "Transco is a Diversified," p. 18)

Transco . . . name change (Transco, 1982 *Annual Report*, p. 5)

production statistics (Transco Companies, "Presentation. . .," 1981, p. 5)

pipeline investment; coal-purchase plans ("Transco Is a Diversified. . .," p. 18)

coal-asset purchases (Transco, 1981 *Annual Report*, p. 2)

"domestic oil ... position" (Transco Companies, "Presentation. . .," 1981, p. 28)

tripled gas cost (Transco, 1980 *Annual Report*, p. 24)

one-third dual-fuel (Transcontinental Gas Pipe Line, "A Status Report. . .," p. 2)

Transco gas oversupply (Transco. 1981 *Annual Report*, p. 16)

Spring 1982 market outs (Bradley 1996, pp. 950–51)

methods to increase deliverability ("Natural Gas: The View. . .," *Energy Daily*, p. 3)

deliverability versus reserves; "completely ... 1978" (O'Neill 1983, p. 233)

potential death spiral between rising prices and lower demand (Bradley 1996, pp. 949–50)

"we'll ... again" (Bowen, quoted in "Natural Gas: Thew View. . .," *Energy Daily*, p. 3)

"I had felt ... at 3–5 years" (quoted in Wheatley, p. 329)

600 MMcf/d excess supply ("Natural Gas: The View. . .," *Energy Daily*, p. 2)

cab-ride brainstorm ("Walking the Market Tightrope," p. 6)

special marketing programs (Transco, 1983 *Annual Report*, pp. 8–9)

market-responsive throughput (Transco, 1983 *Annual Report*, p. 4)

Transco stock price in 1983 (Transco, 1983 *Annual Report*, p. 5)

"we were ... hospital" (Bowen, quoted in Bradley 1996, p. 953n32)

marketing department capabilities ("Walking the Market Tightrope," p. 2)

downside of buying/selling gas ("Transco Energy")

Judie Lay problems (McLean and Elkind, p. 7)

"We added ... staff" (Lay 1982, p. 4)

"We ... business" "In ... alternative fuels" (Lay 1983, p. 3)

**Public-Policy Activism**

Gas Research Institute (Bowen 1977, p. 11; Bowen 2007, p. 103)

"develop ... energy" (Bowen, quoted in "Gas Industry Organizes. . .," p. 4)

"the cheapest ... fuel" "something ... do" "the President ... away" (Bowen, quoted in "Gas Industry Organizes. . .," p. 4)

fast-track energy legislation (Transco Companies, 2<sup>nd</sup> *Quarter 1981 Report*, p. 4)

"Transco believes ... benefits" (Lay, quoted in "Battling. . .," p. 3)  
"The lack ... impossible" (Lay, "Letter. . .," p. 461)  
TXC profitability (Transco Companies, *1981 Annual Report*, p. 2)  
"This company ... profits" (Lollar, p. 5)  
"consistent ... resources" "Transco ... supplies" "Only ... energy" (Transco Energy Company, *1982 Annual Report*, p. 5)

### **Looking Ahead**

Transco Tower statistics (Transco Energy Company, *1982 Annual Report*, inside cover; Transco Energy Company, *Our Legacy*, pp. 25, 68)  
King Kong visit, *Transcogram*, April 30, 1984, p. 5)  
"the strongest in history" (quoted in "Annual Meeting. . .")  
"Transco ... transportation" "We ... operations" (Lay 1984, p. 3)  
NGC formation ("Central Unit"; Letter from Ken Randolph to author, November 10, 2006; Natural Gas Clearinghouse, 1994, p. 1)  
"We're not ... prove point" (quoted in Saunders, p. 5)  
under one week ("Central Unit. . .," p. 32)  
take-or-pay priority (Lay3 interview, p. 22)  
"Negotiations ... obligations" (Transco Energy Company, *First Quarter Report 1984*, p. 2)  
settlements immaterial (Transco Energy Company, *First Quarter Report 1984*, pp. 13–14)

### **Lay Leaves Transco**

"Lay's credibility ... accomplishments" (quoted in McLean and Elkind, p. 9)  
Transco, Transco Tower perks ("New Learjet. . ."; "New Tower. . ."; "The New Transco Tower"  
Transco Energy Company, *The Transco Tower: 1983*)  
"If I ... thing" "I think ... twice" (quoted in Scott and Shook, Sec. 3, p. 1)  
first spot market for gas (Transco Energy Company, "Presentation. . .," 1983, p. 12)  
Lay hirings (communication from Robert Bradley to Ken Lay, April 18, 2005, copy in files)

### **George Slocum Takes Over**

Transco board interest in an outside search to replace Slocum (Hargrove interview, p. 43)  
"We are proud ... endeavors" (Bowen, quoted in "Slocum Named. . .," p. 18)  
dividend, stock price jump (Cook, p. 57)  
1984 TXP distribution (Transco Energy Company, *1984 Annual Report*, pp. 2, 14, 44–45)  
"innovative trendsetter" (Slocum, quoted in Gray, July 1984, p. 3)  
TXP formation, TXC relationship (Transco Energy Company, *1983 Annual Report*, pp. 2, 14)  
new take-or-pay strategy, Superior (Lay3 interview: p. 22; deep background conversation of April 1, 2005)  
Superior Oil lawsuit (Transco Energy Company, *Second Quarter Report 1984*, p. 6)  
1985 net income drop (Transco Energy Company, *1985 Annual Report*, p. 2)  
superior talent, (Transco Energy Company, *1985 Annual Report*, p. 6)  
stock price; takeover rumors (Hayes)  
oil price fall (Bradley, 1989, p. 8; EIA 1991, 213)  
variable import fee (Transco Energy Company, *1986 Annual Report*, p. 3)  
"I think ... [that price]" (Slocum, p. 359)  
1987 writeoff, cumulative writeoff (Transco Energy Company, *1987 Annual Report*, p. 62)  
TGPL closing (Valdez)  
dividend, capital expenditure cuts (*Natural Gas Week*, July 20, 1987, p. 7; Transco Energy Company, *1987 Annual Report*, pp. 3, 35)  
"I couldn't ... industry" (quoted in "Employees Honor. . .," p. 2)  
"Dr. Kenneth Lay ... in 1984" (Gray 1987, p. 5)

“It’s easier ... chairman” (Lay, quoted in Gray 1987, p. 5)  
 O’Neill and Miller resignations (Transco Energy Company, *Third Quarter 1987 Report*, p. 6)  
 “toast” (O’Neill to Robert Bradley, email communication, August 18, 2005, copy in files)  
 O’Neill/Slocum problems, board meeting (O’Neill interview, pp. 8–12)  
 “Brian ... George” “I ... individuals” (O’Neill to Robert Bradley, e-mail communication of April 30, 2007, copy in files)  
 industry reaction to departures (“O’Neill, Miller ...”)  
 Grant Sims and coup attempt (O’Neill to Robert Bradley, e-mail communication of April 29, 2007, copy in files)

**More Problems**

1988 results (Transco Energy Company, *1988 Annual Report*, pp. 2–3)  
 “higher ... negotiations” (Transco Energy Company, *1988 Annual Report*, p. 37)  
 “Despite efforts ... operations” (quoted in “Transco Bails ...”, p. 1)  
 sales of coal assets and Petro Source sales (Transco Energy Company, *1988 Annual Report*, pp. 3, 19, 26–27)  
 final TXP distributions (*Natural Gas Week*, September 11, 1989, 7; Transco Energy Company, *1992 Annual Report*, pp. 35–36)  
 TEPCO formation, Chalkley discovery (Transco Energy Company, *1990 Annual Report*, pp. 18–19)  
 Texas Gas purchase (Transco Energy Company, *1988 Annual Report*, pp. 2–3, 12–13)  
 TGTC statistics (Transco Energy Company, *Our Legacy*, pp. 53, 56)  
 “an excellent ... businesses” (Transco Energy Company, *1988 Annual Report*, p. 3)  
 “I think ... hat” “Transco’s ... leverage” (quoted in Wicks, p. 4)  
 “predominantly ... company” (Transco Energy Company, *1988 Annual Report*, p. 3)  
 capital allocation (Transco Energy Company, *1988 Annual Report*, p. 5)  
 “Natural ... choice” (Transco Energy Company, *1988 Annual Report*, p. 4)  
 “a solid ... laid” (Transco Energy Company, *1988 Annual Report*, p. 2)  
 “Restructuring ... accomplished” (Transco Energy Company, *1989 Annual Report*, p. 4)  
 FERC rejection of rate case (48 FERC 61277-80 [July 17, 1989]; 48 FERC 61281 [July 19, 1989])  
 “outrageous” “arrogant” “a cynical ... fitting” (quoted in Hansard, July 17, 1989, pp. 1, 5)  
 “FERC Rejection a Disappointment”  
 “Members ... review it” (quoted in “FERC Rejection a Disappointment,” p. 1)  
 “at least ... regulations” (48 FERC 61509-10 [July 28, 1989])  
 FERC stipulation and consent agreement (Transco Energy Company, *1991 Annual Report*, p. 61)  
 record fine (Hansard 1991, p. 1)  
 TEMCO relocation (Pope)  
 “too nice a guy” “get to him last” (Hargrove interview, pp. 45–46)  
 \$1.1 billion settlements (“Lukens Looks at. . . .”, p. 2; Transco Energy Company, *1990 Annual Report*, p. 50)  
 lawsuits and potential liabilities (Transco Energy Company, *1990 Annual Report*, p. 50)  
 debt level and capital expenditures (Hale, March 15, 1991, pp. 1–2; Hale, April 30, 1991)  
 coalbed methane problems (Transco Energy Company, *1991 Annual Report*, p. 3; Transco Energy Company, *1992 Annual Report*, pp. 84–85; Transco Energy Company, *1993 Annual Report*, pp. 27–28)  
 equity drop (Transco Energy Company, *1991 Annual Report*, pp. 86–87; Transco Energy Company, *1992 Annual Report*, 53;)  
 stock price erosion (Transco Energy Company, *1992 Annual Report*, p. 93)  
 Slocum termination (Bowen4 interview, p. 7)

**New Leadership**

“splendid opportunity” “one of the ... known” (quoted in Hale, March 28, 1991, p. 1)  
 composite fossil-fuel price comparisons (EIA 2004, p. 67)  
 government and energy prices (Bradley 1989, pp. 3–5)  
 Groppe forecast (Bowen4 interview, p. 5; communication from Brian O’Neill, August 18, 2005, copy in files)  
 “a little ... Washington” “select ... 1990s” “low-cost ... States” (Bowen, quoted in Hale, March 28, 1991, p. 1)  
 DesBarres hiring (Transco Energy Company, *Our Legacy*, pp. 56–57; 72, 75)  
 Transco stock drop (Barton, p. 3)  
 “is neither ... needs” (quoted in “TXP Rejects ...”)  
 FERC refund order; Transco’s debt and equity (Barton, pp. 3–4)  
 FERC concern, actions (Barton p. 4)  
 “We are ... earnings” (DesBarres, quoted in Hale, October 15, 1991, p. 2)  
 \$193 million record loss (Transco Energy Company, *1991 Annual Report*, p. 3)  
 1991 loss, writedown (Transco Energy Company, *1991 Annual Report*, pp. 3, 27)  
 stock price decline (Transco Energy Company, *1991 Annual Report*, pp. 2, 84–85; Transco Energy Company, *1992 Annual Report*, p. 92)  
 “precipitous decline” (Transco Energy Company, *1991 Annual Report*, p. 2)  
 retrenchment actions (O’Reilly; Transco Energy Company, *1991 Annual Report*, p. 3)  
 “exceptional” results at Enron (Enron Corp, *1991 Annual Report*; Transco Energy Company, *1991 Annual Report*, p. 4)  
 “new Transco” (Transco Energy Company, *1991 Annual Report*, p. 6)  
 TEPCO sale to Forrest Oil (*Natural Gas Week*, July 20, 1992, p. 15; Transco Energy Company, *1992 Annual Report*, pp. 25, 82;)  
 “the worst ... life” (Bowen4 interview, p. 6)  
 1992 loss, stock price decline (Transco Energy Company, *1992 Annual Report*, pp. 5, 92–93)  
 S&P downgrades (*Natural Gas Week*, April 20, 1992, p. 3)  
 1993 results, stock price (Transco Energy Company, *1993 Annual Report*, pp. 52, 97)  
 1994 results, statistics, stock price (Transco Energy Company, Form 10-K for 1994, pp. 2, 7–8, 110)  
 Williams interstate pipelines (Williams Companies, *1995 Annual Report*, pp. 7–13; *1996 Annual Report*, pp. 8–16)  
**Williams Companies**  
 “Operating ... vulnerable” (Transco Energy Company, *Our Legacy*, p. 57)  
 WilTel sale to LDDS (Williams Companies, *1994 Annual Report*, pp. 2, 46, 57)  
 LDDS/WilTel negotiations (Jeter, pp. 53–54)  
 “a substantial ... measure” (quoted in Williams Companies, *1994 Annual Report*, p. 4)  
 Transco purchase and asset sales; (Williams Companies, *1994 Annual Report*, p. 57; Williams Companies, *1995 Annual Report*, p. 43)  
 stock price comparison (communication from Ann Oliver, Williams Companies, to Robert Bradley, August 26, 2005, copy in files)  
 “powerful combination” “from corner . . . country” “powerful engine” (quoted in *Our Legacy*, p. 61)  
 “trouble ... serve” (Transco Energy Company, *Our Legacy*, p. 61)  
 Williams strategy with Transco (Transco Energy Company, *Our Legacy*, p. 61)  
 stock appreciation (Williams Companies, *1995 Annual Report*, p. 2)  
**Retrospective**  
*Financial World* 1977 award (“Bowen Named. . . ,” p. 1)

*Financial World* 1980, 1981 awards (copies in file)  
AGA award ("News in Review, p. 15  
new clause in gas-purchase contracts (Bowen4 interview: p. 4)  
"is a good ... fifteen" (Letter from Bowen to Florida Gas Board of Directors, August 20, 1974,  
copy in files)

### **Bibliography for Chapter 9**

"Administrative Changes." *Transgas*, November–December 1971, 4.

American Gas Association. *Gas Facts 1985*. Arlington, VA: AGA, 1986.

"Annual Meeting: Transco Doing Well." *HotTap*, May 31, 1984, 1.

Barton, Robert. "Transco Suffers FERC Setback, Faces Refund of \$50 Million," *Natural Gas Week*, September 30, 1991, 3–4.

"Battling the Decontrol Maze." *HotTap*, October 1982, 2–5.

Bischoff, Susan. "Transco Chief's Artistic Bent Influences Firm," *Houston Chronicle*, March 11, 1984.

Boehnke, Karen. "Transco Turns 40," *The Energizer*, October 31, 1988, 1–10.

Bowen, Jack. "Tightening Gas Supply." Reprinted in *Transgas*, July–August 1970, 23–25.

———. "To the Board of Directors," July 2, 1975, 1–4. (Copy in author's possession.)

———. "To the Board of Directors," October 16, 1975, 1–3. (Copy in author's possession.)

———. "President's Letter," *HotTap*, November 15, 1975, 3.

———. "Gas Industry—Year 2000." Transco Companies, 1977. (Copy in files).

———, with Eric Fredrickson. *An American Life in the Twentieth Century: The Autobiography of Jack Bowen*. Houston, TX: privately printed, 2007.

"Bowen Named Top Executive." *HotTap*, February 1978, 1.

Bradley, Robert. *The Mirage of Oil Protection*. 2 vols. Lanham, MD: University Press of America, 1989.

———. *Oil, Gas & Government: The U.S. Experience*. Lanham, MD: Rowman & Littlefield, 1996.

Castaneda, Christopher. *Regulated Enterprise: Natural Gas Pipelines and Northwestern Markets, 1938–1954*. Columbus: Ohio State University Press, 1993.



———. *Invisible Fuel: Manufactured and Natural Gas in America, 1800–2000*. New York: Twayne Publishers, 1999.

———, and Joseph Pratt. *From Texas to the East: A Strategic History of Texas Eastern Corporation*. College Station: Texas A&M University Press, 1993.

“Central Unit Set Up for Spot Gas Sales.” *Oil & Gas Journal*, June 25, 1984, 32–33.

Collins, Albert. “New Transco President Plans Oil Exploration,” *Houston Chronicle*, October 10, 1974.

“Colossus!” *Transgas*, February 1952, 21–30.

“Company Announces New Dividend Policy.” *HotTap*, July 1984, 14.

“Company Seeks Action for Billion Feet SNG/LNG.” *HotTap*, February 15, 1972, 1.

Cook, James. “The Old-Fashioned Way,” *Forbes*, September 10, 1984, 54, 56–57.

“Employees Honor Jack Bowen.” *Transcogram*, June 15, 1987, 1–2.

“Energy Industry says Carter Plan Neglects Need for Increased Supplies.” *HotTap*, April 1977, 1, 4.

EIA (Energy Information Administration). *Annual Energy Review 1983*. Washington, DC: U.S. Department of Energy, 1984.

———. *Historical Monthly Energy Review 1973–88*. Washington, DC: U.S. Department of Energy, 1991.

———. *Annual Energy Review 2003*. Washington, DC: U.S. Department of Energy, 2004.

Enron Corp. *1991 Annual Report to Shareholders and Customers*. Houston, TX, 1992.

FERC (Federal Energy Regulatory Commission). Various decisions, 1989.

“FERC Rejection a Disappointment.” *The Energizer*, July 31, 1989, 1.

“Financial Analysts Query Henderson after Speech.” *HotTap*, November 15, 1971, 1–2.

FPC (Federal Power Commission). “In the Matter of Columbia Fuel Corp.” 1940. In *Annual Report of the Federal Power Commission*, vol. 2, 200. (Cited as FPC 1940.)

Federal Power Commission. “In the Matter of Trans-Continental Pipe Line Company, Inc.” 1948. In *Annual Report of the Federal Power Commission*, vol. 7, 24. (Cited as FPC 1948.)

Fredrickson, Eric. *Andrews & Kurth L.L.P.: The First Hundred Years of Excellence*. Houston: Andrews & Kurth, 2002.

"Gas Industry Organizes Research Institute." *HotTap*, August 1976, 4.

"The Gas Pipelines: A New Set of Rules?" *Forbes*, September 1, 1963, 20–23.

Goldberger, Paul. "Philip Johnson Is Dead at 98; Architecture's Restless Intellect," *New York Times*, January 27, 2005.

Gooch, Gordon. "Current Developments in FPC and Natural Gas Matters." In *Oil and Gas Institute*: 99–109 (1972).

Gray, Steve. "Changing of the Guard," *HotTap*, July 1984, 2–3.

———. "A Decade of Leadership," *HotTap*, October 1984, 16–18.

———. "A Diplomat for Our Times," *HotTap*, June 1987, 2–5.

"Great Plains Goes!" *Transcogram*, August 31, 1981, 1–2.

"The Great Plains Saga." *HotTap*, September 1981, 8–13.

Guennewig, Vicki. "DesBarres Leading Transco to a New Frontier," *The Energizer*, October 15, 1991, 1–2.

Hale, Karen. "Slocum: Transco's 1990 Operating Results Show Promise," *The Energizer*, March 15, 1991, 1–2.

———. "Slocum: 'Time to Make a Change'," *The Energizer*, March 28, 1991, 1.

———. "Bowen: 'Progress is Being Made,'" *The Energizer*, April 30, 1991, 1.

———. "DesBarres Leading Transco to a New Frontier," *The Energizer*, October 15, 1991, 1–3.

Hansard, Sara. "FERC Rips Transco Settlement, Threatens Marketing Divestiture," *Natural Gas Week*, July 17, 1989, 1, 5, 11.

———. "FERC Scrambles Transco; Customers Eye \$50 Million Cost," *Natural Gas Week*, July 24, 1989, 1, 6–7.

———. "FERC Slaps Record Penalty on Transco for Violating Rules," *Natural Gas Week*, June 3, 1991, 1, 9–10.

Hayes, Thomas. "Gas Pipelines Seen as Merger Targets," *New York Times*, January 13, 1986.

"HotTap Reviews Journal's Interview of Mitchell." *HotTap*, April 15, 1972, 3.

Howell, Paul and Ira Hart. "The Promoting and Financing of Transcontinental Gas Pipe Line Corporation." *Journal of Finance* 6 (3): 311–24 (September 1951).

"Insuring Gas Supply." *Transgas*, July–August 1971, 8.

"Iran: The Country and its People." *Transgas*, November–December 1973, 3–6.

Jeter, Lynne. *Disconnected: Deceit and Betrayal at WorldCom*. New York: John Wiley, 2003.

Knight, Carleton, III. "High-Tech Skin on a Form From an Earlier Era," *Architecture*, May 1985, 182–86.

Lay, Ken. "Transcontinental Gas Pipe Line Corp.," *HotTap*, March 1982, 4.

———. "Letter to The Honorable Philip R. Sharp." January 12, 1983. Reprinted in *Natural Gas Contract Renegotiations and FERC Authorities*, Hearings before the Subcommittee on Fossil and Synthetic Fuels of the Committee on Energy and Commerce, United States House of Representatives, 98<sup>th</sup> Cong., 1<sup>st</sup> Sess., 1983, 458–61.

———. "Transco Energy Company," *HotTap*, March 1983, 3.

———. "Transco Energy Company," *HotTap*, April 1984, 3.

"LNG Purchase." *Transgas*, March–April 1972, 2.

Lollar, John. "Transco Exploration Company," *HotTap*, March 1983, 5.

"Lukens Looks at TGPL's Business Model." *The Energizer*, August 31, 1990, 2.

McGraw, E. Clyde. "First Mission Accomplished," *Transgas*, December 1952, 3, 46.

McLean, Bethany, and Peter Elkind. *The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron*. New York: Portfolio, 2003.

Malik, Om. *Broadbandits: Inside the \$750 Billion Telecom Heist*. Hoboken, NJ: Wiley, 2003.

"A Man for All Reasons." *Transgas*, September–October 1974, 3.

Marshall, J. Howard. *Done in Oil*. College Station, TX: Texas A&M University Press, 1994.

"Meet G. M. Mitchell." *Transgas*, July–August 1971, 3.

Mitchell, G. M. *President's Monthly Newsletter #245*, August 23, 1974. (Copy in author's possession.)

"Mitchell Tells Stockholders of Company Transition Plan." *HotTap*, April 15, 1973, 1.

Moody, Rush, and Allan Garten. "The Natural Gas Policy Act of 1978: Analysis and Overview." 25 *Rocky Mountain Mineral Law Institute* (2): 1–93 (1979).

"Natural Gas." *Forbes*, January 1, 1957, 62–66.

"Natural Gas: The View from Transco." *Energy Daily*, October 22, 1982, 2–4.

Natural Gas Clearinghouse. *A Decade of Excellence in Energy 1984–1994*. Houston: NGC, 1994.

*Natural Gas Week*. Various issues, 1987–92.

"New Learjet Delivered to Houston." *Transcogram*, May 29, 1981, 1.

"New Tower Will Have Water Wall." *Transcogram*, July 30, 1982, 1.

"The New Transco Tower." *HotTap*, July 1981, 2.

"News in Review." *HotTap*, November 1982, 15.

"Newsmen Query President on Company's Future Plans." *HotTap*, May 15, 1972, 1–2.

O'Neill, Brian. Testimony on Proposed Changes to Natural Gas Laws, at hearings before the Subcommittee on Fossil and Synthetic Fuels of the Committee on Energy and Commerce, United States House of Representatives, 98<sup>th</sup> Cong., 1<sup>st</sup> Sess., 1983, vol. 5, 227–42, 333–41.

— — —. Testimony on FERC Contract Carriage Proposal at hearings before the Subcommittee on Fossil and Synthetic Fuels of the Committee on Energy and Commerce, United States House of Representatives, 99<sup>th</sup> Cong., 1<sup>st</sup> Sess., 1985, 83–101, 161–63.

"O'Neill, Miller Leave Transco; CEO Slocum Promotes Mackie." *Natural Gas Week*, November 23, 1987, 1, 7.

O'Reilly, Cary. "Transco Announces Major Cuts in Spending, Jobs, Assets." *Natural Gas Week*, November 4, 1991, 7.

"A Pipeliner Takes Over at Gas-Short Transco." *Business Week*, August 31, 1974, 22–23.

Pope, Kyle. "Transco Subsidiary to Exit Galleria Tower," *Houston Chronicle*, June 19, 1991.

Pratt, Joseph. *A Managerial History of Consolidated Edison of New York*. New York: Consolidated Edison, 1988.

Pratt, Joe, and Christopher Castaneda. *Builders: Herman and George R. Brown*. College Station, TX: Texas A&M University Press, 1999.

"President Meets with News Media after Reporting to Stockholders." *HotTap*, May 15, 1971, 1–2.

"Red Letter Day." *Transgas*, March 1951, 4–7.

Saunders, Barbara. "Arrival of Spot Market Clearinghouse Draws Cautious Reviews from Industry," *Natural Gas*, September 1984, 4–6.

Scott, Tom, and Barbara Shook. "Lay Move to HNG Sparks Top Reshuffling," *Houston Chronicle*, June 7, 1984.

Slocum, George. Testimony at hearings before the Subcommittee on Energy and Agricultural Taxation of the Committee on Finance, United States Senate, 99<sup>th</sup> Cong., 2<sup>nd</sup> Sess., 1986, 270–77; 359.

"Slocum Named President and Chief Operating Officer." *HotTap*, June 1984, 18.

"The Steady, Swelling Stream," *Transgas*, January–February 1971, 13–20.

Stuart, Alexander. "Jim Bob Moffett Beats the Odds in Wildcatting," *Fortune*, May 5, 1980, 146–50.

"Temperatures, Gas Supply Plunge as Arctic Air Grips Country." *HotTap*, January 1977, 2–3).

Tenneco Gas. *Fifty Years*. Houston, TX: Tenneco, 1993.

"Testing a Free Market for Gas Pipelines." *Business Week*, May 25, 1981, 46–47.

"Transco Bails Out on E&P Unit, Blames Low Oil, Gas Prices." *Natural Gas Week*, January 30, 1989, 1, 11.

"Transco CEO Slocum Resigns; Bowen Takes Post Temporarily," *The Energizer*, March 25, 1991, 9.

Transco Companies, Inc. (1974–81) and Transco Energy Company (1982–87), Quarterly reports.

Transco Companies, Inc. Annual reports (1974–81) and Transco Energy Company Annual reports (1982–93).

———. "Presentation before the New York Society of Security Analysts," September 15, 1981. Reprinted by Transco investor relations.

"Transco Cuts Dividend by 50%; Tries to Ease Financial Squeeze." *Natural Gas Week*, July 20, 1987, 7.

"Transco Energy: The Natural Gas Pipeliner That's Rewriting the Rules." *Business Week*, July 18, 1983, 126.

Transco Energy Company. "Presentation before the New York Society of Security Analysts," September 15, 1983. Reprinted by Transco investor relations.

———. *The Transco Tower: 1983*. Houston, TX: Transco Energy Company, 1983.

———. *Form 10-K for the fiscal year ended December 31, 1975.*

———. 10-K for the period ending December 31, 1994, available at [www.sec.gov/Archives/edgar/data/99231/0000950129-95-000242.txt](http://www.sec.gov/Archives/edgar/data/99231/0000950129-95-000242.txt).

———. *Our Legacy*. Houston, TX: Transco Energy Company, 1995.

“Transco Is a Diversified Domestic Energy Company, Analysts Told.” *HotTap*, October 1981, 18.

“Transco President Announces Replacement.” *Transcogram*, April 15, 1981, 1.

“Transco Studying Coal Gasification.” *Transgas*, September–October 1973, 14.

“Transco Tower: The Tallest Building in Suburban Houston.” *Transgas*, March–April 1971, 9–10.

“Transco’s New President: Ken Lay.” *HotTap*, June 1981, 2–3.

Transcontinental Gas Pipe Line Corporation. “A Status Report on Transco’s Gas Supply and Market Situation,” August 24, 1984. (Copy in author’s possession.)

Transcontinental Gas Pipe Line Corporation. Annual reports (1969–73).

“Twin Oaks Feedstock Coming from Iran.” *Transgas*, September–October 1973, 14.

“TXP Rejects Chalkley Bids; Transco Stock, Debt Rating Fall,” *Natural Gas Week*, September 23, 1991, 6.

Valdez, William. “Transco Slams Carriage Door, Aims Message at Feds, Industry,” *Natural Gas Week*, June 22, 1987, 1, 3–4.

“Walking the Marketing Tightrope.” *HotTap*, May 1983, 2–9.

Weis, Gretchen. “Pipelines, Production and Possibilities: The Transco Story,” *HotTap*, January 1984, 2–9.

Wett, Tim. “Naphtha Supply, Controls Clouding Future of SNG,” *Oil and Gas Journal*, July 31, 1972, 53–56.

Wheatley, Richard. “Cost Competitive Fuels Seen Eroding Natural Gas Markets,” *Oil & Gas Journal*, September 27, 1982, 329–30.

Wicks, Hattie. “Analysts Like Transco-CSX Deal but CNG Option Called Crucial,” *Natural Gas Week*, January 2, 1989, 3–4.

Williams, Claude. “The Story of Transcontinental,” *Oil and Gas Journal*, May 4, 1950, 81–83.

———. “Transcontinental 1952,” *Transgas*, January 1952, 3, 42–43.

Williams Companies, Inc. Annual reports, 1994–2000.

**Interviews** (copies in author's possession).

Bowen, Jack (Bowen4). Interview by Robert L. Bradley Jr. Houston, TX, August 19, 2005.

Fish, Ray. Interview by Alan Dabney, April 30, 1962, Tenneco, Inc., History Collection.

Hargrove, James. Interview by Robert L. Bradley Jr. Houston, TX, August 14, 2002.

Herring, Joanne King. Interview with Robert L. Bradley Jr. Houston, TX, May 5, 2003.

Lay, Ken (Lay1). Interview by Robert L. Bradley, Jr. Houston, TX, November 10, 2003.

Lay, Ken (Lay3). Interview by Robert L. Bradley, Jr. and Joe Pratt. Houston, TX, August 2, 2005.

O'Neill, Brian. Interview by Robert L. Bradley Jr. Houston, TX, June 10, 2005.