

---

# Index

- Afghanistan, 1
- Agnew, Spiro, 123
- Airline industry, 162–163
- Alabama, 59
- Alaska, 138, 166–167, 184
  - ARCO and, 118
  - BP and, 118, 165
  - Bush (George W.) and, 2
  - coastal residence and, 133–134
  - Deadhorse, 123
  - energy independence and, 115–127
  - Exxon Valdez* and, 17 (*see also* Exxon Valdez oil spill)
  - Gravel Amendment and, 123
  - Hickel (Walter) and, 118–121
  - highways and, 133–134
  - Humble and, 118
  - Klondike gold rush in, 116
  - limited resources of, 175–176
  - litigation by State of, 140
  - logistics of drilling in, 116
  - Native protests in, 117–119, 121
  - North Slope, 33, 43, 115–117, 119, 174
  - oil leases in, 116–119, 124–126
  - oil seep discovery in, 116
  - Outer Continental Shelf and, 141
  - Point Barrow, 116–117
  - Prince William Sound, 37, 154, 156
  - Prudhoe Bay, 3, 43, 118–119, 174
  - public domain and, 117
  - U.S. Department of the Interior and, 117–118, 120–121, 123, 125–128
  - Valdez, 36, 38–39, 122, 175
  - Yukon River, 123
- Alaska Marine Highway, 134
- Alaska Native Claims Settlement Act (ANCSA), 121
- Alaskan Federation of Natives, 117
- Alaskan pipeline
  - Prudhoe Bay and, 43
  - rupture of, 41
  - Trans-Alaskan Pipeline Authorization Act, 123
  - Trans Alaska Pipeline System (TAPS), 3, 102, 118, 120, 122–123
  - Valdez and, 36

- Alyeska Pipeline Service Company, 39, 120, 123  
 Amerada-Hess, 118–119  
 “American oil,” 64  
 American Planning Association, 109–110  
*Amoco Caldiz* spill, 156  
 Anadarko Petroleum, 57–58, 165  
 Andrus, Cecil, 127  
 Andry, Albert III, x–xi  
 Anglo-American Petroleum Company, 78  
 Anglo-Dutch Shell Oil Company, 103  
 Anglo-Iranian Oil Company, 103, 106, 114  
 Anglo-Persian Oil Company, 90, 102–103  
 Angola, 18  
 Antitrust laws, 197n24  
     Justice Department and, 109  
     Sherman Antitrust Act and, 78–79, 84, 177  
     Texas and, 80, 82  
 Arabian Light crude oil, 114  
 Arabian Peninsula, 103  
 Arab-Israeli war, 114  
 Arab Oil Embargo of 1973, 113–114, 143, 183  
 Archbold, John, 80  
 ARCO (Atlantic Richfield Company), 118  
 Arctic Circle, 115  
 Arctic Ocean, 2–3  
 Arctic Slope Native Association, 117  
 Area-wide leasing  
     environmental issues and, 139–140, 144–149, 172–173, 186  
     U.S. Department of the Interior and, 172–173  
 Aspheron Peninsula, 66  
 Associated Press, 43, 56, 59  
 ASTM (American Society for Testing and Materials) International, 66  
 Astor, John Jacob, 76  
 Atchafalaya River, 135  
 Atrophy of vigilance, 35–39, 41–42, 159  
 Automobiles, 20, 37, 143  
     advantage of oil and, 72  
     American “love affair” with, 107  
     dependency on, 85–86  
     Federal-Aid Highway Acts and, 110–111  
     General Motors and, 88, 109–111  
     Great Depression and, 106–107  
     housing and, 108–110  
     Model T Ford and, 79  
     National Interstate and Defense Highways Act and, 111–112  
     oil consumption and, 106–107  
     required parking for, 109–110  
     streetcar removal and, 109  
     World War II era and, 107  
 Baku, 66  
 Bankruptcy, 17, 111  
 Barab, Jordan, 169–170  
 Barge-mounted draglines, 96  
 Barrel unit, 71  
 Barron, Daniel, III, 192n5  
 Barry, Dave, 97  
 Barton, Joe L., 19, 58, 60, 194n41

- Bayous, 94, 97, 134–135
- Bea, Bob, 162
- Benzene, 41
- “Beyond Petroleum” slogan, 40
- Bird migration, 11–12
- Bligh Reef, 36–37, 51
- Blowout preventers, 15, 29, 45, 55, 93, 196n2
- clean-ups and, 159–161
  - development of, 93
  - explanation of, 29
  - previous success of, 10–11
  - Sepulvado (Ronald) and, 44
  - shear ram and, 159–161, 164
- Blowouts. *See also* Deepwater Horizon (drilling rig)
- backups and, 50
  - cement bond log and, 49
  - gushers, 11, 17, 31, 80–83, 116, 156
  - Loop Current and, 11, 54
  - policy for reducing, 158–170
  - skimmers and, 14, 53–54, 154–157
  - Spindletop and, 80–83
- Bourg, Wes, xi
- Boycotts, 106
- BP, 2, 74. *See also* Deepwater Horizon (drilling rig)
- Alaskan oil and, 118, 165
  - Anarko Petroleum and, 58
  - as Anglo-Iranian Oil Company, 103, 106, 114
  - atrophy of vigilance and, 35–39, 41–42, 159
  - Barton’s apology to, 19, 58, 60, 194n41
  - Beyond Petroleum slogan and, 40
  - as British Petroleum, 39–40
  - Brown and, 40
  - casing installation decisions of, 47–49
  - casual approach to safety by, 34–61, 161–162
  - cement bond log and, 49
  - centralizers and, 48–49
  - clean-ups and, 153, 155–166, 169
  - drilling mud removal and, 50–51
  - environmental issues and, xii (*see also* Environmental issues)
  - exclusion (debarring) and, 43, 164–166
  - finest of, 41–42
  - Hayward (Tony) and, xii, 12, 40–42, 46, 58, 152
  - House Committee on Energy and Commerce and, 46–47
  - job cutting by, 40–41
  - judicial branch and, 59
  - Macondo project and, 9–20, 25, 29, 41–42, 49, 55, 57, 159, 164, 174, 188–189
  - Marianas* and, 33
  - Oil Spill Response Plan of, 53, 157–158, 194n31
  - public relations strategies of, 12–14, 39–40
  - refocusing and, 164, 170
  - reform commitments of, 40–41
  - as Renegade Refiner, 42
  - shear ram and, 159–160, 164
  - Subcommittee on Oversight and Investigations and, 46–47
  - Texas City refinery explosion and, 41, 44, 169
  - toxic chemical release by, 41

- Blowout preventers (cont.)  
 Transocean and, 33–34, 43,  
 45–46, 52–53, 58–59, 159,  
 165
- Britain, 90, 102–103, 106,  
 196n19
- Brower, Charles, 116
- Browne, John, 40
- Brunei, 18
- Bullwinkle (oil platform code  
 name), 9
- Bureau of Land Management,  
 117–118, 138, 172
- Bureau of Ocean Energy Man-  
 agement, Regulation and  
 Enforcement (BOEMRE), 57,  
 167–168
- Burning off natural gas, 14,  
 32–33
- Bush, George H.W., 6, 141–142
- Bush, George W., 2–3, 6, 53, 56,  
 142, 178
- Caddo Lake field, 92, 92–94,  
 196n2
- California  
 Fall, Albert, and, 116  
 Guadalupe, 13  
 Montecito, 124  
 Oakland, 110  
 Outer Continental Shelf and,  
 125–127  
 Santa Barbara channel and, 97,  
 124, 131  
 Santa Barbara oil spill and, 10,  
 91, 123–126, 153–154, 173,  
 198n14  
 Summerland, 91–92, 124  
 Tidelands Controversy and,  
 98–101
- United States v. California* and,  
 100
- U.S. Minerals Management  
 Service (MMS) and, 130–132
- California State Mineral Leasing  
 Act, 97
- Campaign finances, 58–61, 78,  
 195n4
- Canada, 40, 65, 122
- Cancer, 41
- Carbon dioxide, 32, 40
- Cartels, 78, 90, 103, 196n20
- Carter, Jimmy, 5, 125–127, 140,  
 143
- Casing, 28–30, 45–51, 67
- Catalytic converter, 89
- Cement, 32, 59
- bond logs and, 49
- casing and, 28–29, 45, 48–50
- centralizers and, 48–49
- sealing with, 32, 43, 48
- sediment and, 22
- Census of Marine Life, 11
- Center for American Progress,  
 150
- Central Intelligence Agency  
 (CIA), 106
- Centralizers, 48–49
- Chadman, John, 90
- Chandeleur Islands, 94
- Chandler, William U., 113
- Cheney, Richard, 56
- Chevron, 177
- Chicago, 76
- China, 66, 177–178
- China National Offshore Oil  
 Corporation (CNOOC), 177
- Chumash people, 63
- Civil War, 75–76
- Clark, William (explorer), 76
- Clark, William P., Jr., 139

- Clarke, Lee, 53, 158, 193n7
- Clay, Lucius, 110
- Clean Development Mechanism, 32–33
- Clean-up of oil spills, 13, 124
- blowout preventers and, 159–161
- BP and, 153, 155–166, 169
- Deepwater Horizon* spill and, 155–156, 159–160, 163–167
- Exxon Valdez* spill and, 154–157, 166
- fantasy documents and, 158
- kill operations and, 156–157, 161
- lack of technology for, 153–156
- management issues and, 158–164
- National Research Council and, 154
- policy recommendations for, 158–164
- recovery rates of, 156
- Santa Barbara spill and, 153–154
- shear ram and, 159–160, 164
- skimmers and, 14, 53, 154–157
- staging of, 154–155
- transparency and, 162–163
- Cleveland, Grover, 78
- Cleveland, Ohio, 75–77
- CNN, 33, 44, 51
- Coal, 71–72, 84, 86, 104, 181
- Coalition forces, 2
- Code names for oil platforms, 9
- Cognac (oil platform code name), 9
- Colorado, 18, 24, 116, 150
- Competitive bidding, 87, 101, 146
- Conflicts of interest. *See* Corruption and conflicts of interest
- ConocoPhillips, 42
- Consumption of oil
- American Way of Life and, 185–189
- automobiles and, 106–107
- depletion rates and, 85, 172–173
- during World War II, 105
- energy crisis and, 113, 122–123
- future and, 178–184
- Naval Petroleum Reserves and, 86–87
- oil shortages and, 85–86, 88, 115–116, 123, 143
- overadaptation and, 73
- remaining oil estimates and, 174–175
- stretching of resources and, 182–183
- United States' lead in, 84–85, 106, 179–180
- U.S. Fuel Administration and, 84–85
- Containment efforts, 13–14, 39, 157
- Cooper, Anderson, 33
- Corruption and conflicts of interest
- bribed politicians and, 57–61 (*see also* Politics)
- depletion allowance and, 84
- judicial branch and, 59
- McKinley (William) and, 78–79
- National Recovery Administration and, 89–90

- Corruption and conflicts of interest (cont.)
- Pact of Achnacarry and, 90, 103, 196n20
  - reform and, 40, 77, 87, 164
  - regulators and, 59–60 (*see also* Regulation)
  - Standard Oil and, 78–79
  - Tidelands Controversy and, 98–101
  - U.S. Minerals Management Service (MMS) and, 51–57, 61
  - War Revenues Act and, 85
- Cost-cutting, 15, 37, 42, 169, 193n12
- Cox, Archibald, 125
- Cracking (in oil refining), 71
- Crawford, Truitt, 43
- Cullinan, Joseph, 82
- Curzon, Lord, 85
- Cuttings, 30
- Cyprus, 103
- Dallas Morning News*, 58
- D'Arcy, William Knox, 102–103
- Deepwater Horizon* (drilling rig), ix–xiii, 6–7, 35, 80, 129, 192n5
- casing installation decisions on, 47–49
  - casual approach to safety on, 34, 36, 41–60
  - cement bond log and, 49
  - clean-ups and, 155–156, 159–160, 163–167
  - containment efforts at spill of, 13–14
  - crew size of, x
  - deaths on, xi
  - disabled safety systems on, 45
  - drilling mud removal and, 50–51
  - drilling operations of, 33–36
  - estimating size of spill at, 12–14
  - explosion of, xi–xii, 7, 43, 47, 55
  - false alarms and, 45
  - gas pressure and, 33
  - Halliburton and, ix, 48, 59
  - location and, 33
  - Macondo project and, 9–20, 25, 29, 41–42, 49, 55, 57, 159, 164, 174, 188–189
  - as nightmare well, 47
  - physical description of, ix–x
  - policy recommendations from, 166–167, 174
  - public awareness and, 93
  - public relations strategies and, 12–14
  - record-setting status of, ix–x, 15, 33
  - recovery plans and, 13–14, 53
  - shear ram and, 159–160
  - sinking of, xii
  - surviving members of, 33–34
  - technology of, ix–x, 15, 19
  - thrusters of, x
- Deepwater Horizon Study Group, 164
- Deepwater Horizon United Command, 13
- Deep Water Royalty Relief Act, 149, 200n16
- Depletion allowance, 84
- Derricks, 70, 80–81, 91, 95, 124, 132
- Deterding, Henry, 90
- Dinosaurs, 4, 7, 22, 73–74, 175, 180–182, 185

- Draglines, 96  
 Drake, Edwin L., 25, 67–69, 71, 81–82, 102  
 Drake engine, 69  
 Drake's Folly, 67  
 "Drill, baby, drill!" slogan, 178  
 Drilling bits, 2, 27–29, 67–68  
 Drilling mud, 28–31, 50–51  
 Drilling rights. *See* Leases  
 Drill string, 28–30, 159–160  
 Drive pipe, 67  
 Drug use, 51–57  
 Dry holes, 31–32, 95, 98  
 Dubai, 160–161  
 DuPont, 88
- Earth Day, xii, 10, 92, 120, 124, 131
- Economic issues  
   American Way of Life and, 185–189  
   area-wide leasing and, 139–140, 144–149, 172–173, 186  
   artificially cheap prices and, 183–184  
   bankruptcy and, 17, 111  
   boycotts and, 106  
   budgets and, 33–34, 39, 150–151, 166, 168, 171  
   competitive bidding and, 87, 101, 146  
   conflicts of interest and, 51–61  
   cost-cutting and, 15, 37, 42, 169, 193n12  
   cutbacks and, 38  
   delayed settlements and, 17  
   depletion allowance and, 84  
   depletion rates and, 172  
   dry holes and, 31–32, 95, 98  
   efficiency and, 5, 28, 73, 84, 88, 143, 151, 181–183
- Exclusive Economic Zones and, 2
- Executive Order 9633 and, 99
- extraction costs and, 24
- fines and, 41–42, 109, 162, 170, 193n13
- foreign oil and, 5–6, 90, 113–114, 121–122
- frontier regions and, 115, 123–129, 133, 144–145, 149, 173
- future and, 178–184
- Gilded Age and, 76
- golden parachutes and, 152
- Great Depression and, 89, 106–107
- Iraq and, 1–2, 4, 66, 71, 101–103, 114
- junk bond status and, 46
- Klondike gold rush and, 116
- lawsuits and, 17, 87, 120
- leases and, 18–19, 53, 55 (*see also* Leases)
- liens and, 17, 192n9
- loss of U.S. petroleum preeminence, 101–112
- monopolies and, 75, 77–78, 82, 109
- offshore wells and, 95, 98–99 (*see also* Offshore wells)
- oil barons and, 75–90
- oil consumption and, 2, 75, 106, 143, 174, 182–183, 186, 188
- oil production levels and, 67–68, 81, 83, 89–90, 102, 104, 107, 114–115, 145, 162, 173–174, 179
- oil prices and, 18–19, 39, 68, 89, 102, 143, 150–151, 179, 195n9, 198n3, 199n7

- Economic issues (cont.)  
 OPEC and, 114–115, 123, 125  
 Outer Continental Shelf Deep Water Royalty Relief Act and, 19, 149  
 overadaptation and, 73  
 pipelines and, 71–72  
 profit concerns and, 18, 38, 40, 42, 73, 77, 81, 83, 144, 150–151, 169–170, 182  
 railroads and, 76  
 royalties and, 18–19, 52, 56, 59, 121, 148–150, 171, 186  
 sabotage and, 71  
 Sherman Antitrust Act and, 78–79, 84, 177  
 social multiplier effect and, 137, 166  
 speculation and, 66, 70, 81  
 Spindletop and, 80–81  
 subsidies and, 150–151, 182–184  
 sunk costs and, 95  
 taxes and, 18–19, 83–85, 111, 145–152  
 War Revenues Act and, 85  
 water depth and, x, 2, 6, 11, 19, 22, 25, 27, 30–33, 50, 57, 66, 68, 93, 116, 149  
 Ehrlich, Paul, 73  
 Einstein, Albert, 7  
 Eisenhower, Dwight D., 1, 100–101, 106, 110  
 Embargoes, 199n7  
 Arab Oil Embargo of 1973 and, 113–114, 143, 183  
 of 1959, 113, 198n2  
 production control and, 114  
 Project Independence and, 113  
 Emergency Response Team, 38–39  
*Endorfin* (boat), ix–xiii  
 Energy crisis (of 1970s), 113, 122–123  
 Energy Efficiency, 151, 183  
 Carter policy and, 5  
 drill string and, 28  
 fuel, 143  
 organisms and, 73, 181–182  
 tetraethyl lead and, 88  
 U.S. Fuel Administration and, 84  
 Energy independence, 4, 20, 128, 180, 183  
 Alaska and, 115–127  
 American Way of Life and, 185–189  
 area-wide leasing and, 139–140, 144–149, 172, 186  
 changing administrations and, 5–6  
 energy crisis and, 113, 122–123  
 foreign oil and, 5–6, 90, 113–114, 121–122  
 loss of U.S. petroleum preeminence, 101–112  
 Nixon and, 5, 113, 115, 119, 122–123, 125, 172  
 oil shortages and, 85–86, 88, 115–116, 123, 143  
 Project Independence and, 113, 115, 123  
 solar energy and, 5  
 Environmental impact statements (EISs), 97, 120–122, 172  
 Environmental issues  
 Alaskan pipeline and, 120–122  
 area-wide leasing and, 139–140, 144–149, 172, 186



- atrophy of vigilance and, 35–39, 41–42, 159
- bayous and, 94, 97, 134–135
- bird migration and, 11–12
- Census of Marine Life and, 11
- clean-ups and, 153–170
- depletion rates and, 172
- Earth Day and, xii, 10, 92, 120, 124, 131
- Everglades and, 97
- extraction and, 73, 82–83, 136, 153, 174, 177, 182, 185
- flaring and, 32–33
- frontier regions and, 115, 123–129, 133, 144–145, 149, 173
- future and, 178–184
- General Land Office and, 92–93
- greenhouse gases and, 32–33, 40
- Hawyard (Tony) on, xii
- Loop Current and, 11–12, 54
- Louisiana’s awareness of, 136–137
- marshes and, 94, 96–98, 133, 156
- National Environmental Policy Act (NEPA) and, 120, 123
- Obama on, xii
- oil consumption and, 2–4, 75, 106, 143, 174, 182–183, 186, 188
- Process Safety Management for Highly Hazardous Chemicals and, 168
- recovery efforts and, 13–14, 53, 89
- required parking and, 109–110
- skimmers and, 14, 53–54, 154–157
- Spindletop and, 81, 83
- tidal exchange and, 97
- timing of BP oil spill and, 11–12
- toxic chemicals and, 41, 168
- Vanity Fair* and, 40
- waste and, 3–4, 38, 83
- Watt (James) and, 51, 54, 128–129, 137–138, 172–173
- wetlands and, 12, 94, 96–97, 115
- Environmental Protection Agency (EPA), U.S., 43
- Euphrates River, 66
- Everglades, 97
- Exclusion, 164–166
- Exclusive Economic Zones, 2
- Executive Order 9633, 99
- Exploratory wells, 32–33, 57, 95–96, 116
- Explosions
  - Deepwater Horizon* and, xi–xii, 7, 43, 47, 55
  - seismic technology and, 26
  - Texas City refinery, 41, 44, 169
- Exxon, 79, 118
- ExxonMobil, 79, 98
- Exxon Valdez* oil spill, 10, 13, 59, 122, 175, 192n9, 193n7
- atrophy of vigilance and, 35–39
- Bligh Reef and, 36–37, 51
- casual approach to safety and, 60
- cutbacks and, 38
- delayed legal payments from, 17
- environment of non-concern with, 36–39
- policy recommendations from, 166
- risk management and, 34–35

- Exxon Valdez* oil spill (cont.)  
 staged clean-up of, 154–157,  
 166  
 technology of, 36  
 volume of, 53
- Fail-safe conditions, 15–16
- Fall, Albert, 87–89, 116
- False alarms, 45
- Fantasy documents, 158
- Federal-Aid Highway Acts,  
 110–111
- Federal Housing Administration,  
 108
- Federal Register*, 138
- Federal Trade Commission, 90,  
 196n20
- Feldman, Martin, 59
- Financial disclosure reports, 59
- Fines, 41–42, 109, 162, 170,  
 193n13
- Fish, ix–x, 132–133
- Flaring, 14, 32–33
- Floating hotels, 98
- Florida, 11  
 energy independence and, 126  
 Everglades and, 97  
 judicial conflicts of interest  
 and, 59  
 Loop Current and, 54  
 offshore experimentation and,  
 99, 130–133  
 Submerged Lands Act and, 101  
 U.S. Minerals Management  
 Service (MMS) and, 130–131  
 Watt (James) and, 140–141
- Flow Rate Technical Group, 12
- Ford, Gerald, 5, 125–126
- Foreign oil, 5–6, 90, 113–114,  
 121–122
- Fossils, 4, 20–21, 72–74, 117,  
 149, 185
- France, 103
- Franklin, Benjamin, 183
- Frontier regions for oil  
 production  
 Alaska and, 115  
 energy independence and, 115,  
 123–129, 133, 144–145, 149  
 Nixon and, 122–123, 125
- Fuel  
 coal, 71–72, 84, 86, 104, 181  
 energy independence and,  
 113–128  
 kerosene, 65, 79  
 military needs of, 84, 86–87,  
 116, 118, 122  
 oil's energy quality as, 71  
 tetraethyl lead and, 88–89  
 U.S. Fuel Administration and,  
 84–85
- Gahdhi, Sima J., 150
- Gasoline, 7, 18, 41, 104  
 Arab embargo and, 114–115  
 energy independence and,  
 114–115  
 oil barons and, 79, 82  
 tetraethyl lead and, 88–89
- General Land Office, 92–93
- General Motors, 88, 109–111
- Geology  
 cost-cutting and, 50  
 Drake well and, 68  
 exploratory wells and, 32–33,  
 57, 95–96, 116  
 hard substrate and, 135  
 igneous rock and, 21  
 improved understanding of, 89  
 limited oil resource and, 144,  
 177, 180, 188

- oil formation and, 21–25
- rock oil and, 64–66, 176
- sedimentary rock and, 21–26
- Spindletop and, 79
- Geophones, 26
- Germany, 104–105
- Gesner, Abraham, 65
- Gibbons, John H., 113
- Gilded Age, 76
- Giliasso, Louis, 95
- Giliasso* (barge), 95–96
- Gingrich revolution, 149
- Global positioning technology, x
- Golden parachutes, 152
- Good Friday, 1989, 37
- Gordon, Steve, 34
- Gould, Jay, 76
- “Government fears Deepwater Horizon well could become Unchecked Gusher” report, 11
- Graham, Bob, 130
- Gravel Amendment, 123
- Great Depression, 89, 106–107
- Great Plains, 24–25
- Greenhouse gases, 32–33, 40
- Groat, Chip, 172
- Gulf of Mexico, 59, 115, 143, 158, 177
  - area-wide leasing and, 139–140, 144–149, 172, 186
  - bird migration and, 11–12
  - “Gulf war” in, 2
  - hurricanes and, 10–11
  - Loop Current and, 11–12, 54
  - Macondo project and, 9–20, 25, 29, 41–42, 49, 55, 57, 159, 164, 174, 188–189
  - moratoria in other offshore regions and, 142, 172–173, 178
  - moratorium on deepwater leasing in, 57, 59,
  - number of production facilities in, 171–172
  - Outer Continental Shelf (OCS) and, 101, 126–127, 131–134, 136, 172–173
  - pipelines in, 171
- Gulf Oil, 82, 92
- Gushers, 11, 17, 31, 80–83, 116, 156
- Halliburton, ix, 48, 59
- Handbook of Texas Online, The*, 81, 83
- Harding, Warren, 87, 89
- Hard substrate, 135
- Harrell, Jimmy, 50–51
- Harriman, Edward Henry, 76
- Harrison, Benjamin, 78
- Hay, Mark, 45
- Hayward, Tony, xii, 12, 40–42, 46–47, 58, 152
- Heather (oil platform code name), 9
- Hickel, Walter, 118–121
- HMS Bounty*, 37
- Hogg, James Stephen, 80, 82
- Holland, 103, 114
- Holly (oil platform code name), 9
- Home Oil, 118
- Hoover, Herbert, 89
- House Committee on Energy and Commerce, 46–47
- Housing, 108–110, 187
- Hughes, Howard, 82
- Humble Oil, 118
- Hunt, H.L., 82
- Hurricane Andrew, 10–11
- Hurricane Ferdinand, 10

- Hurricane Ida, 33  
 Hurricane Ike, xi  
 Hurricane Ivan, 10  
 Hurricane Katrina, xi, 10, 184, 186  
 Hurricane Lily, 187  
 Hurricane Oil, 187–188  
 Hurricane Rita, xi, 10  
 Hussein, Saddam, 1, 13  
  
 Ickes, Harold, 99, 104–105  
 Igneous rock, 21  
 Illinois, 94  
 Interstate Commerce Law, 78  
 Inupiat, 3  
 Iran, 105  
   Anglo-Iranian Oil Company, 103, 106, 114  
   boycott of, 106  
   nationalized holdings and, 114  
   shah of, 106  
 Iraq  
   coalition forces in, 2  
   Euphrates River and, 66  
   Hussein and, 1, 13  
   invasion of, 1–2, 4  
   Oassem and, 114  
   oil and, 1–2, 4, 66, 71, 101–103, 114  
   Powell (Colin) on, 2–3  
 Iraq Petroleum Company, 103  
*Ixtoc I* oil spill, 13, 156  
  
 Japan, 104, 109, 177  
*Joe Griffin* (ship), xii  
 Jordan, 103  
 Judicial branch, 59, 79  
 Junk bonds, 46  
  
 Kansas, 94  
 Kazakstan, 18  
  
 Kerosene, 65, 79  
 Kerr-McGee, 172  
 Kicks (from natural gas pressure), 30–31, 47–48, 55  
 Kier, Samuel, 64–66  
 “Kill” operations on oil blow-out, 156, 161  
 Klondike gold rush, 116  
 Kuwait, 4, 13, 102–103, 114  
 Kyoto Protocol, 32–33  
  
 Lago Petroleum Company, 93  
 Lake Erie, 93  
 Lake Maracaibo oil field, 93–95  
 Lawsuits, 17, 87, 120  
 Leaded gasoline, 88–89  
 Leases, 55, 58, 70, 157, 200nn15,16  
   Alaska and, 116–119, 124–126  
   area-wide leasing policy and, 139–140, 144–149, 172, 186  
   bribery and, 87–88, 116  
   federal law and, 87  
   first Federal sale, 139  
   Louisiana and, x, 9–12, 25, 33, 53, 92, 98–101, 130, 132, 161, 165  
   Magnolia Petroleum Company and, 98  
   Outer Continental Shelf and, 19, 101, 149  
   politics and, 138–149  
   rates, by region, 18  
   royalties and, 18–19, 52, 56, 59, 121, 148–150, 171, 186  
   taxes and, 18–19  
   Texas and, 98–99  
   U.S. Congress and, 18–19  
   U.S. GAO and, 18  
 Lebanon, 103  
 Legal issues, 1, 171

- Alaskan Natives and, 117–119, 121
- drilling rights and, 18 (*see also* Leases)
- energy independence and, 123–124
- Executive Order 9633 and, 99
- federal ownership issues and, 99–101
- international cooperation and, 103–104
- lawsuits and, 17, 87, 120
- marginal sea and, 99
- offshore wells and, 96–100
- oil barons and, 79–81, 84, 90
- Outer Continental Shelf (OCS) and, 101, 125–127, 131–134, 136, 172–173
- Submerged Lands Act and, 101
- Summerland, California mob and, 124
- United States v. California* and, 100
- Lewis, Meriwether, 76
- Libya, 114
- Liens, 17, 192n9
- Lloyd's Register, 46, 52
- Lobbyists, 60, 100, 110, 151, 168
- Loop Current, 11–12, 54
- Louisiana, 54, 150, 173, 199nn4,6
- bayous and, 94, 97, 134–135
- bust of, 174
- Caddo Lake field and, 92–94, 196n2
- coastal residence and, 133–134
- Eugene Island, 98
- exploratory/development wells in, 96–97
- geographic differences from other regions, 133–135
- Grand Isle, 155
- Groat (Chip) and, 172
- hard substrate and, 135
- Hurricane Lily and, 187
- judicial conflicts of interest and, 59
- land prices and, 119
- limited resources of, 175–176
- marginal sea and, 99
- marshes and, 94, 96–98, 133, 156
- Morgan City, 98, 132
- number of production facilities near, 171–172
- oil leases in, x, 9–12, 25, 33, 53, 98–101, 130, 132, 161, 165
- offshore wells and, 91–99, 171–172
- Outer Continental Shelf and, 131–134, 136, 172
- public education programs and, 137–138
- shrimp industry and, 132
- social characteristics of, historically, 135–138
- tax revenue of, 18
- Tidelands Controversy and, 98–101
- U.S. Minerals Management Service (MMS) and, 130–137, 140, 142–143
- Watt (James) and, 129, 172
- Louisiana Geological Survey, 172
- Louisiana Land Oil and Gas, 55–56
- Lucas, Anthony, 79–80
- Lutz, Peter, 54

- Macondo project, 41–42, 49, 57, 164, 174, 188–189. *See also* Deepwater Horizon (drilling rig)  
 beginning of, 9–10  
 BP propaganda and, 12–14  
 clean-ups and, 159  
 drilling rights and, 18  
 lawsuits over, 17  
*One Hundred Years of Solitude* and, 9–10, 188  
 origin of code name, 9–10  
 ownership of oil from, 18  
 riser length of, 29  
 safety and, 15–16  
 sediment and, 25  
 terrible timing of spill, 11–12  
 U.S. Minerals Management Service (MMS) and, 55–56  
 Magnolia Petroleum Company, 98  
 Marginal sea, 99  
*Marianas* (drilling rig), 33  
 Marlin (oil platform code name), 9  
 Márquez, Gabriel García, 9, 188  
 Marshall Islands, 15  
 Marshes, 94, 96–98, 133, 156  
 Martinez, Bob, 130  
 Masters, Ian, 54–55  
 Maximum likelihood estimation, 35  
 McKinley, William, 78–79  
 McNutt, Marcia, 12  
 Mellon, Andrew, 82  
 Melville, Herman, 64  
 Mid-Atlantic Governors Coastal Resource Council, 126  
 Mineral Policy Act, 87  
 Mining industry, 67, 83–84, 87, 102  
 Mining Law, 87  
 Mississippi Canyon, x, 9–12, 25, 33, 53, 161, 165  
 Mississippi River, 25, 94, 135  
 Missouri River, 76  
 Mobil, 79, 98, 118  
*Mobile Press-Register*, 11  
*Moby Dick* (Melville), 64  
 Model T Ford, 79  
 Monopolies, 75, 77–78, 82, 109  
 Montana, 25  
 Moody's Investors Service, 46  
 Moratoria, 142, 172–173, 178  
   Alaska and, 117–119  
   Bush and, 142, 178  
   Gulf of Mexico and, 57, 59  
 Morton, Rogers, 120–122  
 Mossadeq, Mohammed, 106  
 Mozzafar al-Din Shah Qajar, Shah, 102  
 Muckrakers, 78, 195n4  
 Mud diving, 135  
 National Academy of Sciences, 129, 141, 142  
 National City Lines, 109  
 National Emphasis Program (NEP), 169  
*National Enquirer*, 143  
 National Environmental Policy Act (NEPA), 120, 123  
 National Housing Act, 108  
 National Interstate and Defense Highways Act, 111–112  
 National Park Service, 64  
 National Public Radio, 12, 52  
 National Recovery Administration, 89–90  
 National Research Council, 129, 142, 154  
 Natural gas, 149, 151, 162, 166

- advantages of, 71–72
- energy independence and, 116–118, 126
- extraction of, 24–27
- flaring and, 14, 32–33
- geology of, 21–25
- Louisiana and, 130, 132
- migration of, 25
- offshore wells and, 91, 96, 101
- pressure of, 30–31, 33, 55, 74, 80
- politicians' investments in, 57–59
- production wells and, 32
- safety and, 43, 45, 47–50
- Naval Petroleum Reserves, 86–87, 116, 118
- Netherlands, 103, 114
- New Orleans Magazine*, 144
- New York City, 76
- New York Times*, 1–2, 46, 151
- Nixon, Richard M.
  - Alaskan oil and, 115, 119, 122–123, 125
  - energy independence and, 5, 113, 115, 119, 122–123, 125, 172
  - Hickel (Walter) and, 119
  - offshore wells and, 115, 172
  - Project Independence and, 113, 115, 123
  - Watergate and, 125, 198n15
- Nobel family, 77–78
- North Atlantic, 93
- North Dakota, 25
- North Sea, 93
- Norway, 18
- Oassem, General, 114
- Obama, Barack, xii, 6, 19, 53, 56–59, 147, 150, 178
- Occupational Safety and Health Administration (OSHA), 41–42, 167–170, 193n13, 201n13
- Odyssey* spill, 156
- Offshore wells
  - barges and, 93–96
  - bayous and, 94, 97, 134–135
  - blow-out preventers and, 10–11, 15, 29, 44–45, 55, 93, 159–161, 164
  - Caddo Lake field and, 92–94, 196n2
  - decayed vegetation and, 95
  - draglines and, 96
  - Eisenhower (Dwight) and, 1
  - Executive Order 9633 and, 99
  - federal ownership issues and, 99–101
  - floating hotels and, 98
  - Ickes (Harold) and, 99, 104–105
  - Lake Maracaibo field and, 93–95
  - legal issues and, 96–100
  - Louisiana and, 91–99, 171–172
  - marginal sea and, 99
  - Mississippi Canyon block 252 and, 9, 25, 33, 53, 161, 165
  - Nixon (Richard) and, 115, 123, 125, 172
  - pilings and, 92–95, 98
  - power supply for, 93–94
  - pressure issues and, 92–93
  - salt domes and, 92, 94
  - shear ram and, 159–160, 164
  - shipworm (*teredo*) and, 93
  - steel decks and, 93
  - Stevenson (Adlai) and, 100
  - Submerged Lands Act and, 101

- Offshore wells (cont.)  
 sunk costs and, 95  
 technology for, 91–96  
 tidal exchange and, 97  
 Tidelands Controversy and,  
 98–101  
*United States v. California* and,  
 100  
 Venezuela and, 91–95
- Oil  
 clean-up efforts and, 13–14,  
 124, 153–154, 157  
 consumption of, 2–4, 75, 106,  
 143, 174, 182–183, 186, 188  
 containment efforts and, 13–  
 14, 39, 157  
 crude, 11, 13, 37, 41, 53, 66,  
 68, 70–71, 89, 102–103,  
 113–114, 173  
 current U.S. reserves of, 180  
 depletion rates and, 85,  
 172–173  
 “destruction” of, 4  
 dinosaur era and, 4, 7, 22, 73–  
 74, 175, 180–182, 185  
 disadvantages of, 72–73  
 discovering, 25–27  
 drilling techniques and, 27–33  
 early techniques for obtaining,  
 66–74  
 early U.S. and, 63–66  
 energy quality of, 71  
 estimate of remaining amounts,  
 174–175  
 Exclusive Economic Zones  
 and, 2  
 foreign, 5–6, 90, 113–114,  
 121–122  
 as fossil fuel, 4, 20–21, 72–74,  
 117, 149, 185  
 future and, 178–184  
 geological perspective on,  
 21–25  
 Great Plains and, 24–25  
 igneous rock and, 21  
 Iraq and, 1–2, 4, 66, 71, 101–  
 103, 114  
 kerosene and, 65, 79  
 as limited resource, 175–178  
 as medicine, 64–65  
 military needs of, 84, 86–87,  
 116, 118, 122  
 new sources of, 4–5  
 organic matter and, 22–23  
 origins of, 21–25  
 overadaptation to, 73  
 photosynthesis and, 21  
 as power (geopolitically),  
 105–106  
 production levels of, 67–68,  
 81, 83, 89–90, 102, 104, 107,  
 114–115, 145, 162, 173–174,  
 179  
 Project Independence and, 113,  
 115, 123  
 recovery of, 13–14, 53, 89  
 reservoirs and, 23–25, 30–33,  
 53, 80, 92, 175  
 as rock oil, 64–66, 176  
 sandstone and, 22  
 sedimentary rock and, 21–26  
 seeps and, 25, 63–67, 116  
 shales and, 22, 24  
 shortages of, 85–86, 88, 115–  
 116, 123, 143  
 source rocks and, 23  
 as stored sunlight, 21–22  
 submersible rigs and, x, 95–96  
 technology and, ix–x (*see also*  
 Technology)  
 unexplored territories for,  
 176–177



- variations in, 23
- viscosity and, 23, 31
- voids and, 22
- wasting of, 3–4
- water depth and, x, 2, 6, 11, 19, 22, 25, 27, 30–33, 50, 57, 66, 68, 93, 116, 149
- as World War II factor, 104–105
- Oil City, 70
- Oil Creek, 25, 77
- Oil Division, U.S. Fuel Administration, 84–85
- Oil drilling
  - blow-out preventers and, 10–11, 15, 29, 44–45, 55, 93, 159–161, 164
  - casing and, 28–30, 45–51, 67
  - cement use and, 22, 28–29, 32, 42–45, 48–50, 59
  - centralizers and, 48–49
  - clean-up and, 153–170
  - code names for, 9
  - cost-cutting and, 15, 37, 42, 169, 193n12
  - cuttings and, 30
  - drilling bits and, 2, 27–29, 67–68
  - drilling mud and, 28–31, 50–51
  - drill string and, 28–30, 159–160
  - dry holes and, 31–32, 95, 98
  - exploratory wells and, 32–33, 57, 95–96, 116
  - kicks and, 30–31, 47–48, 55
  - Macondo project and, 9–20, 25, 29, 41–42, 49, 55, 57, 159, 164, 174, 188–189
  - moratoria and, 19, 57, 117–119, 142, 178
  - policy recommendations for, 158–170
  - production wells and, 32, 59
  - risers and, 29
  - rocking horse pumps and, 31
  - sealing and, 29, 32, 43, 48, 54, 63, 159
  - shear ram and, 159–160, 164
  - stripper operations and, 83, 195n10
- U.S. Minerals Management Service and, 16, 48, 51–52, 55, 61, 129–130, 139, 141, 167, 200n15, 16
- Oil industry
  - Alaskan oil and, 115–127
  - anticompetitive activities and, 78–90, 103, 196n20
  - area-wide leasing and, 139–140, 144–149, 172–173, 186
  - barons of, 75–90
  - beginnings of, 66–74
  - cartels and, 78, 90, 196n20
  - China and, 177–178
  - clean-up and, 153–170
  - damage to U.S. economy from, 171
  - depletion allowance and, 84
  - Drake and, 25, 67–69, 71, 81–82, 102
  - frontier regions and, 115, 123–129, 133, 144–145, 149, 173
  - golden parachutes and, 152
  - international competition and, 102–112
  - Interstate Commerce Law and, 78
  - leases and, 18 (*see also* Leases)
  - lobbyists and, 60, 100, 110, 151, 168

- Oil industry (cont.)
- Meadville, Pennsylvania and, 67–68
  - monopolies and, 75, 77–78, 82, 109
  - muckrakers and, 78, 195n4
  - OPEC and, 64, 105, 114–115, 123, 125, 183, 198n2
  - Pact of Achnacarry and, 90, 103, 196n20
  - patriotism and, 104–105
  - Peter Principle and, 19–20, 164
  - Pithole, Pennsylvania and, 69–74, 91, 172–175
  - policy recommendations for, 158–170
  - Rockefeller (John) and, 75–84, 102
  - royalties and, 18–19, 52, 56, 59, 121, 148–150, 171, 186
  - Sherman Antitrust Act and, 78–79, 84, 177
  - social multiplier effect and, 137, 166
  - Spindletop and, 79–83, 91–92, 95, 102, 116, 172–173
  - subsidies and, 150–151, 182–184
  - Tidelands Controversy and, 98–101
  - Titusville, Pennsylvania and, 66–67
  - vertically integrated entities and, 82
  - War Revenues Act and, 85
  - wildcatters and, 4, 82–83, 152
- Oil leases. *See* Leases
- Oil prices
- artificially low, 183–184
  - busts in, 68, 69–74, 81, 89–90, 143, 173–74
  - economic issues and, 18–19, 39, 68, 89, 102, 143, 150–151, 178–179, 195n9, 198n3, 199n7
  - embargoes and, 114 (*see also* Embargoes)
  - engineered cuts in, 113–114
  - National Recovery Administration and, 89–90
  - new oil field discoveries and, 68, 80–83, 89
  - Project Independence and, 113, 115, 123
  - quadrupling of, 114–115
  - Spindletop and, 81
- Oil-rush cities
- Oil City, 70
  - Oleopolis, 70
  - Pithole, 69–74
  - Spindletop, 81, 83
  - Titusville, 66–69
- Oil shale, 24
- Oil Spill Response Plan, 53, 157, 194n31
- Oil Weekly* journal, 116, 118, 122
- Oklahoma, 25, 89, 150
- Oleopolis, 70
- One Hundred Years of Solitude* (García Márquez), 9, 188
- Operation Ajax, 106
- Oregon, 140
- Organic matter, 22–23
- Organization of Petroleum-Exporting Countries (OPEC), 64, 105, 114–115, 123, 125, 183, 198n2
- Outer Continental Shelf (OCS), 101, 125–127, 173
- area-wide leasing and, 139–140, 144–149, 172, 186

- Louisiana and, 131–134, 136, 172
- Outer Continental Shelf Deep Water Royalty Relief Act, 19, 149
- Outer Continental Shelf Lands Act (OCSLA), 101
- Outer Continental Shelf Lands Act Amendments (OCSLAA), 127
- Overadaptation, 73, 180–183
- Overdesign (as safety measure), 73
  
- Pact of Achnacarry, 90, 103, 196n20
- Panama, 95
- Panama Canal, 86
- Parking Standards, 109–110
- Patents, 65, 87, 95
- Pearl Harbor, 104
- Pennsylvania, 25, 27, 65
  - Meadville, 67–68
  - Pithole, 69–74, 76, 81, 83, 91, 172–173, 175
  - Pittsburgh, 76
  - Titusville, 66–69
- Pennsylvania Rock Oil Co., 66–67
- Perrow, Charles, 162
- Persia, 102
- Peter Principle, 19–20, 164
- Petroleum Coordinator for National Defense, 105
- Phillips (oil company), 118
- Pilings, 92–95, 98
- Pipelines
  - Alaskan, 3, 36, 39, 41, 43, 102, 118, 118–125
  - corridors for, 96
  - economic advantages of, 71–72
  - gas, 32
  - Gravel Amendment and, 123
  - miles of in Gulf of Mexico, 171–172
  - at Pithole, Pennsylvania 71
  - Reconstruction Finance Corporation and, 105, 197n19
  - sabotage of, 71
  - Spindletop and, 81
  - Thomas map and, 116, 122, 198n4
  - underwater, 92
  - world's first oil, 70–72
- Policy
  - artificially cheap prices and, 183–184
  - damage to U.S. economy from, 171, 175
  - energy efficiency and, 5, 28, 73, 84, 88, 143, 151, 181–183
  - exclusion and, 164–166
  - extraction and, 73, 82–83, 136, 153, 174, 177, 182, 185
  - future and, 178–184
  - need for new technologies and, 183
  - refocusing and, 164, 170
  - reform of, 158–160
  - Regional Citizens' Advisory Councils and, 166
  - stretching of resources and, 182–183
  - transparency and, 162–163
- Politics
  - area-wide leasing and, 172–173
  - Barton (Joe) apology and, 19, 58, 60, 194n41
  - Bush (George H.W.) and, 6, 141–142

- Politics (cont.)
- Bush (George W.) and, 2–3, 6, 53, 56, 142, 178
  - Carter and, 5, 125–127, 140, 143
  - clean-up and, 158–164
  - Cleveland (Grover) and, 78
  - conflicts of interest and, 51–61
  - drilling rights and, 18
  - Eisenhower (Dwight) and, 1, 100–101, 106, 110
  - energy independence and, 4–6, 20, 113–128, 144, 180, 183
  - Energy Plan and, 56
  - Exclusive Economic Zones and, 2
  - Executive Order 9633 and, 99
  - Federal-Aid Highway Acts and, 110–111
  - Ford (Gerald) and, 5, 125–126
  - General Motors and, 88, 109–111
  - Gingrich (Newt) revolution and, 149
  - Harding (Warren) and, 87, 89
  - Harrison (Benjamin) and, 78
  - Hickel (Walter) and, 118–121
  - Hogg (James) and, 80, 82
  - Hoover (Herbert) and, 89
  - Ickes (Harold) and, 99, 104–105
  - judicial branch and, 59
  - leases and, 138–149
  - lobbyists and, 60, 100, 110, 151, 168
  - McKinley (William) and, 78
  - muckrakers and, 78, 195n4
  - National Interstate and Defense Highways Act and, 111–112
  - Naval Petroleum Reserves and, 86–87
  - Nixon (Richard) and, 5, 113, 115, 119, 122–123, 125, 172
  - Obama (Barack) and, xii, 6, 19, 53, 56–59, 147, 150, 178
  - oil embargoes and, 90, 113–115, 123, 125, 143, 183, 198n2, 199n7
  - OPEC and, 64, 105, 114–115, 123, 125, 183, 198n2
  - Outer Continental Shelf Deep Water Royalty Relief Act and, 19, 149
  - Pact of Achnacarry and, 90, 103, 196n20
  - Peter Principle and, 19–20
  - Progressive Era and, 87–88
  - Qaddafi (Muammar) and, 114
  - Reagan (Ronald) and, 5–6, 51, 127–128, 136, 138–139, 143–144
  - Roosevelt (Franklin) and, 99
  - Roosevelt (Theodore) and, 79, 86–87
  - reform and, 40, 77, 87, 164
  - Stevenson (Adlai) and, 100
  - Taft (William) and, 79, 86–87
  - taxes and, 18–19, 83–85, 111, 145–152
  - Truman (Harry) and, 99
  - U.S. Congress and, 18–19 (*see also* U.S. Congress)
  - War Revenues Act and, 85
  - Watergate and, 125, 198n15
  - Watt (James) and, 51, 54, 128–129, 137–138, 172–173
  - Wilson (Woodrow) and, 84
- Powell, Colin, 2–3
- Process Safety Management for Highly Hazardous Chemicals, 168
- Produced waters, 32

- Production levels, 5, 12–14, 145, 157–158, 162  
   current U.S., 179  
   development of offshore methods and, 102, 104, 107  
   energy independence and, 114–115  
   extraction and, 73, 82–83, 136, 153, 174, 177, 182, 185  
   Lake Maracaibo field and, 93  
   oil barons and, 77, 81  
   policy issues and, 173–174, 179  
   Project Independence and, 115  
   Prudhoe Bay and, 174  
   quotas for, 89–90  
   Spindletop and, 83  
   U.S. Fuel Administration and, 84–85
- Production wells, 32, 59
- Profits, 18, 81, 83, 182  
   area-wide leasing and, 139–140, 144–149, 172, 186  
   BP and, 40, 42, 73  
   fines and, 170  
   frontier regions and, 115, 123–129, 133, 144–145, 149, 173  
   future and, 178–184  
   maximization of, 169  
   risk management and, 38  
   royalties and, 18–19, 52, 56, 59, 121, 148–150, 171, 186  
   Spindletop and, 81  
   Standard Oil and, 77  
   subsidies and, 150–151, 182–184  
   tax breaks and, 150
- Progressive Era, 87–88
- Project Independence, 113, 115, 123
- ProPublica, 42
- Qaddafi, Colonel Muammar, 114
- Quotas, 89–90
- Qatar, 114
- Railroads, 71, 95, 109  
   Chicago and, 76  
   dependency on, 86  
   Interstate Commerce Law and, 78  
   modernizing of, 109  
   Rockefeller (John) and the outsmarting of, 76–80, 83  
   Standard Oil and, 79–80  
   Texas Railroad Commission and, 83
- Rankin, John L., 172
- Razmara, Ali, 106
- Reagan, Ronald, 5–6, 51, 127–128, 136, 138–139, 143–144
- Reconstruction Finance Corporation, 105, 197n19
- Records of the Columbia Historical Society*, 108
- Refineries, 72  
   cracking and, 71  
   efficiency and, 71  
   first commercial, 65  
   Rockefeller (John) and, 75–77, 82  
   safety and, 41–45, 168–169  
   Texas City explosion and, 41, 44, 45, 169
- Refocusing, 164, 170
- Reform  
   Hayward (Tony) and, 40  
   policy recommendations for, 158–170  
   Progressive Era and, 87  
   Standard Oil Trust and, 77

- Regional Citizens' Advisory Councils, 166
- Regulation. *See also* Safety
- Bureau of Ocean Energy Management, Regulation and Enforcement and, 57, 167–168
  - California State Mineral Leasing Act and, 97
  - casual approach to safety and, 41–51
  - corruption and conflicts of interest in, 51–61, 78–79
  - depletion allowance and, 84
  - Emergency Response Team and, 38–39
  - Federal-Aid Highway Acts and, 110–111
  - Federal Trade Commission and, 90, 196n20
  - House Committee on Energy and Commerce and, 46–47
  - lobbyists and, 60, 100, 110, 151, 168
  - Mineral Policy Act and, 87
  - Mining Law and, 87
  - moratoria and, 19, 57, 117–119, 142, 178
  - National Housing Act and, 108
  - National Interstate and Defense Highways Act and, 111–112
  - oil embargoes and, 90, 113–115, 123, 125, 143, 183, 198n2, 199n7
  - Outer Continental Shelf (OCS) and, 101, 126–127, 131–134, 136, 172–173
  - Pact of Achnacarry and, 90
  - Parking Standards and, 109–110
  - policy recommendations for, 158–170
  - Regional Citizens' Advisory Councils and, 166
  - Savings and Loans and, 144
  - State Lands Act and, 97
  - Subcommittee on Oversight and Investigations and, 46–47
  - Submerged Lands Act and, 101
  - Tidelands Controversy and, 98–101
  - U.S. Coast Guard and, 37–39
  - U.S. Congress and, 18–19 (*see also* U.S. Congress)
  - U.S. Department of the Interior and, 9, 44, 51, 87, 89, 93, 101, 104, 117–130, 138–141, 144, 165, 172
  - U.S. Government Accountability Office and, 18–19, 149, 192n10
  - U.S. Minerals Management Service and, 16, 48, 50–57, 61, 129–130, 137–141, 165–168, 200nn15,16
  - War Revenues Act and, 85
- Risers, 29
- Risk management, 88, 129, 138
- atrophy of vigilance and, 35–39, 41–42, 159
  - BP policies and, 43–51, 55, 60
  - cement bond log and, 49
  - centralizers and, 48–49
  - clean-up and, 158, 162, 165
  - cutbacks and, 38
  - Emergency Response Team and, 38–39
  - Exxon Valdez* and, 34–35
  - House Committee on Energy and Commerce and, 46–47

- Lloyd's Register, 46, 52  
 maximum likelihood estimation and, 35  
 organizational factors and, 33–39, 41–47, 161–164, 165–170  
 safety and, 33–51 (*see also* Safety)  
 skimmers and, 14, 53–54, 154–157  
 Subcommittee on Oversight and Investigations and, 46–47  
 technology and, 14–15, 159–161  
 toxic chemicals and, 41, 168
- Rockefeller, John D., Sr.  
 business acumen of, 75  
 challenges to supremacy of, 102–103  
 Cleveland location and, 76–77  
 competitors of, 77–78, 82, 84  
 cooperative strategies of, 77–78  
 moral code of, 75  
 philanthropic causes of, 75  
 production phase and, 82  
 railroads and, 76–80, 83  
 refineries and, 75–77, 82  
 Standard Oil Company and, 77–84  
 Texas and, 79–80  
 work ethic of, 75  
 as world's richest man, 75
- Rocky (oil platform code name), 9
- Rocking horse pumps, 31  
 Rock oil, 64–66, 176  
 Roosevelt, Franklin, 99  
 Roosevelt, Theodore, 79, 86–87  
 Rothschilds, 77–78
- Royalties, 18–19, 52, 56, 59, 121, 148–150, 171, 186  
 Ruckelshaus, William, 125
- Sabotage, 71  
 Safety, 166  
 atrophy of vigilance and, 35–39, 41–42, 159  
 benzene and, 41  
 BP's casual approach to, 34–61, 161–162  
 bypassing procedures and, 45, 49  
 cement bond log and, 49  
 centralizers and, 48–49  
 cost-cutting, cutbacks and, 15, 37, 38, 42, 169, 193n12  
 Emergency Response Team and, 38–39  
 fail-safe conditions and, 15–16  
 false alarms and, 45  
 fines and, 41–42, 109, 162, 170, 193n13  
 House Committee on Energy and Commerce and, 46–47  
 maximum likelihood estimation and, 35  
 OSHA and, 41–42, 167–170, 193n13, 201n13  
 Process Safety Management for Highly Hazardous Chemicals and, 168  
 risk management and, 14–15, 33–39, 43–51, 55, 60, 88, 129, 138, 158, 162, 165  
 shear ram and, 159–160, 164  
 Subcommittee on Oversight and Investigations and, 46–47  
 technology and, 15–16  
 tetraethyl lead and, 88–89

- Safety, 166 (cont.)  
 toxic chemicals and, 41, 168  
 U.S. Coast Guard and, 37–39  
 U.S. Minerals Management  
 Service and, 16, 48, 51–52,  
 55, 61, 129–130, 139, 141,  
 167–168, 200nn15,16
- Safety Award for Excellence  
 (SAFE) award, 52, 165
- St. Louis Post-Dispatch*, 38
- Salt domes, 81, 92, 94
- Salt water, 93, 96, 98
- Salt wells, 27, 67
- Sampson, Anthony, 68
- Sandstone, 22
- Santa Barbara Morning Press*,  
 124
- Santa Barbara oil spill, 10, 91,  
 123–126, 153–154, 173
- Satellite imaging, 12
- Saucier, Michael, 55
- Saudia Arabia, 103
- Schlumberger, 49
- Scotland, 90
- Sea bottoms, x, 2, 22, 99, 101
- Sealing, 29, 32, 43, 48, 54, 63,  
 159
- Sedimentary rock, 21–26
- Seeps, 25, 63–67, 116
- Seismic technology, 26–27, 94,  
 148
- Semisubmersible rigs, x
- Senate Committee on Health,  
 Education, Labor and Pen-  
 sions, 169
- Seneca Indians, 65
- Seneca Oil Company, 64–67
- Sepulvado, Ronald, 44–45
- Sexual promiscuity, 51–57
- Shah of Iran, 106
- Shales, 22, 24
- Shear ram, 159–160, 164
- Shell Oil, 90, 103
- Sherman Antitrust Act, 78–79,  
 84, 177
- Shipworm (*teredo*), 93
- Shivers, Allan, 100
- Shortages, 85–86, 88, 115–116,  
 123, 143
- Shrimp and Petroleum Festival,  
 132
- Silent Spill*, 13
- Silliman, Benjamin, 65
- Silt, 21–22, 94–95 135
- Skimmers, 14, 53, 154–157
- Smith, Billy, 68
- Social multiplier effect, 137, 166
- Solar power, 5
- Solberg, Carl, 84
- Source rocks, 23
- South Dakota, 25, 94
- Soviet Union, 89, 110–111, 114,  
 150
- Speculation, 66, 70, 81
- Spindletop, 79, 91, 172–173  
 blowout of, 80  
 declining production of, 83  
 derricks of, 81  
 environmental issues and, 81,  
 83  
 Gulf Oil and, 92  
 as gusher, 80–83, 116  
 as largest reservoir discovered  
 at time, 80  
 limitations of, 83  
 oil prices after, 81  
 profit and, 81  
 size of, 82  
 Texas Company and, 95  
 U.S. Market dominance and,  
 102



- Spindletop-Gladys City Boomtown Museum, 83  
 Standard Oil Company, 98  
   Archbold (John) and, 80  
   Hogg (James) and, 80, 82  
   Interstate Commerce Law and, 78  
   Nazi Germany and, 104  
   Rockefeller (John) and, 77–84  
   Teagle (Walter) and, 90  
   tetraethyl lead and, 88–89  
   Texas and, 79–80  
 Standard Oil Trust, 77–79, 84  
 State Lands Act, 97  
 Steam power, 36, 72, 76, 93  
 Stevenson, Adlai, 100  
 Streetcars, 109  
 Stripper operations, 83, 195n10  
 Stupak, Bart, 46  
 Subcommittee on Oversight and Investigations, 46–47  
 Submarines, 38, 105  
 Submerged Lands Act, 101  
 Submersible rigs, 95–96  
 Subsidies, 150–151, 182–184  
 Sunk costs, 95  
 Sunlight, 21–22  
 Syria, 103  
  
 Taft, William Howard, 79, 86–87  
 Tariffs, 90  
 Taxes  
   corporate profits and, 18, 83–85  
   highways and, 111  
   incentives and, 150–152  
   injustice to taxpayers and, 18–19, 145–150  
   tariffs and, 90  
   War Revenues Act and, 85  
  
 Teagle, Walter, 90  
 Teamsters, 71  
 Teapot Dome, 88, 125  
 Technology, 49, 92, 115, 131–132, 177  
   blow-out preventers, 10–11, 15, 29, 44–45, 55, 93, 159–161, 164  
   catalytic converters, 89  
   clean-up and, 153–156  
   computers, 27  
   cost-cutting and, 15, 37, 42, 169, 193n12  
   *Deepwater Horizon* and, ix–x, 15, 19  
   Drake engine, 69  
   drive pipe, 67  
   efficiency and, 5, 28, 73, 84, 88, 143, 151, 181–183  
   *Exxon Valdez* and, 36  
   global positioning, x  
   management of, 15  
   movable, 93–94  
   need for new, 183  
   offshore drilling methods and, 91–96  
   patents and, 65, 87, 95  
   Peter Principle and, 19–20  
   safety and, 15–16  
   satellite imaging, 12  
   seismic, 26–27, 94, 148  
   semisubmersible rigs, x  
   skimmers, 14, 53, 154–157  
   steam power, 36, 72, 76, 93  
   submersible rigs, 95–96  
   tetraethyl lead, 88–89  
   thrusters, x, 45  
   whale oil and, 63–66, 71  
 Tethers, x  
 Tetraethyl lead, 88–89  
 Texas, 117, 150, 152, 169

- Texas (cont.)  
 Barton (Joe) and, 19, 58, 60, 194n41  
 Bush (George W.) and, 56  
 Hogg (James) and, 80, 82  
 inland sea of, 25  
 judicial conflicts of interest and, 59  
 marginal sea and, 99  
 oil prices and, 90  
 production restriction and, 89  
 Rockefeller (John) and, 102  
 Spindletop and, 79–83, 91–92, 95, 102, 116, 172–173  
 Submerged Lands Act and, 101  
 tax revenue of, 18  
 Tidelands Controversy and, 98–101  
 wildcatters and, 4, 82–83, 152  
 Texas City refinery explosion, 41, 44, 45, 169  
 Texas Company (Texaco), 82, 95, 177  
 Thomas, Henry, 116, 122  
 Thrusters, x, 45  
 Tidal exchange, 97  
 Tidelands Controversy, 98–101  
*Titanic* (ship), 15, 36  
*Torrey Canyon* spill, 156  
 Toxic chemicals, 41, 168  
 Train, Russell, 119  
 Trans-Alaskan Pipeline Authorization Act, 123  
 Trans Alaska Pipeline System (TAPS), 3, 102, 118, 120, 122–123  
 Transocean, 33, 53  
 casual approach to safety by, 34, 45–46  
 Crawford (Truitt) and, 43  
 exclusion and, 165  
 Feldman (Martin) and, 59  
 Hay (Mark) and, 45  
 lawmakers' holdings in, 58–59  
 Moody's rating of, 46  
 Safety Award for Excellence (SAFE) award and, 52  
 shear ram and, 159–160  
 U.S. Minerals Management Service (MMS) and, 52  
 Williams (Mike) and, 45  
 Transparency, 162–163  
 Transportation, 63, 72, 75, 121, 183, 196n14  
 Alaska and, 118  
 Chicago and, 76  
 Interstate Commerce Law and, 78  
 modernizing of, 109  
 Panama Canal and, 86  
 public transit and, 109–110  
 railroads and, 71, 76–80, 83, 86, 95, 109  
 roads and, 95 (*see also* Automobiles)  
 Rockefeller (John) and, 76–80, 83  
 streetcars and, 109  
 Tropical Storm Isidore, 187  
 Truman, Harry, 99  
 Tunisia, 18  
 Turkish Petroleum Company, 103  
 Udall, Stewart, 117–119  
 Union Oil Company of California, 118, 177  
 United States  
 American Way of Life and, 185–189  
 automobile popularity in, 107

- Bush (George H.W.) and, 6,  
 141–142  
 Bush (George W.) and, 2–3, 6,  
 53, 56, 142, 178  
 Carter (Jimmie) and, 5, 125–  
 127, 140, 143  
 Civil War and, 75–76  
 consumption levels of, 84–85  
 decreased production levels  
 of, 179  
 as dominant-oil producing na-  
 tion, 1–2  
 drilling rights and, 18  
 early use of oil and, 63–66  
 Eisenhower (Dwight) and, 1,  
 100–101, 106, 110  
 energy crisis of, 113, 122–123  
 energy independence and, 4–6,  
 20, 85–86, 113–128, 144,  
 180, 183  
 Exclusive Economic Zones  
 and, 2  
 Federal-Aid Highway Acts and,  
 110–111  
 Federal Trade Commission  
 and, 90, 196n20  
 Ford (Gerald) and, 5, 125–126  
 foreign oil and, 5–6, 90, 113–  
 114, 121–122  
 Franklin (Benjamin) and, 183  
 future and, 178–184  
 Gilded Age and, 76  
 Great Plains and, 24–25  
 Harding (Warren) and, 87, 89  
 Harrison (Benjamin) and, 78  
 Hoover (Herbert) and, 89  
 housing and, 108–110  
 Interstate Commerce Law and,  
 78  
 invasion of Afghanistan by, 1  
 Iraq and, 1–2, 4, 66, 71, 101–  
 103, 114  
 judicial branch and, 59  
 loss of petroleum preeminence  
 of, 101–112  
 McKinley (William) and, 78  
 marginal sea and, 99  
 National Housing Act and,  
 108  
 National Interstate and De-  
 fense Highways Act and,  
 111–112  
 natural resources of, 63–66, 71  
 Nixon (Richard) and, 5, 113,  
 115, 119, 122–123, 125, 172  
 Obama (Barack) and, xii, 6,  
 19, 53, 56–59, 147, 150, 178  
 oil embargoes and, 90, 113–  
 115, 123, 125, 143, 183,  
 198n2, 199n7  
 oil revenue rates of, 18–19  
 Outer Continental Shelf Deep  
 Water Royalty Relief Act and,  
 19, 149  
 ownership of oil from Ma-  
 condo project, 18  
 Pact of Achnacarry and, 90  
 Project Independence and, 113,  
 115, 123  
 railroads and, 71, 76–80, 83,  
 86, 109  
 Reagan (Ronald) and, 5–6,  
 51, 127–128, 136, 138–139,  
 143–144  
 Roosevelt (Franklin) and, 99  
 Roosevelt (Theodore) and, 79  
 Stevenson (Adlai) and, 100  
 Taft (William) and, 79, 86–87  
 Truman (Harry) and, 99  
 whale oil and, 63–66, 71  
 Wilson (Woodrow) and, 84

- Unocal (Union Oil of California), 177
- U.S. Coast Guard, xii  
atrophy of vigilance and, 37–39  
*Deepwater Horizon* spill and, 10, 43–44, 50  
safety issues and, 37–39  
U.S. Minerals Management Service (MMS) and, 55, 167–168
- U.S. Congress  
Alaska and, 117, 120–122, 126  
Barton (Joe) apology and, 19, 58, 60, 194n41  
BP's casual approach to safety and, 41, 43–44, 47, 50  
clean-up and, 169–170  
Congressional Budget Office and, 150–151  
Eisenhower (Dwight) and, 100  
Federal-Aid Highway Acts and, 110–111  
House Committee on Energy and Commerce and, 46–47  
Interstate Commerce Law and, 78  
Mineral Policy Act and, 87  
National Interstate and Defense Highways Act and, 112  
oil leases and, 89, 141 (*see also* Leases)  
Outer Continental Shelf Deep Water Royalty Relief Act and, 19, 149  
Outer Continental Shelf Lands Act (OCSLA) and, 101  
Outer Continental Shelf Lands Act Amendments (OCSLAA) and, 127  
policy recommendations for, 173, 178, 185  
poor responses of, 57, 169  
railroads and, 76  
Senate Committee on Health, Education, Labor and Pensions, 169  
Standard Oil Trust and, 84  
Submerged Lands Act and, 101  
Stupak (Bart) and, 46  
Subcommittee on Oversight and Investigations and, 46–47  
subsidies and, 150–151  
U.S. revenues and, 18  
Waxman (Henry) and, 46
- U.S. Department of the Interior,  
4, 44, 101, 165  
Alaskan oil and, 117–118, 120–121, 123, 125–128  
area-wide leasing and, 172–173  
Bureau of Land Management and, 117–118, 138, 172  
Fall (Albert) and, 87  
General Land Office and, 92–93  
Ickes (Harold) and, 104  
leases and, 130 (*see also* Leases)  
Mississippi Canyon and, 9  
Naval Reserves and, 87  
offshore wells and, 138–141, 144  
Rankin (John) and, 172  
Reagan and, 138–139  
sanity issues and, 139, 199n6  
Udall (Stewart) and, 117–119  
Watt (James) and, 51
- U.S. Department of Defense, 122  
U.S. Fuel Administration, 84–85

- U.S. Geological Survey, 12, 85, 138, 172
- U.S. Government Accountability Office, 18–19, 149, 192n10
- U.S. Minerals Management Service (MMS), 16, 48, 50, 166, 200nn15,16
- Alaska and, 138
- area-wide leasing and, 139–140, 144–149, 172–173, 186
- BP and, 51–57
- Bureau of Ocean Energy Management, Regulation and Enforcement and, 57, 167–168
- Bush (George H.W.) and, 141–142
- Bush (George W.) and, 56
- California and, 130–132
- Cheney (Richard) and, 56
- corruption and conflicts of interest in, 51–57, 61
- Energy Plan and, 56
- false claimsby, 55
- Florida and, 130–131
- Louisiana and, 130, 131–137, 140, 142–143
- party-line views within, 142
- offshore wells and, 129–137, 140–143
- public education programs and, 137–138
- reform and, 167–168
- risk perceptions and, 129–130
- Safety Award for Excellence (SAFE) award and, 52, 165
- safety records of, 52–53, 165–168
- sex/drug issues at, 51–57
- spiral of stereotypes and, 140
- as toothless watchdog, 51
- U.S. Coast Guard and, 55
- Watt (James) and, 51, 129, 138–139
- U.S. Navy, 86
- U.S. Supreme Court, 79, 89, 99–101
- U.S. Treasury Department, 150–151, 171, 173
- Vanderbilt family, 76
- Vanity Fair*, 40
- Venezuela, 89
- Lake Maracaibo field and, 93–95
- offshore wells and, 91–95
- OPEC and, 114
- Verlger, Philip, 52
- Vermilion Bay, 94
- Vietnam, 18
- Viscosity, 23, 31
- Voids, 22
- Wall Street, 40, 46
- Wall Street Journal*, 20
- War Revenues Act, 85
- Washington, State of, 140
- Washington Post*, 14, 40, 42–43, 46, 55–57, 59
- Waste, 3–4, 38, 83
- Water cannons, xii
- Watergate scandal, 125, 198n15
- Water Pollution Control Act, 41
- Watt, James
- area-wide leasing and, 139–140, 144–149, 172, 186
- environmental issues and, 51, 54, 128–129, 137–138, 172–173
- Waxman, Henry, 46
- Wetlands, 12
- bayous, 94, 97, 134–135
- marshes, 94, 96–98, 133, 156

- Whale oil, 63–66, 71
- Wildcatters, 4, 82–83, 152
- Williams, Mike, 45
- Williston basin, 25
- Wilson, Woodrow, 84
- World Bank, 32
- World War I, 84, 105
- World War II, 99, 116, 176
  - oil as reason for, 104–105, 109, 111
  - Pearl Harbor and, 104
- Wyoming, 18, 86, 88, 150
  
- Yellow Coach, 109
- Yukon River, 123