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P 770-946-4562 southernstatesLLC.com

A century of innovation and reliability



The Southern States Story

*Inside Front Cover*

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## The core values of Southern States

- We will provide the best customer care in our market.
- We will seek new opportunities, innovate and experiment with new ideas.
- We will work as a team, collaborating with and supporting each other for the good of Southern States.
- We will be open to learning and change to be more effective.
- We will treat each other with fairness, respect, and professionalism.
- We will be profitable, grow the company, and have fun.

“

*The Southern States story is an American story. It is the story of a manufacturer's faith in the future of an industry and of the vision of men who helped pave the way by anticipating the needs of a growing industry.*

”

***Southern States Brochure***  
*October 1, 1952*

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***The relentless pursuit of innovation.***





## A letter from the CEO of Southern States

The words of Thomas Alva Edison - *"First be sure a thing is wanted or needed, then go ahead"* - perhaps tell the story of Southern States, LLC in Hampton, Georgia, more eloquently than many typed pages can. Edison's statement exemplifies the spirit portrayed by Southern States' founder, Mr. William E. Mitchell, when he first opened the business in Birmingham, Alabama, in 1916.

For a company to not only survive but to thrive as it enters its 100th Anniversary is a rare thing in today's world of business. It speaks of a drive and determination to push forward, no matter what – of a desire to provide the highest quality of products, service, and innovation.

Southern States has been powered by vision, brilliance of mind, hard work and true dedication. It has been built by hundreds of men and women who came to work day after day to build a business that has global impact. Thank you to all who make Southern States successful – our employees, manufacturers' representatives, vendors, customers and the community of Hampton.

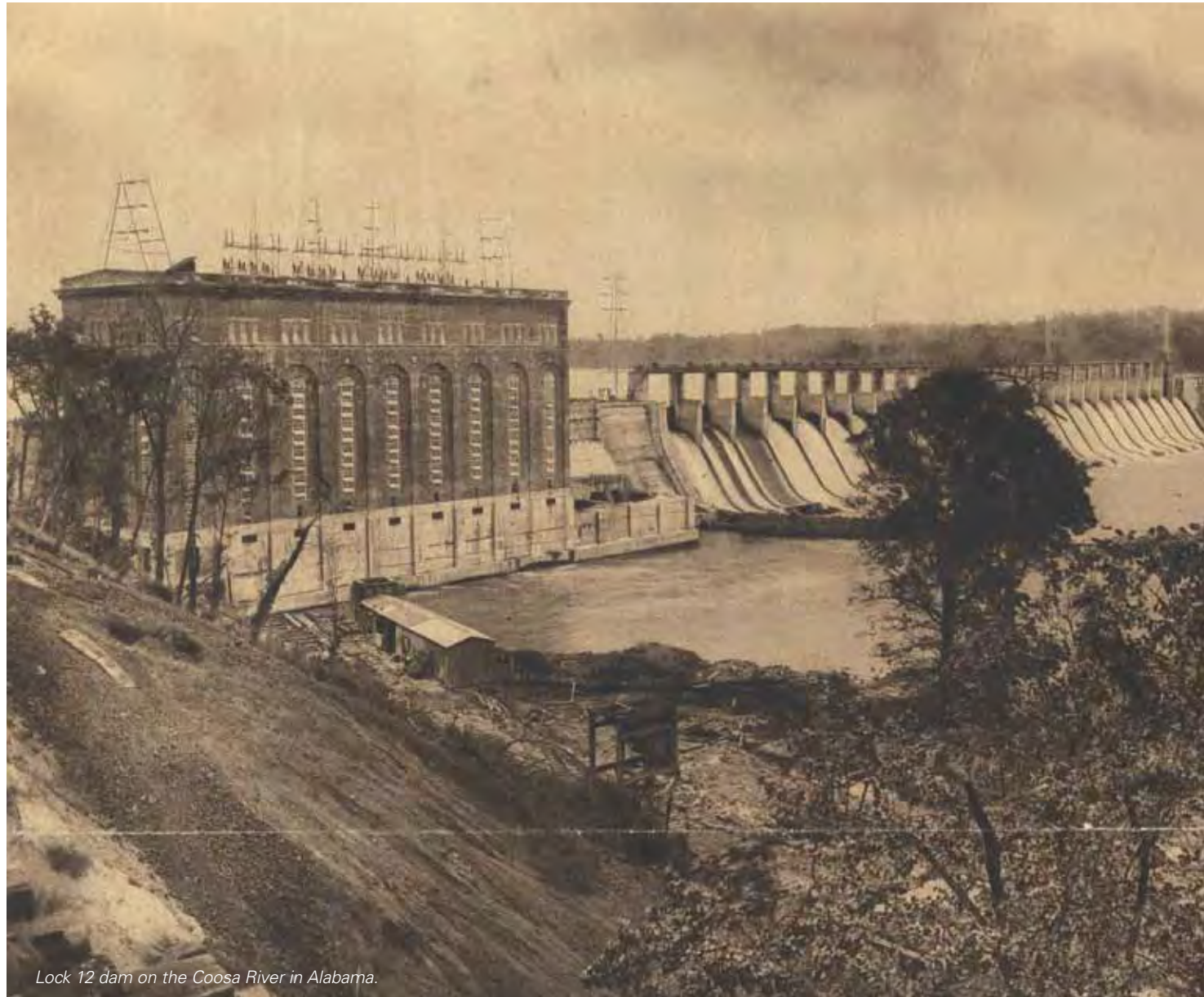
We celebrate this milestone anniversary not only as a celebration of the past but also as a look into the future as we move forward into our next one hundred years.

Raj Anand  
Chief Executive Officer





## The Mitchell Brothers start laying the foundation for 100 years of success.



Lock 12 dam on the Coosa River in Alabama.

With the second Industrial Revolution well underway, the South lagged behind in progress. At the end of the 19th century, Alabama was an agricultural state where 90 percent of the population had no electricity.

With the dawn of the 20th century, William Lay, a Cherokee County native, envisioned lighting Alabama and incorporated the Alabama Power Company in Gadsden, Alabama in 1906. He was able to get Congress to approve his Coosa River Dam

project (later renamed the Lay Dam) in 1907 but was not able to obtain the necessary funding to complete the project. In 1911, James Mitchell, a Massachusetts engineer who had spent 17 years bringing electricity to Brazil, travelled to Alabama and recognized the potential in Alabama's abundant hydro resources. He formed Alabama Traction, Power & Light, Ltd., a holding company in Canada, to funnel capital from the banking house of Sparling & Company of

London, and began acquiring ownership in a number of companies that had been formed to build dams. This included purchase of William Lay's Alabama Power Company and its assets in 1912.

James Mitchell decided to build his first dam at Lock 12 on the Coosa River and construct transmission lines to Birmingham, the industrial heart of Alabama. At the same time, he decided to move the company headquarters to Birmingham. The dam on Lock

12 was completed in December 1913 and was generating electricity by April, 1914.

Mr. Mitchell began to recruit the best engineers and managerial talent he could find. Among those hired was his younger brother William E. who joined the company as his lead electrical engineer. The stage was being set for the birth of a fledgling company that would come to be known as Southern States.

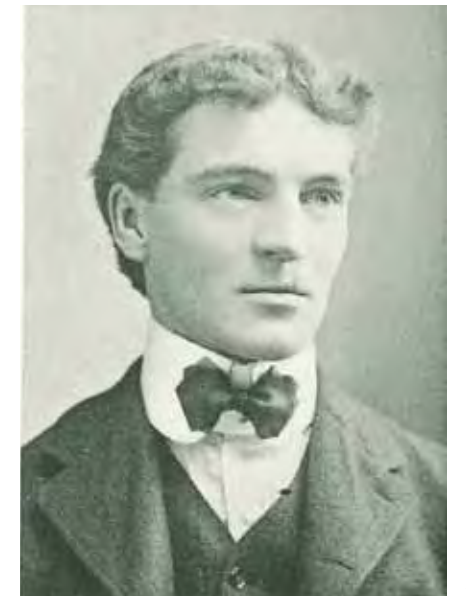


### James Mitchell 1866-1920

- 1884 - Worked for the Thompson – Houston Co which merged with Edison Standard Electric to form General Electric
- Installed electric tramways in Pittsburgh, Omaha, Scranton, Des Moines, and Denver
- 1892 – Sent to Brazil to install the first trolley cars in South America
- Held management positions with tramway companies in Sao Paulo, Salvador, & Manaus
- 1909 – Studied power development possibilities for the Japanese Government
- 1912 – Using British financing, purchased the Alabama Power Company

### William Edward Mitchell 1882-1960

- Graduated M.I.T. in 1903
- 1905 – Electrical Engr for Sao Paulo Tramway Light & Power Co in Brazil
- 1907 – Operating Manager of Bahia Tramway Light & Power Co in Brazil
- 1911 – Construction Foreman General Electric in San Francisco
- 1912 – Electrical Engr, Alabama Power Co in Birmingham. AL
- 1916 – Formed Southern States Equipment Co.
- 1924 – Named Vice President of Operations for Alabama Power
- 1927 – Named Vice President and General Manager of Georgia Power
- 1945 – Named President of Georgia Power





## The birth announcement of a new company.



STATE OF ALABAMA,  
JEFFERSON COUNTY.

SUBSCRIPTION TO THE CAPITAL STOCK OF  
SOUTHERN STATES ELECTRIC COMPANY.

To the undersigned do severally subscribe for the  
number of shares of capital stock of the Southern States  
Electric Company set opposite our respective names, which  
said shares of stock are of the par value of \$50.00 each,  
and are payable in cash at the rate of \$50.00 per share,  
to wit:

Name	Post Office Address	No. of Shares	Value
W. E. Mitchell	Birmingham Ala	35	\$1750.00
J. H. Chamberlain	Birmingham	10	\$500.00
F. W. Hausmann	Birmingham Ala	10	\$500.00
V. H. Hanson	.	10	\$500.00
F. P. Cummings	Bham	10	\$500.00
J. C. Maben	Birmingham Ala	15	\$750.00

The aforesaid subscribers reserving the right, however,  
to defer the payment of such subscriptions over and above the  
payments presently made, to wit:

Name	Amount
W. E. Mitchell	\$875.00
J. H. Chamberlain	\$250.00
F. W. Hausmann	\$250.00
V. H. Hanson	\$250.00
F. P. Cummings	\$250.00
J. C. Maben	\$125.00

such deferred payments to be made in two equal installments,  
due respectively on the 1st days of April and June, 1916.

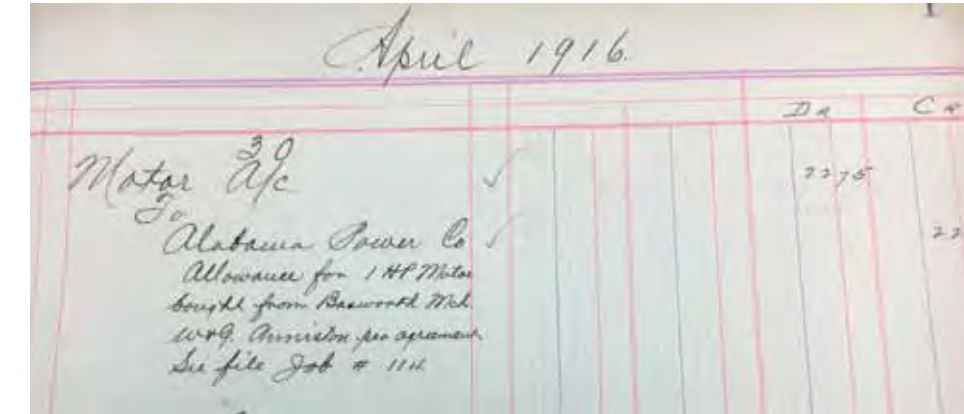
On February 29, 1916, William E. Mitchell took the first step in a journey that would lead to the Southern States, LLC that we know today. It was that day that the Southern States Electric Company was formed. The original founders included: William E. Mitchell, F.H. Chamberlain, F.W. Hausmann, V.H. Hanson, F.P. Cummings, and J.C. Maben, Jr. all from the Birmingham, Alabama area. The company was

formed with an investment of \$1,975.00. Mr. Mitchell was elected President of the company. The first Board of Directors meeting was held on March 1, 1916, in the Brown-Marx building, Birmingham, which housed the offices of Alabama Power. The Brown-Marx building was part of a group of buildings in Birmingham called the "Heaviest Corner on Earth."

The Southern States Equipment Company was located at 1921-23 Powell Avenue, Birmingham, Alabama, Jefferson County. The original business of this new company was the repair and service of motors, transformers and other types of electrical apparatus.

In May of 1919, with the increasing use of electricity and the war at an end, Southern States required additional capital for growth and

increased the shares of authorized stock to a value of \$75,000. At the same time the Board of Directors and Shareholders agreed to change the name of the corporation to reflect the changing nature of the business from repairs and service to include the sale of manufactured products. The name was officially changed to Southern States Equipment Co. on April 21, 1919.



Company ledger entry for its first customer order: Alabama Power, April 1916.





## The electrical industry gets traction.



The Roaring Twenties brought continued new growth opportunities to Mitchell's fledgling business. This decade brought improved power transmission and an immense boost to the electrical industry. The industrial age was humming, with better distribution, more and better motors, and trans-Atlantic telephone service.

The tungsten lamp, shown below, offered better, cheaper, and longerlasting lighting. Electric refrigerators, shown at right, and ranges, as well as a flood of modern electrical domestic appliances, opened up a whole new world for electrical workers. Electrical output from utility companies exploded from 5.9 million kWh in 1907 to 75.4 million kWh in 1927.



Another product of the electrical evolution was the tungsten lamp.



Electric refrigerators were becoming popular.

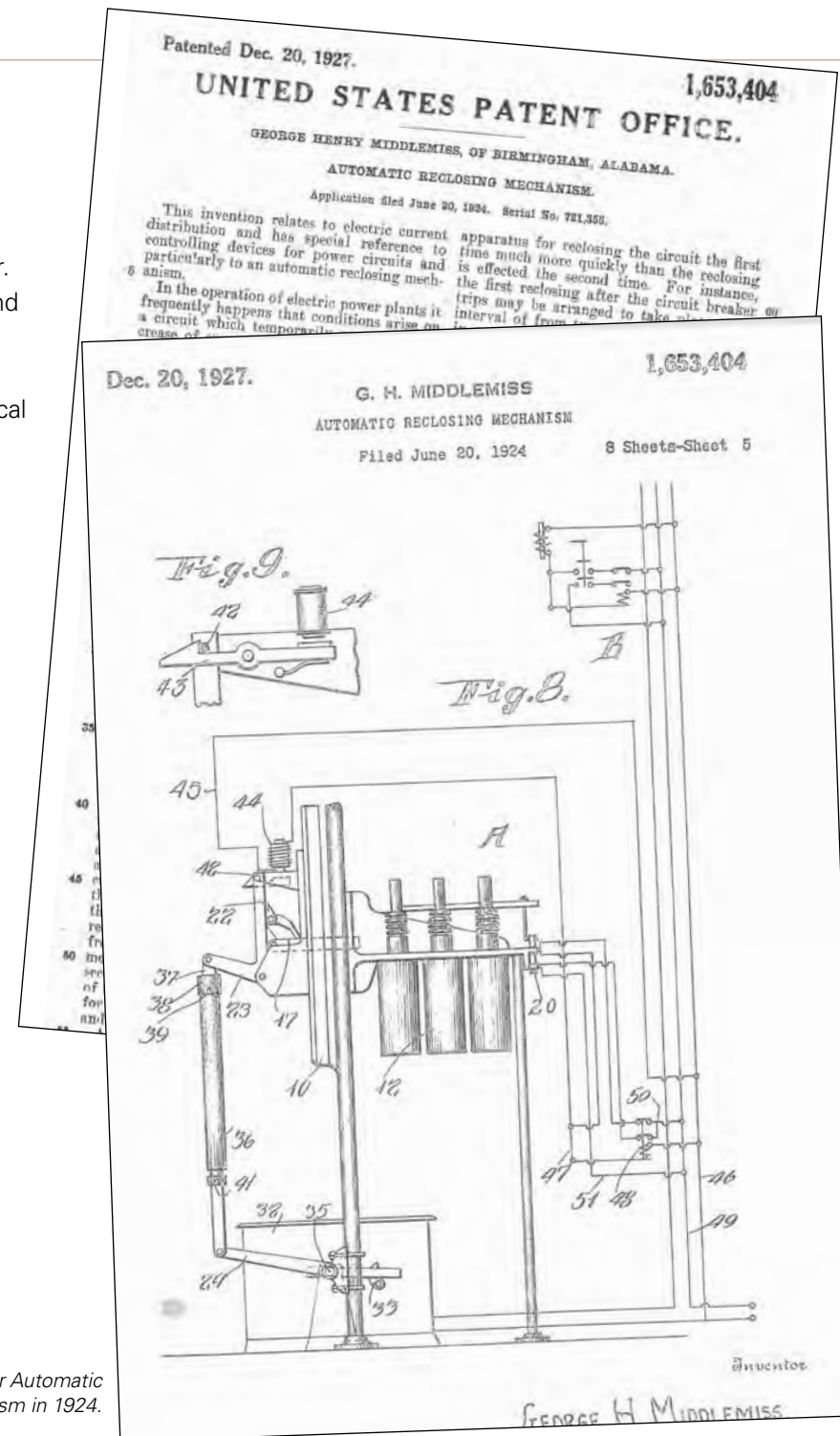
Early Southern States product offerings, including a trailer for automobiles and motor trucks and later the MA-HO water heater, experienced early success but were shortly discontinued due to low market demand or design concerns. It was determined that if Southern States was to extend their activities beyond the repairing of electrical equipment, new engineering talent would need to be hired.

In 1920, Mr. George N. Lemmon became associated with the company as its Chief Engineer. Mr. Lemmon brought an inventive mind and engineering ability coupled with previous experience in the design and manufacture of electrical apparatus.

During this period, the company cooperated closely with the Alabama Power Company in the engineering, development, and testing of new products for the utility industry.

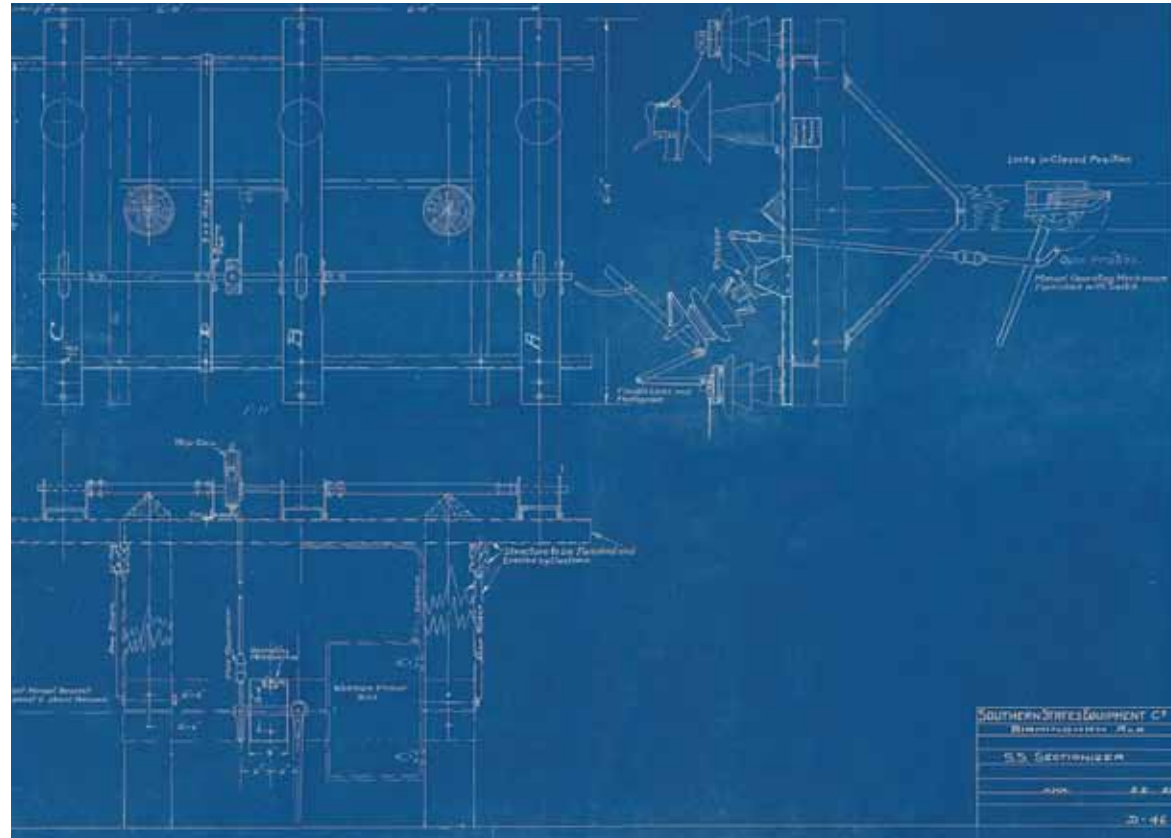
One of the first products manufactured for the electrical market was the Automatic Reclosing Mechanism, patented by George H. Middlemiss. A contract with a leading breaker manufacturing company, Condit Electrical Manufacturing Company of Boston, led to shipments of this product to power companies as far north as Massachusetts.

Patent filed for Automatic Reclosing Mechanism in 1924.





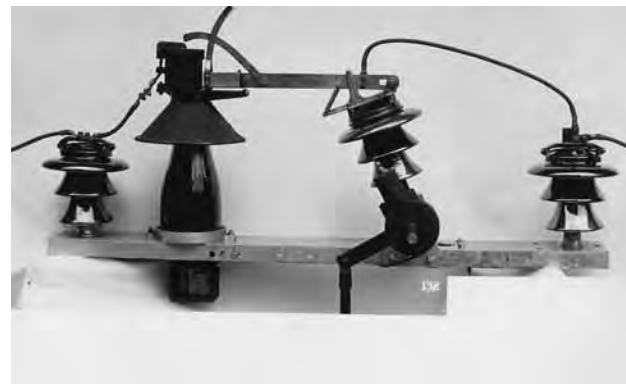
## Patents grow for needed innovative products.



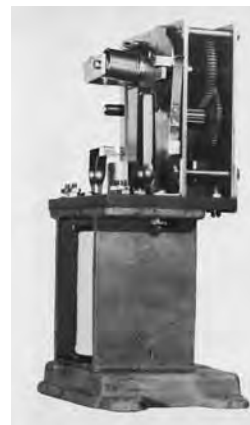
The line of air break, disconnecting switches and fuses was expanded and continued to draw significant interest. In 1924, an order from Yonkers, New York was received for the first automatic sectionizer switch, (shown below left), for \$2,370.00.

The Type 57 disconnect Switch (shown at right) and the 44 kV Type 41 (shown at right) Upright Mount Expulsion Fuse, the first fuse to remove the fuse tube from the circuit when the fuse operated, were developed in close cooperation with Alabama Power. George N. Lemmon, elected President of Southern States in 1925, received patents for both products.

Development continued during this decade with the development of both fuses and disconnects for lower and higher voltage levels including the development of the Type 23 Fuse, the first expulsion, dropout



1925 installation drawing for the Automatic Sectionizer Switch.

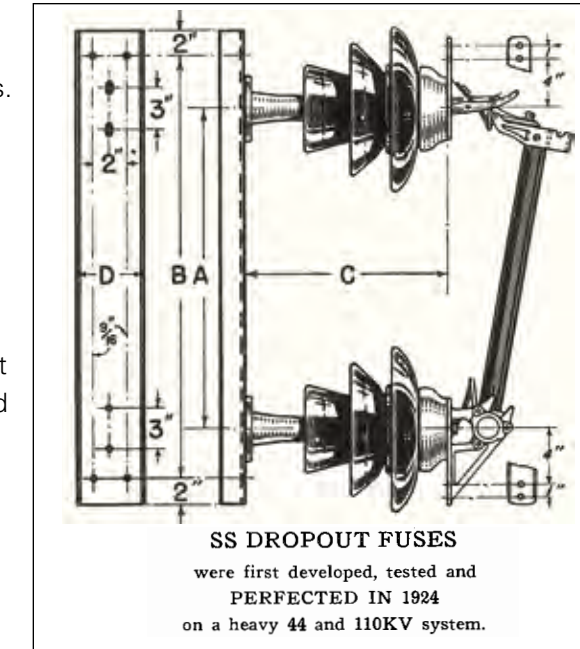


Automatic Sectionizer Switch Operator.

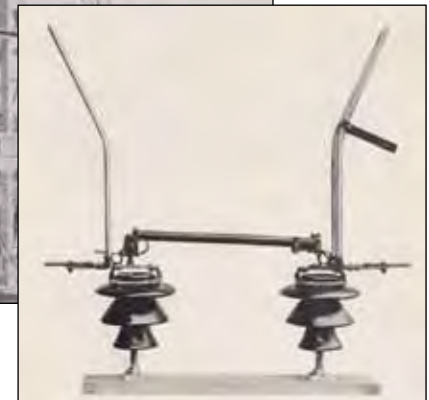
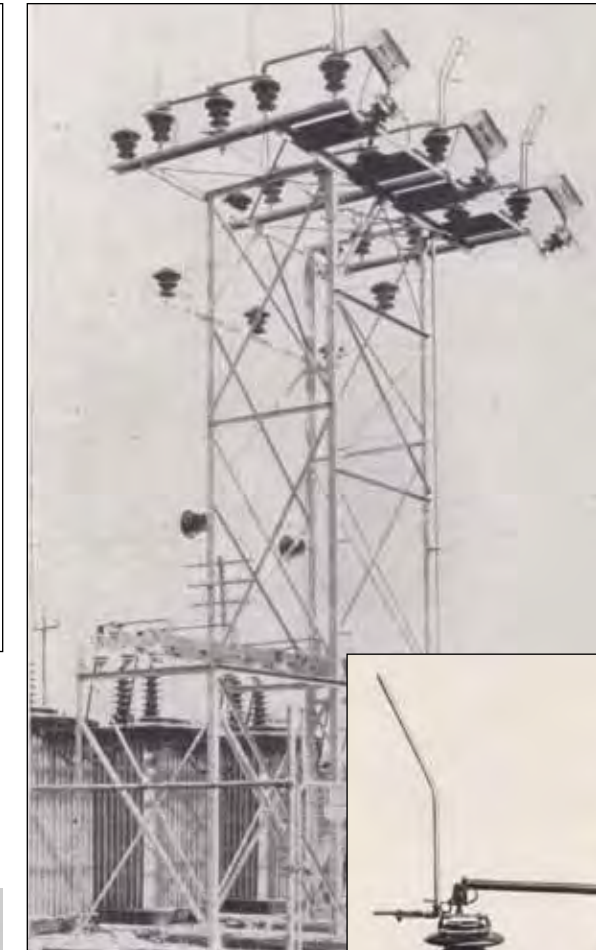
fuse for distribution voltages.

This increased development work resulted in several important patents. Some of them proved to be of value both as a restriction on competitors, and as a source of profit through royalties.

The growing success of Southern States allowed the company to purchase the property and building at Powell Street. Discussions were held in 1925 about whether the repair business, which was limited to local customers, should be discontinued due to the growing interest of manufactured products. The repair business was the fundamental basis for the company and would be continued, but significant focus would be placed on manufactured products, since that held the potential for more company growth.



**SS DROPOUT FUSES**  
were first developed, tested and  
**PERFECTED IN 1924**  
on a heavy 44 and 110KV system.


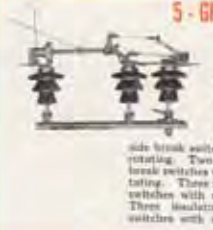












Type 41 Expulsion Fuse.



## Surviving and thriving through the Great Depression.

**High Voltage Electrical Equipment Made By Southern States**

<b>1- FUSES AND CUTOUTS</b>  Single-shaft and revolving dropout types for line and station applications. Secondary fuses. Transformer protective devices. Fuse links and fuse link enclosures. Hook sticks, hook stick lumps, and hook stick containers. Miscellaneous fusing equipment.	<b>5- GROUP OPERATED SWITCHES</b>  For distribution and transmission applications. Two and three insulator switches of vertical break mechanism type. Two insulator side break switches with one insulator rotating. Two insulator side middle break switches with both insulators rotating. Three insulator vertical break switches with one insulator rotating. Three insulator double side break switches with one insulator rotating.	<b>9- OUTDOOR BUS SUPPORTS</b>  Complete line of fittings for pole, cable and bar.
<b>2- EXPULSION ARRESTORS</b>  Expulsion repeating gaps for line and station applications.	<b>6- OUTDOOR DISCONNECTING SWITCHES</b>  Hook stick operated. For line and station switching. Single pole, single throw; single pole, double throw. Single pole selector and single pole tandem selector.	<b>10- POWER AND SERVICE CONNECTORS</b>  Complete line of T-connectors, crosses, couplers, reducers, elbows, terminals, current leads, lugs, and special connectors, expansion joints, ground connectors for tube, bar and cable.
<b>3- COMBINATIONS</b>  Combinations of dropout fuses and switches for applications on lines and substations.	<b>7- INDOOR DISCONNECTING SWITCHES</b>  Hook stick operated and group operated. Single pole, single throw; single pole, double throw. Double pole, single throw; double pole, double throw. Three pole, single throw; three pole, double throw. Tandem selector. Selectors.	<b>11- HOT LINE CLAMPS</b>  For connecting copper to copper, copper to aluminum, aluminum to copper, and aluminum to aluminum. Available in two types.
<b>4- MOTOR MECHANISMS</b>  Motor mechanisms for various applications, transmission and rural applications. For maintenance of oil circuit breakers to fully automatic operation. For automatic reclosing. For automatic transfer of load from preferred to emergency circuit in the case of trouble. Other indoor and outdoor applications.	<b>8- INDOOR BUS SUPPORTS</b>  All types for light duty, heavy duty and extra heavy duty. For mounting with flat base, pipe clamp base, U-bolt base, I-beam base, and welded base. For supporting flat bus bar, round bus bar, vertical bus, horizontal bus. Also miscellaneous fittings.	<b>12- COMPLETE SUB-STATIONS</b>  Complete substation equipment.

Southern States Equipment Corp. Birmingham, Ala.

The Great Depression, starting in late 1929 with the collapse of the stock market, led to very difficult times for the company in the early '30s. Statistics from the National Electrical Manufacturers Association showed the available market in 1933, for the products offered by Southern States, was only 12½% of the market available in 1929! The company was forced to turn to certain of its officers for cash loans to tide the business over those years.

It was not until 1935 that the economy started to turn around. As the market began to recover, additional capital was needed to continue development of needed products and increase marketing focus. In 1935, a \$15,000 loan was obtained from the Federal Reserve Bank, using the company's real estate and real property as collateral.

Southern States product offering continued to expand, and by 1936 included hookstick switches, distribution and transmission voltage gang operated switches, power fuses, cutouts, motor mechanisms to operate switches, sectionalizers, and substations.

The distribution dropout fuse, now known as a distribution cutout, continued to evolve with the Type

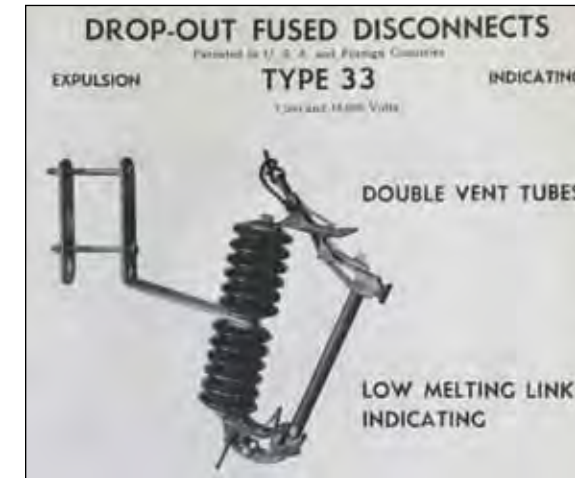
33 Fuse. The repeating fuse was introduced, along with the phrase "PETE and REE-PETE" coined for marketing promotions.

The SD-61 motor mechanism or group operated switches was introduced, along with the Type TM "Throw-Matic" motor mechanism for use with auto throw-over schemes.

In the mid-1930s, W. E. Mitchell, who had moved to Georgia and was now working with Georgia Power, designated his shares of the company to his four sons, William Cameron, Duncan, Graham, and Glenn (three of whom would go on to play important roles in Southern States' history).



W.E. Mitchell



**PETE AND REE-PETE**


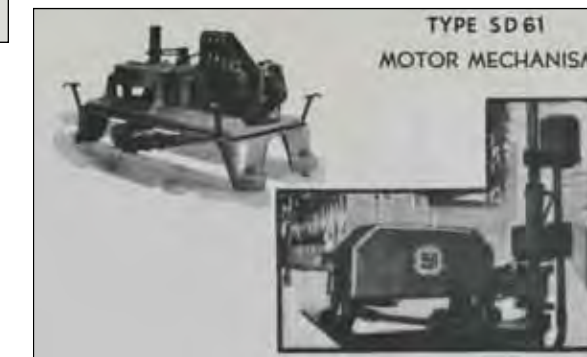
REE-PETE Says:

"Everybody likes Pete. He is my older brother, but I've got more brains than he has."

"If one fuse blows, I open that tube, and close in another without waiting for anybody."

"If the trouble blows all three of my fuses, I ask the linemen to patrol the line and see what's wrong. I have brains."

**TYPE RF REPEATER FUSE**

### Glenn Mitchell

- Born: March 22, 1911
- 1940: Secretary of the Board
- 1955: Vice President
- 1958: President
- 1966: Chairman

### William Cameron Mitchell

- Born: June 22, 1914
- 1946: Vice President and Treasurer
- 1959: President of Dominion Cutout
- 1961: Executive Vice Pres. and Treasurer
- 1966: President and Treasurer

### Duncan Mitchell

- Born: Nov 25, 1915
- Ran the Bakersfield Farm near Hampton, Georgia
- Son Doug was Chairman and Founder of Pathway Communities that developed much of Peachtree City, GA.

### Graham Mitchell

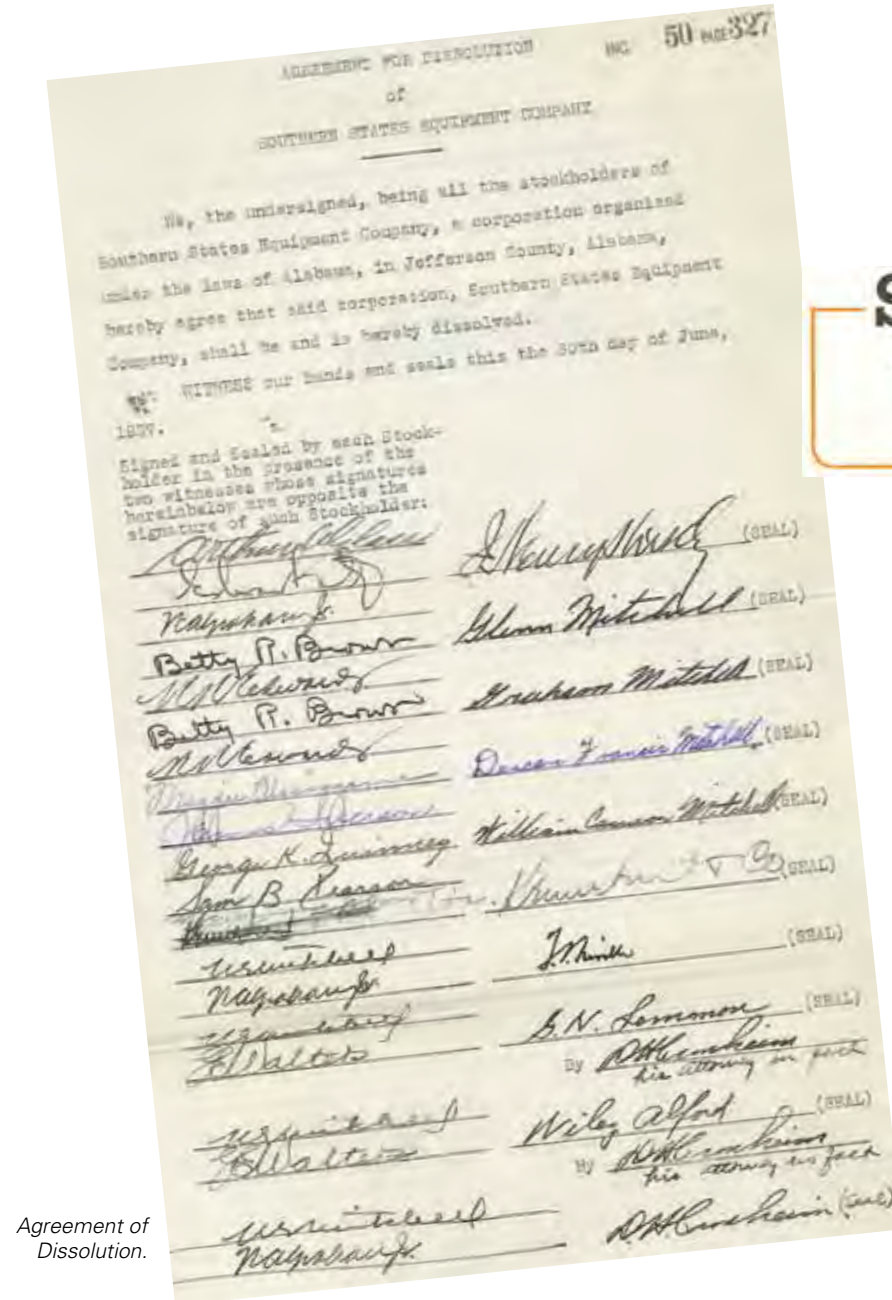
- Born: May 2, 1919
- 1940s: Purchasing Agent and Assistant Secretary to the Board
- 1961: Purchasing Agent and Assistant Secretary and Treasurer to the Board
- 1966: Vice President of Purchasing



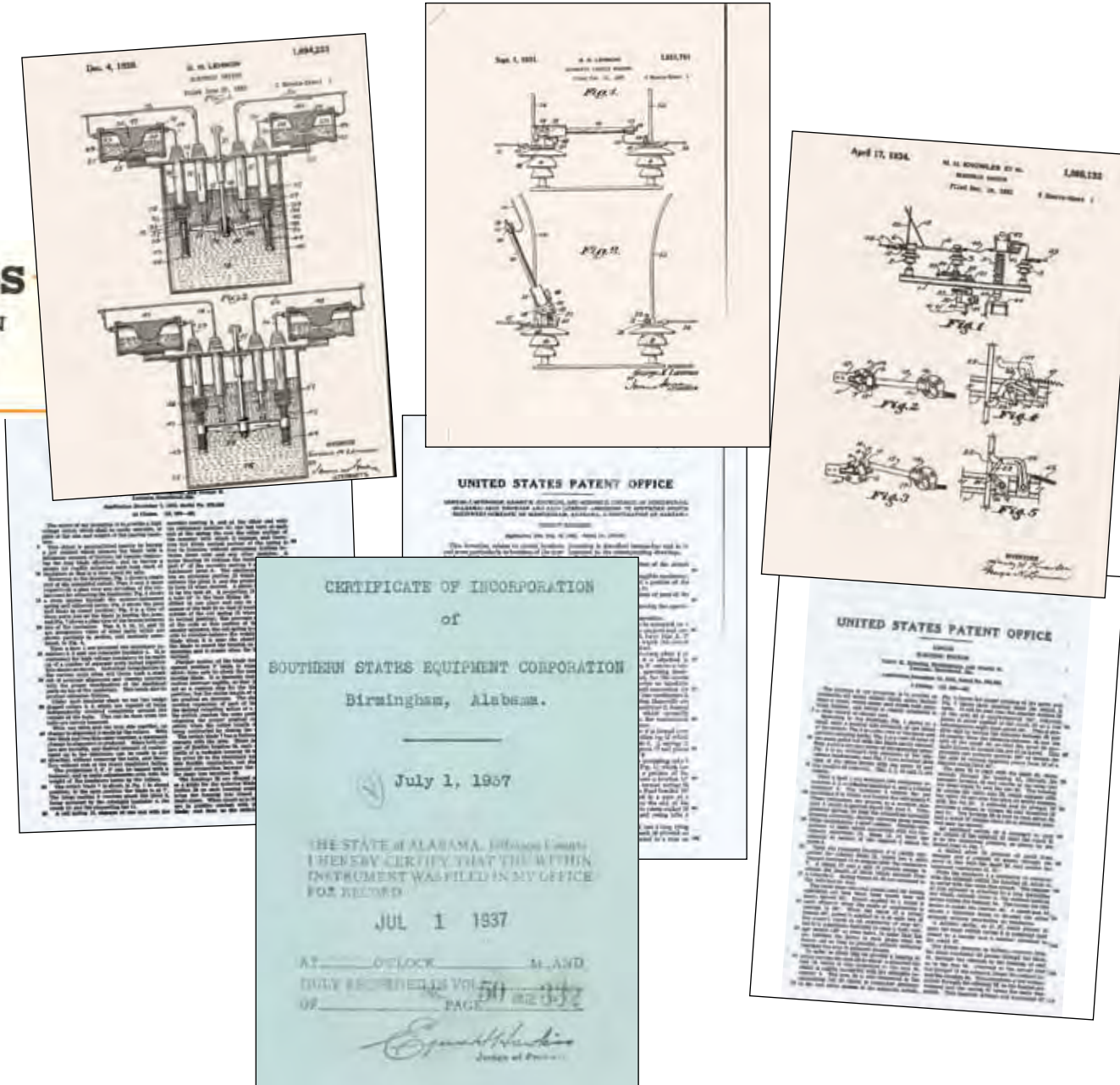
## Growing pains and a company name change.

In 1937, at a Board of Directors meeting, it was determined that the company's patents had not been properly capitalized. With the prospect of profitable growth in the coming years, it would be beneficial to have these undervalued assets incorporated in the company's balance sheet in such a way that tax savings could be affected.

The Southern States Equipment Company was therefore dissolved as of June 30, 1937, and all its assets and liabilities were transferred to a new company, the Southern States Equipment Corporation, formed by the same stockholders. For each share held in the old company, a share in the new company was distributed. George N. Lemmon was elected President of the new Corporation.



Agreement of  
Dissolution.



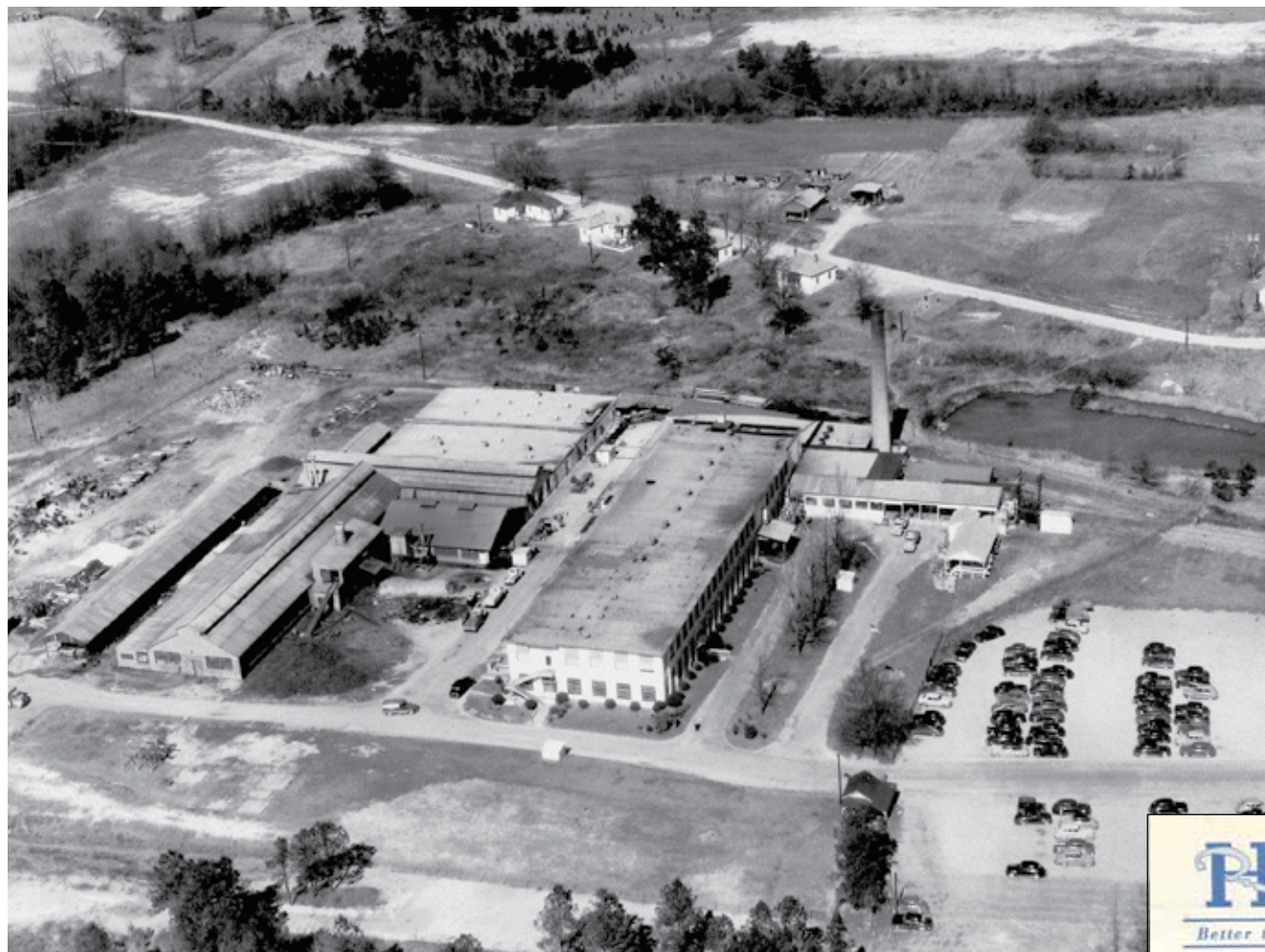
Olan Richardson

On January 1, 1939, Mr. Olan Richardson was hired as Chief Engineer. In 1941, he would be elected Executive Vice President with the purpose of relieving Mr. Lemmon of most of his routine duties. Mr. Lemmon would continue with the company in a semi-retired position.

Mr. Richardson had previously worked for the Georgia Power Company and would continue the transformation of Southern States from an electrical equipment repair shop to an engineering and manufacturing company. He retired as Chairman of the Board and Chief Executive Officer in 1966.



## Southern States joins the war effort.



Circa 1945. The original structure was built in 1901 as a one-story cotton mill. It doubled in size in 1903 and again in 1908. The facility was purchased in 1936 by Henderson Foundry and Machine Works and the structures were expanded and a foundry added.



The 1940s brought change to the entire world as another World War moved to the forefront in the world arena. It became apparent that the engineering capability and financial resources of Southern States should, if possible, be put in the service of national defense. The Birmingham plant was not adequate for production of war materials so a search was made for new manufacturing facilities. Agents of the Birmingham Ordinance District contacted Southern States and informed them of the Henderson Foundry & Machine Works located in Hampton, Georgia, which was at the time being used for the making of repair parts for the textile industry.

This opportunity was investigated by William E. Mitchell, who entered

into an agreement for purchase with A.D. Henderson and G. Henderson,

brothers and owners of the Henderson Foundry & Machine Works located in Hampton, GA.

In November of 1940, Southern States Equipment Corporation purchased the Henderson Foundry

and Machine Works. Shortly following the acquisition, it was learned that an order for slightly more than \$400,000 had been allocated to Southern States Equipment Corporation, by the War Department, for manufacture of munitions at the Henderson Foundry facility.

In addition to the munitions, the plant was enjoying a growing business in textile machine parts (ball bearings, comb boxes, cloth inspection tables, coiler conversion units for card and drawing frames, and new card drives) for mills, including those in nearby Griffin. The business was continued in conjunction with the Ordinance work and was used as a springboard to launch several new products for the textile industry.

In 1941, Southern States was advised that it would be disadvantageous for an Alabama corporation to hold stock in a Georgia corporation due to the position of the Federal Government concerning Holding Companies. This led to the sale of the 200 shares of Henderson Foundry & Machine Works stock to the Mitchell Family now residing in Georgia. Stockholders included W.E.

Mitchell and the Mitchell children, Glenn, Graham, Duncan, W. Cameron, and Elisabeth. Olan Richardson would become President of The Henderson Foundry & Machine Works.

Throughout the war, Southern States Equipment Corporation continued to operate in Birmingham in the same plant where it had been

for years. However, floor space was inadequate and the location in downtown Birmingham made expansion impossible. It became necessary to rent various buildings in the area as storerooms for raw materials and for finished goods. This made for complicated and expensive handling.



In 1943, the Southern States Equipment Corporation was awarded the Army-Navy "E" Award in recognition for excellence in the manufacturing of munitions.





## Southern States moves to Hampton, Georgia.



September 2, 1945, VJ Day, marked the end of World War II. By the end of the year contracts for ordinance were settled and the Henderson Facility had to adjust their workforce based on the production of textile machinery and parts. While profitable and participating in a thriving textile industry, it was determined that Henderson Foundry & Machine Works had sufficient plant space (machine shop shown at left) to house the Southern States Equipment Corporation manufacturing facilities. It was also determined that moving the two corporations into the same facility would offer an opportunity for better use of talent in both organizations. Southern States' decision to move was reached quickly. The execution of the move presented tremendous problems.

The physical move was a major undertaking. It included several thousand different pieces of raw materials, semi-finished goods,

finished goods, machines, office furniture, drawing files, reproduction equipment and general files. Contracts were drawn with two trucking firms – one to transport shop equipment and materials, the other to move office equipment and materials. Production in Birmingham was closed on Friday, November 30, 1945 and, the moving process started immediately. The complete move required about ten days.

The move itself was not the only challenge. Only about twenty percent of the production department from Birmingham moved with the company. Skilled and semi-skilled workers in Hampton had worked on Ordinance but were not trained in the manufacture of electrical equipment. Machines were in disorder and had to be shifted and sorted. Bronze production in the foundry had to be increased. Materials were difficult to obtain – copper, bronze ingot, porcelain,

silicon, bronze bolts, steel and fiber tubing. Twelve to fifteen thousand items of raw materials were stocked for equipment manufactured in the electrical division alone and several hundred for the mechanical division. It was soon evident that a strong purchasing department would need to be set up.

To meet the growing demand from the electric utilities a plan was implemented to train employees, on the job, by placing inexperienced workers between experienced workers allowing them to learn assembly skills and become more efficient while producing product.

On September 30, 1946 a plan of reorganization was implemented for the purpose of combining the assets of the Southern States Equipment Corporation of Alabama and the Henderson Foundry & Machine Company. This was a condition set by local banks to obtain credit for the Henderson

Foundry & Machine Company.

All assets and liabilities were transferred to the Henderson Foundry & Machine Company which then amended its charter, under the laws of the State of Georgia, changing its name to "Southern States Equipment Corporation".

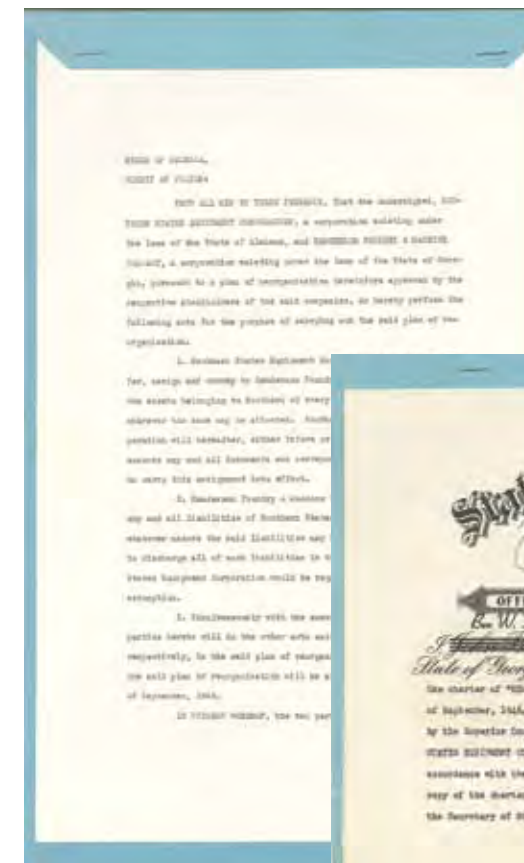
The company's move to Hampton impacted the local community. It provided numerous job opportunities, many which required a high degree of skill. New jobs at higher pay meant a higher standard of living for everyone. Merchants were among the first to feel the effect of increased pay checks. Many saw the benefits of paved streets, better schools and better street lighting. An aggressive community betterment program on the part of Southern States contributed greatly to improvements such as the Hampton Water & Sewage Systems.

### Officers for Southern States Electric Corporation

President: Olan Richardson  
Vice President & Treasurer: W.C. Mitchell  
Secretary & Treasurer: H.A. Stewart  
Assistant Treasurer: Ruth Smith  
Assistant Secretary: Graham Mitchell

### Board of Directors

Southern States Electric Corporation  
Chairman: George Lemmon  
Olan Richardson, W.C. Mitchell, Glenn Mitchell, A.D. Henderson



Official documents recording the name change.





## The electrical industry thrives in a post-war economy.



By the 1950s, the Depression was a thing of the past, as were two major World Wars. The economy and job market were in recovery. Utility costs to generate electricity dropped and market pricing for electrical equipment experienced significant price pressures. The electrical industry launched the "Live Better Electrically" campaign to drive an increase in electricity usage. It was embraced by 300 electric utilities and 180 electrical manufacturers.

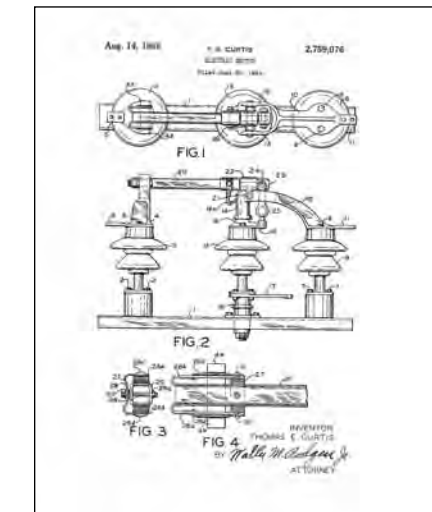
The Electrical Division continued to see increasing demand for their products from private power companies, government power agencies, and large power-using industries. By this time, Southern States electrical products were installed in virtually every power system in the nation, as well as in many other countries. The Mechanical Division also continued to flourish as the textile industry saw new innovations such as the Ball Bearing Comb Box, the Cloth Inspection Table, coiler conversion units for card and drawing frames and a new card drive.



Southern States offered complete facilities for manufacturing from design to finished products, including a pattern shop, modern ferrous and non-ferrous foundries, a machine shop, assembly, and a tool room.

Innovation continued to support the growth of the company with improved products for both the textile and electrical industries. The "WAG" vertical break switch named for its inventor William A. Gussow was introduced and later improved by the addition of the "Amplitact®" contact, a revolutionary concept of air break switch contacts.

In the mid- 1950's, Southern States provided work for 335 employees



and was widely known as "a good place to work." The town of Hampton boasted a population of a little over 850 citizens, 226 homes and an excellent school which was attended by 550 pupils from Hampton and the surrounding rural area.

While men constituted the majority of the production workforce, there were women involved in different areas of the facility, as well.

Jeannette Sutton joined the business in 1956, at 24 years old. She joined her husband, Robert, who had been at Southern States since 1924. She shared that when Robert became gravely ill, Southern States allowed her to be off work for three months until he passed, then return to work.



Jeanette also fondly remembers the employees receiving turkeys each Christmas.

Jeanette was asked to be in the union and was pleased that, in her years at Southern States, there had been only one strike. While she never worked in the Foundry, she had visited it and commented, "If hell is going to be hotter than that, then I sure don't want to go."

Doug Mitchell, grandson to W. E. Mitchell, worked summers at Southern States in the mid '50s. He said, "I was a grunt in the foundry working with silver plate. It was hot in the winter and hot in the summer. It was boring. I was glad when school started back." He continued with a laugh, "It taught me what I didn't want to do with my life!" (Doug Mitchell went on to his own success story as one of the key founders of the planned community, Peachtree City.)

"My father, Duncan, wanted to farm," Doug shared. Duncan was the only one of the Mitchell brothers who did not work at Southern States. Rather he ran the Bakersfield Farm not far from Hampton. "I spent the first 15 years of my life trying to get out of farming...then wanted to get back into it!" shared Doug Mitchell, who now lives on a ranch in Texas.



Edith Floyd, who had a previous history with Southern States helping to make small parts for bombs during the war, returned to work there in 1955. Her husband, Olin, asked Fred Leguin if there was a place at Southern States for his wife. She was hired as an engineer, with no formal training. Edith's supervisor, taught her drafting. She drew patterns on paper which were sent to the foundry to be translated into wood, then molded for casting.



## Manufacturers' Representatives – our extended family.

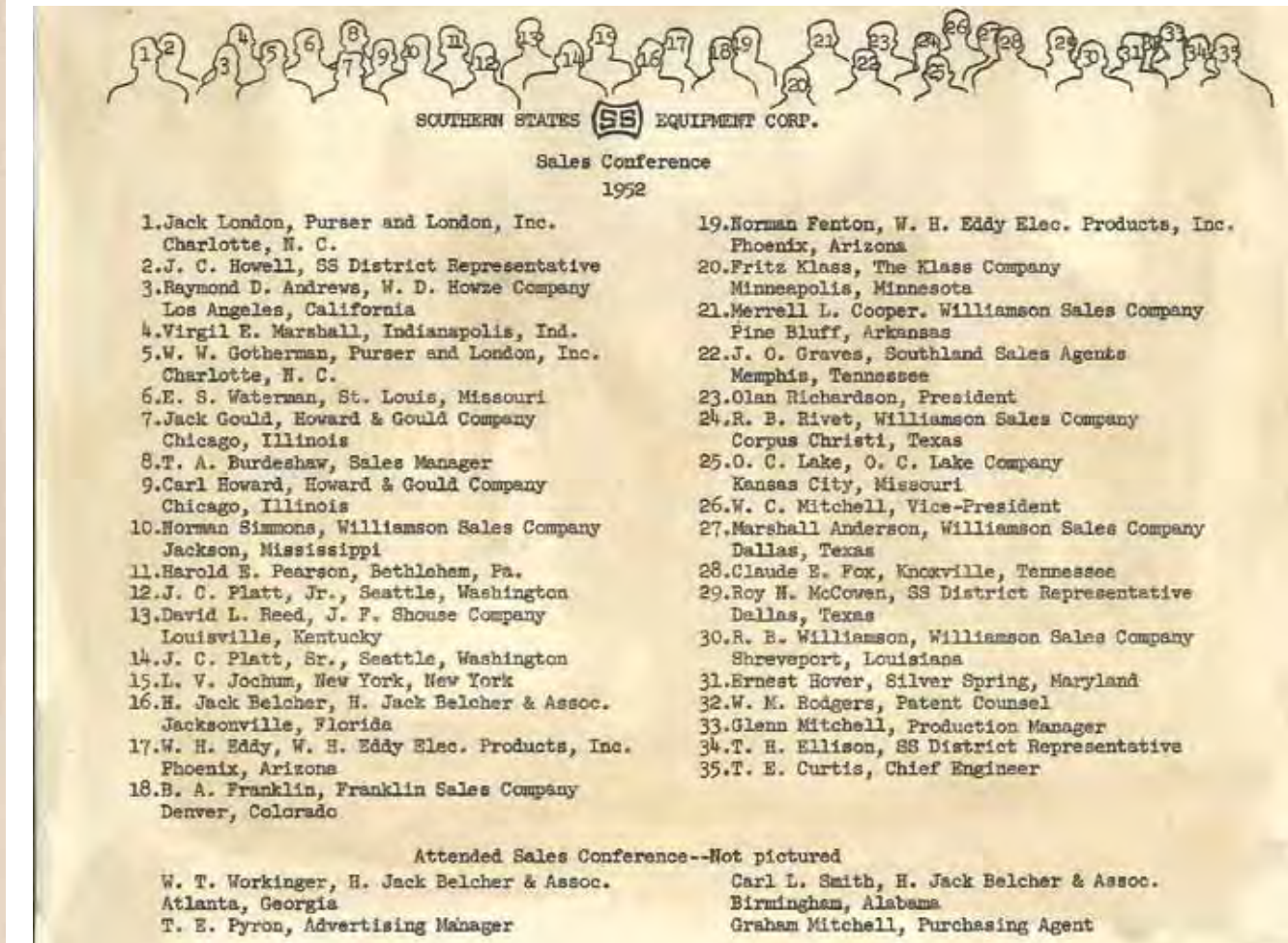


1952 Sales Meeting in Hampton, Georgia.

Early in the history of Southern States, a decision was made to utilize manufacturers' reps to be the face of our company to the customer. Their professionalism, commitment and support has clearly been a major contribution to the growth of Southern States

over the years. While some of the firms and names have changed, the team of Southern States manufacturers' representatives has grown to be recognized as the best in the industry for selling products and innovative solutions to electrical utilities.

A manufacturers' representative is an independent professional provider of field sales and marketing services that handles a portfolio of related but non-competitive product lines in a defined geographic territory.





## Southern States expansion continues.

In 1953, a modern steel and masonry structure, affording 25,000 square feet of floor space, was added to the old facilities. New, air-conditioned offices, a modern cafeteria, and fireproof vault were included in the building program. Adjacent to it was a complete substation where new designs could undergo vigorous testing before going to market. The new facility was dedicated on August 29, 1953, in conjunction with the annual picnic. W. C. Mitchell served as the Master of Ceremonies at the dedication ceremony, and Governor

Herman E. Talmadge was a speaker. At least 1,500 guests attended this celebration of growth.

President Richardson stated in his address, to those gathered, that the success of Southern States was due to the townspeople themselves who came from the farm to man the machines and increase their earning power. *"We brought only a few key people with us when we moved to Hampton,"* he said. *"The rest of our personnel are made up of local people who have now become highly skilled workers."*



Far left: Olan Richardson, Left: Governor Herman Talmadge.



L to R: Olan Richardson, President, Southern States; C.W. Walter, Sales Manager, Mechanical; Herman E. Talmadge, Governor of Georgia; T.A. Burdeshaw, Sales Manager, Electrical; C.B. McManus, President of Southern Company.



Gathering in new manufacturing space.



L to R: Olan Richardson, Herman Talmadge, C.B. McManus, W.C. Mitchell.



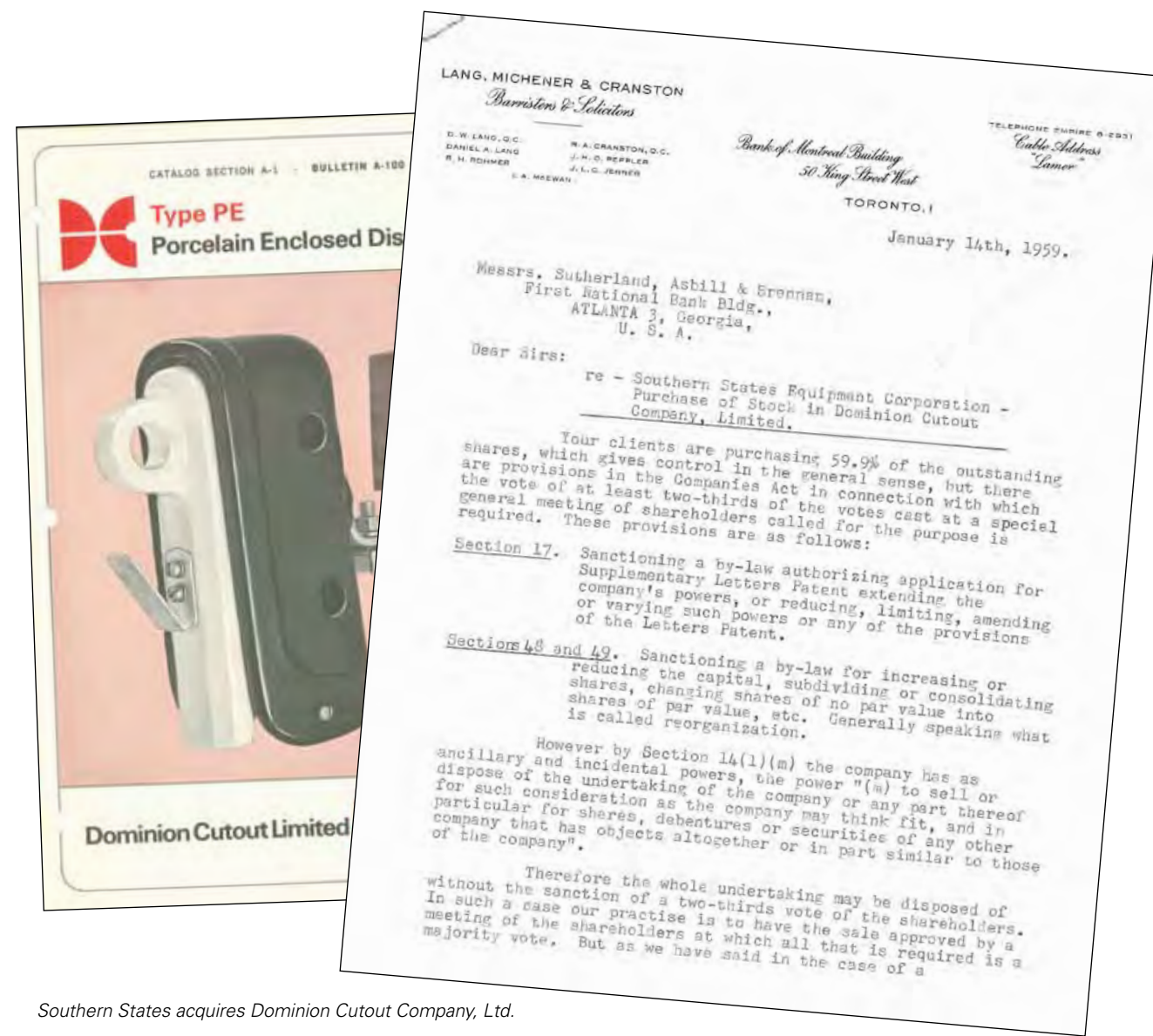
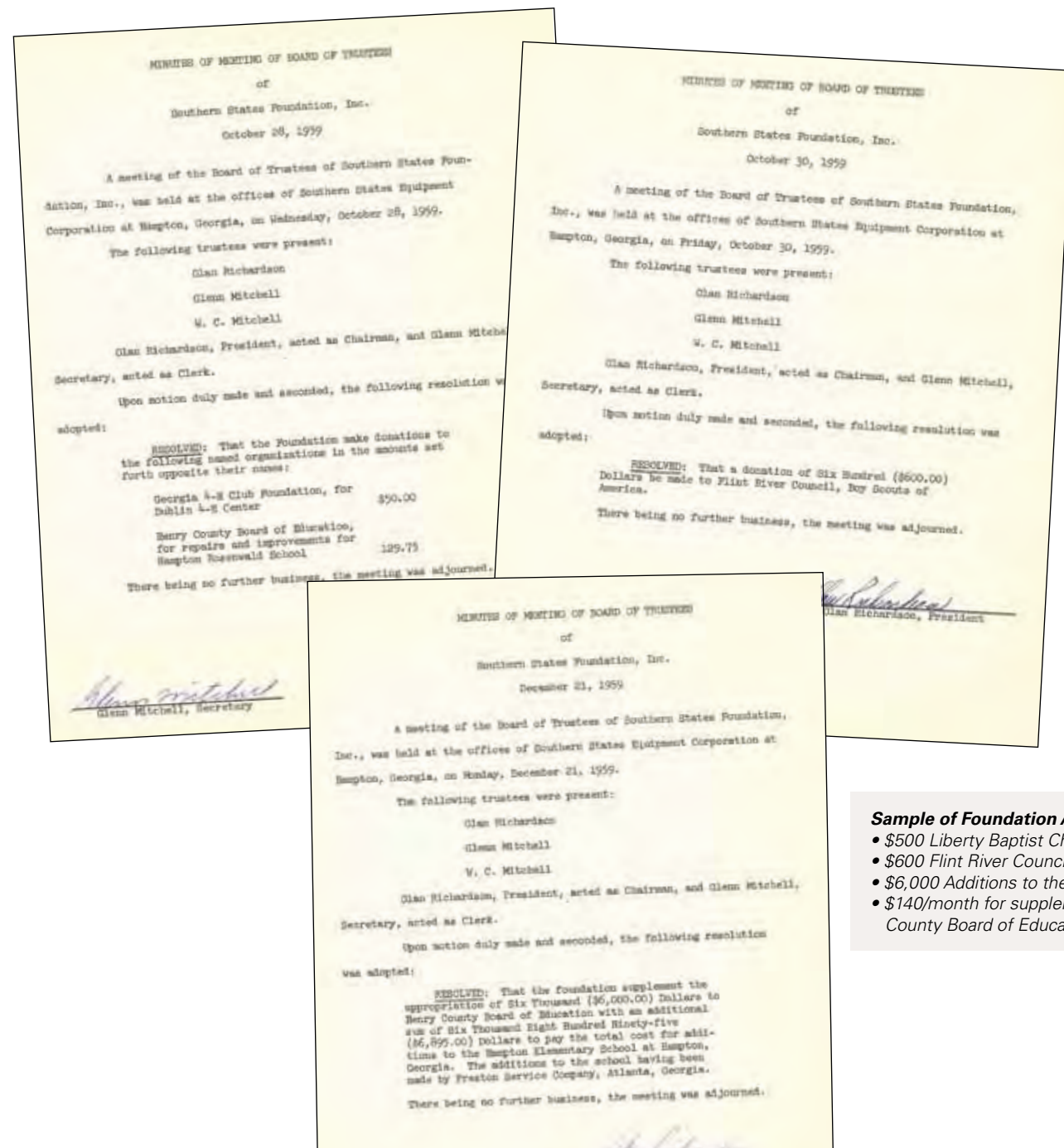


## Expanding reach in the community and the world.

In 1955, Southern States established the Southern States Foundation, Incorporated. It was a non-profit educational and charitable institution for handling the administration of funds set aside each year by the company for the support of various community activities, for financing worthy students in advanced education, for support of public school programs, support of local churches in worthy undertakings, and such other activities as would receive the support of a good citizen. Henry County schools, being one of the recipients, received an award for having one of the best equipped libraries in the state.

### Sample of Foundation Activities.

- \$500 Liberty Baptist Church
- \$600 Flint River Council, Boy Scouts of America
- \$6,000 Additions to the Hampton Elementary School
- \$140/month for supplements to salaries to the Henry County Board of Education





## Growth in electrical industry accelerates product development.

By 1960, the “Live Better Electrically” campaign had taken hold with 100,000 homes being awarded a gold medallion. To qualify, a home had to have an electric clothes washer and dryer, waste disposal, refrigerator, and all-electric heating. The Medallion Home symbol became a symbol of status, and the demand for electricity increased rapidly. The Edison Electrical Institute (EEI) would spend nearly half of its \$3.5 million annual advertising budget on the promotion of electric home heating.



The rapid growth in the electrical industry led to an increase in the number and size of generating plants along with an increase in the number of transmission projects. This growth, along with the increasing competitiveness in the market, required an accelerated product development program and a significant increase in capital investment to modernize and expand the existing facilities.

Trade Publications projected that in 1962, electrical transmission construction would grow 24% and



Ravenswood Generating Plant known as “Big Alice,” first 1 Million kilowatt power plant ever built.

distribution construction would grow 8%. Predictions were also made that the textile industry would remain active for some time to come. This growth would continue through much of the ‘60s.



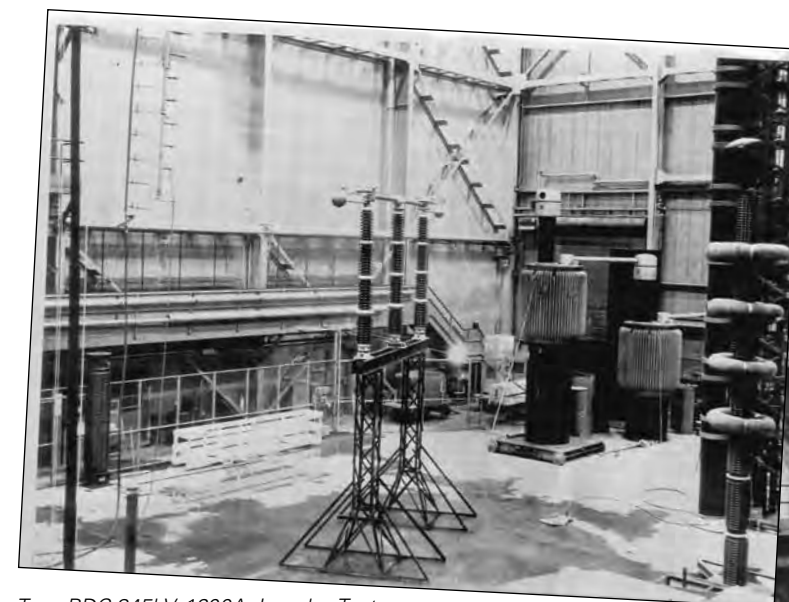
New logo for Southern States, Inc.



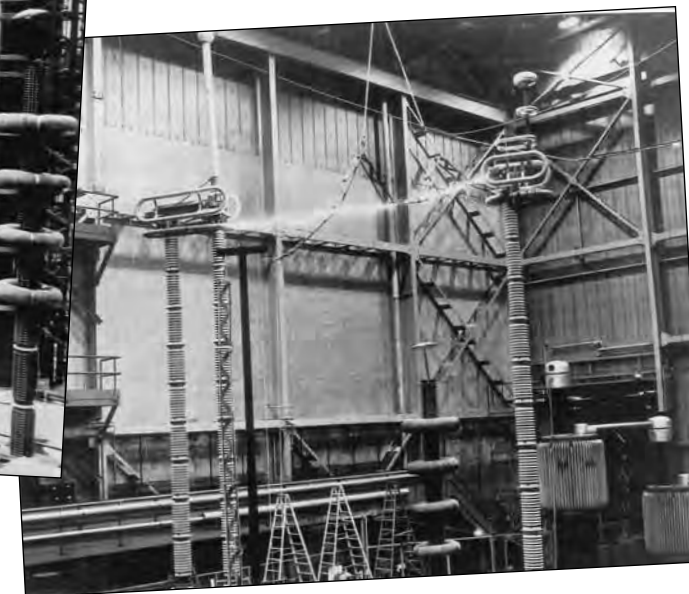
On July 19, 1961, Southern States amended its charter, changing its name from “Southern States Equipment Corporation” to “Southern States, Inc.”

The expanded use of 362kV and 550kV transmission line voltages drove the need for higher voltage switches. To meet this need, the engineering team, led by John Caldwell and Peyton Mayo (who would go on to be the V.P. of Engineering), developed the 362kV and 550kV RDC double side break switches, followed shortly by the 362kV and 550kV vertical break EV Switch.

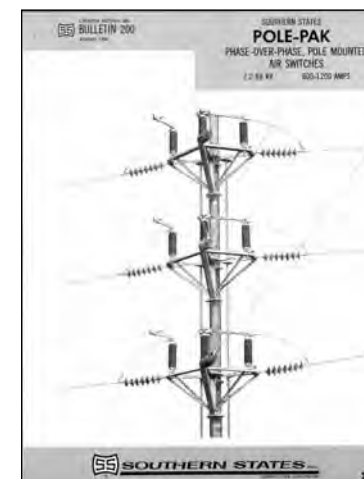
Along with the EHV developments, Southern States would introduce many new products including the phase-over-phase “POLE-PACK” switch, the Type VM motor mechanism, the Type BPA and HPA power fuses, and substation structures.



Type RDC 345kV, 1600A, Impulse Test.



Type EVB, 500kV, 3000A Flashover Test.





## Southern States acquired by Gulton Industries.

In 1966, Olin Richardson informed the company of his desire to retire. Glenn Mitchell, then President, was appointed Chairman of the Board and W. Cam Mitchell was elected to be the new President. At the same time, Graham Mitchell was elected V.P. of Purchasing.

Finding it difficult to obtain financing to continue funding the development of products and needed factory improvements, Southern States began to investigate merger partners or possibly a buyer for the company. In 1966, newly-appointed Chairman Glenn Mitchell, presented a plan of re-organization with Gulton Industries, Inc., a publicly traded company, to the stockholders. Gulton Industries, at the time, was a leader in the research, development, and manufacture of electronic, electro-mechanical and electro-acoustic components.

Before the end of the year, Gulton Industries, a Princeton, New Jersey

conglomerate, had announced acquisition of Southern States, Inc. A succinct, two-line announcement in the November 11, 1966 *New York Times* told the world of the transition: *Gulton Industries, Inc. announced yesterday the acquisition of Southern States, Inc. in exchange for 50,000*

*shares of Gulton common. Based upon trading yesterday on the New York Stock Exchange, the acquisition price would be \$1.8 million.*

As expected, the change was not an easy one for those who had worked at Southern States for many years. But the

### GULTON INDUSTRIES INC.

... industrial leader in electronic technology

The history of Gulton Industries, Inc., closely parallels the history of modern electronic technology. Founded by Dr. Leslie K. Gulton thirty years ago, Gulton Industries has become a leader in the research, development, and manufacture of electronic, electro-mechanical, and electro-acoustic components and is involved in a diversity of scientific disciplines.

From ceramic and specialty components to batteries, standby power units, controllers, recorders and other industrial control equipment, Gulton's customers are found in virtually all the major space and military programs, throughout the general industrial field, in medicine, in the electric light and power industry, among the consumer public, and within the company itself.

The breadth of its product line reflects the growth pattern Gulton has experienced during its history. In 1941, when Dr. Gulton first began operations in the United States, he headed a staff of 15 in a single plant. Today, Gulton Industries has 4,400 employees stationed in 12 states, Canada, Mexico, and England - - occupying 1,270,000 square feet of floor space.

Dedicated to growth, Gulton aggressively pursues a policy of applied research and new product development and a program of corporate acquisition, all supported by a solid management team.

Gulton's product mix has been substantially broadened internally by diversified new products and externally by means of acquisition. All of the company's newer products and acquisitions buttress the over-all Gulton position as a pioneer in ceramic components, precision instruments, data systems, and in engineering and materials research.

Every space program to date has used one or more of the company's products. Components and systems such as vibration measurement instruments, data acquisition systems, transducers and solid state power systems have all proven highly reliable and efficient.

Thus from sophisticated equipment whirling through outer space to personal, rechargeable battery-operated devices, the public benefits from Gulton technology in countless ways.

Today, the diversified firm's corporate management is headed by Walter F. Gips, president and chief executive officer. Joseph Marks, Malcolm P. McNair, Jr., Philip Garnick, Lawrence L. LeKashman, Theodore B. Thompson, Harry A. Linden, E. Maclin Roby, James W. Dunham, and D. John Taysom are corporate vice-presidents.



Walter F. Gips  
President, Gulton Industries



Jim Reynolds demonstrates to J.B. Giddens how smoothly the new B-65 cutout operates.

acquisition provided an infusion of cash for upgrading and modernizing facilities and equipment as well as innovative manufacturing expertise that allowed Southern States to continue its forward momentum in the electrical industry.

To help with the transition, the Southern States News Letter was launched. The purpose of the newsletter was to keep employees better informed on what was going on in the company, recognizing that an informed employee is a truly better employee. While the newsletter was to be assembled,



written, and printed by the staff, the content was to be submitted by the employees.

The Hot-Line would include articles and photos showing New Products, Promotions, Manufacturing Locations, and personal achievements of employees.

In the April 1969 edition of the Hot-Line, Donald R. Samson, a Gulton Employee, was the newly-appointed President of Southern States, Inc.



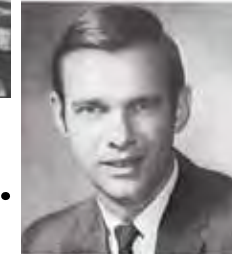
A contest was held to name the newsletter. There were 342 names proposed and the winning name was "Hot-Line". The nine winners in the naming contest were Rod Chappell, Wanda White, Jeanette Sutton, Ann Phillips, Billy Watson, Jerry Adams, Melvin Brooks, Clinton Keadle, and Glenn Mitchell.



In the April 1969 edition of the Hot-Line, Donald R. Samson, a Gulton Employee was appointed as President of Southern States.



Data processing installs new computer.



Jerry James

### ENGINEERING NOTES

Charles Compton, former member of the Operating Mech Squad, was home on leave in August and paid us a visit. Ronald Kendrick, Op Mech, recently spent 2 weeks active duty time at Ft. Bragg as part of the Griffin National Guard Unit.

Jerry James is really an old-timer, though he doesn't look the part. On October 23rd, Jerry was promoted to Reginal Mangaer over our Central U.S. Jerry began as a Juior Draftsman in 1957 and went through the steps to Draftsman Checker, and then into Sales as Regional Representative.



## Recession, energy crisis and increased government regulations.



The end of the Vietnam War and the emergence of newly industrialized countries increased competition for raw materials which, added to the impact of the oil crisis, plunged the United States into recession. The Dow Jones dropped 45% from its 1973 high to its 1974 low. It was not until 1975 that the economy began to recover, but it grew very slowly as inflation hit rates as high as 10% and unemployment was high.

Rapid increases in the cost of fuel for power plants resulted in large jumps in retail power prices. Continued increases and unstable fuel supplies resulted in

electric utilities looking to alternative fuel sources that relied on domestic coal and uranium. This led to higher fixed costs and increasing rates and eventually more government oversight.

The federal government became more involved and introduced a host of programs, organizations, and legislation to combat the growing energy problems.

By 1970, the infusion of cash and expertise by Gulton Industries was becoming evident. Investments were made in new product development as well as for office and factory improvements.

A new Agreement was made with employees represented by the International Association of Machinists and Aerospace Workers.

The Foundry was automated in 1970 and produced aluminum, bronze and iron components of the many Southern States products. The Hunter Automated Molding Machine installed in 1970 could produce up to 800 molds a day and greatly minimized handling of metal, sand, and molds. All castings and component parts were machined in the machine shop. Precious soft woods such as mahogany and Spanish cedar were used for the patterns.

Jerry James, who started with Southern States in 1957, commented that in 1970 the automated foundry concept was being promoted as "the foundry of the future." Southern States, with its automated foundry working steadily, had already stepped into that future.

According to Fred Gibson, who started in the Electrical Shop in 1970 and is now the Operations Manager for the Power Switching Division, the foundry also occasionally turned out some unique items. The owner of Peter's Pool Hall in neighboring Griffin polished the pool balls regularly and wanted a ball polisher. Southern States made five prototypes of a ball polisher before finding one that worked to that owner's specifications.



*Hunter Automated Molding Machine.*



*Data Processing installs New Computer.*



*Engineering.*



*Marketing.*



*Machine Shop.*



*Fuse Link and Kit Assembly.*



## Growing to meet the needs in a competitive market.



Thomas W. McGarity

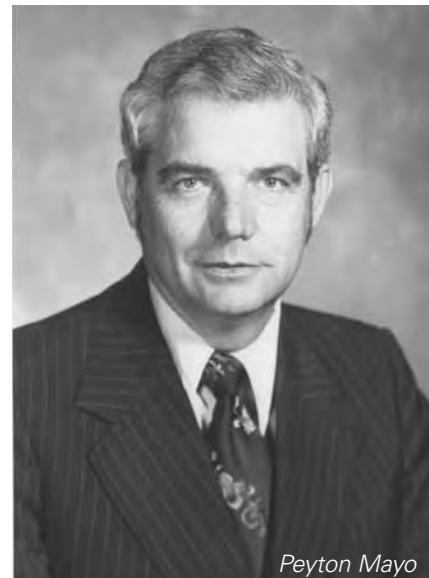
In 1973, Robert Thesing joined Gulton as President of Southern States, Inc. Shortly thereafter, in 1974, Thomas W. McGarity became Vice President of Finance for Southern States. Tom had been affiliated with Gulton Industries as the Vice President of Finance at their Luminator division in Texas. He was named President of Southern States in 1976 when Mr. Thesing was made a corporate Vice-President and appointed President of the Luminator Division. Mr. McGarity served in this position for three years, at which time Gulton sent him back to his native Texas and Robert Thesing returned for a second term as President.

One of Mr. McGarity's first actions was to hire Tom O'Toole as Manager, Manufacturing Engineering in 1976, followed shortly by naming Tom as Vice President of Manufacturing in 1977. Peyton Mayo, who had rejoined the company in 1973 after two previous stints from 1950-1954 and 1959-1968, was appointed Vice President of Engineering.

In the late 1970s, due to the competitive environment, Southern States decided to discontinue their supply of

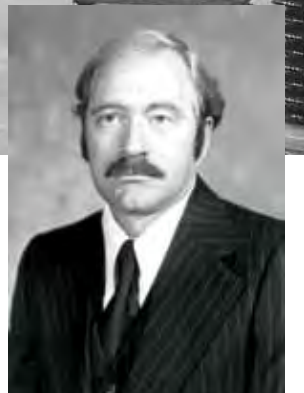
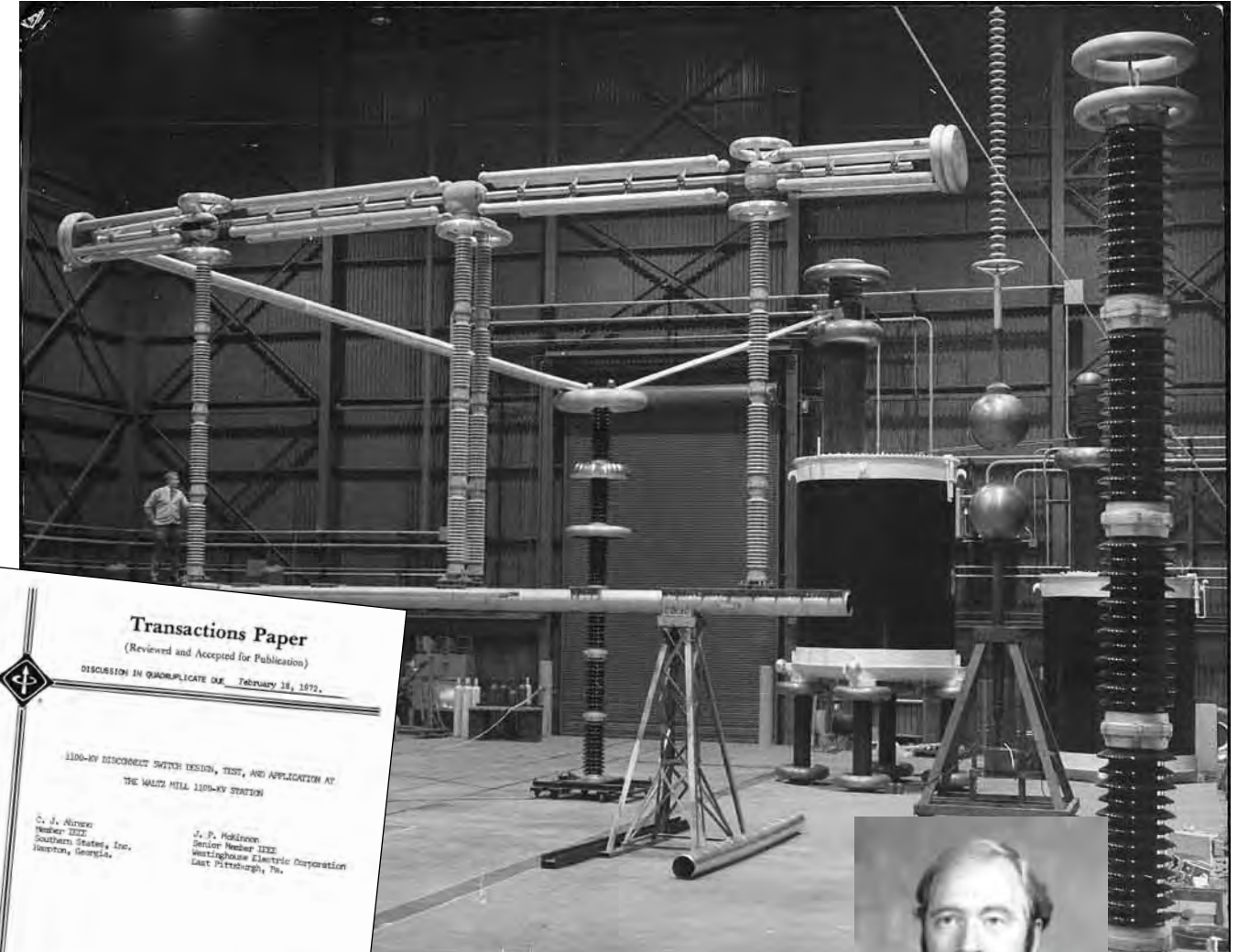
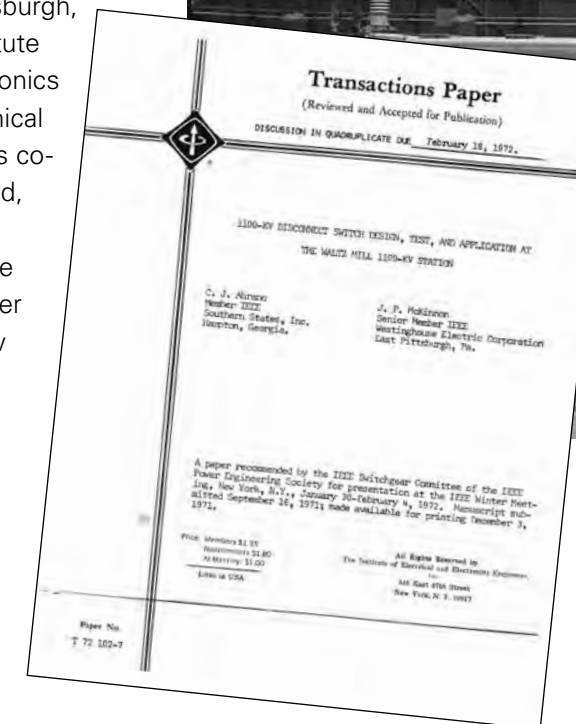
packaged substations and put more focus on the growing success of the utility switch business.

Southern States continued to be awarded contracts for projects that tested the known limits of high voltage switches. Specific projects of interest included the project for development and testing of an 1100 kV disconnect and ground switch, a project for TVA that involved testing of 161 kV and 500 kV disconnects for "one-shot" operation under  $\frac{3}{4}$ " ice conditions and a project for 765 kV switches for the Itaipu Dam Project in Brazil.



Peyton Mayo

The 1100 kV Switch project was part of the Electric Research Councils underground transmission system research project which was located at the Waltz Mill Test facility in Pennsylvania. Southern States designed and supplied three, individually operated 1100 kV double side break disconnects and a ground switch. The project took the better part of a year, with testing of the initial design completed at the Westinghouse high voltage laboratory at Trafford, Pennsylvania and at the Westinghouse high current laboratory at East Pittsburgh, Pennsylvania. An Institute of Electrical and Electronics Engineers (IEEE) technical transactions paper was co-authored and presented, by Cary Ahrano of Southern States, at the 1972 annual IEEE winter power meeting in New York City.



Cary Ahrano



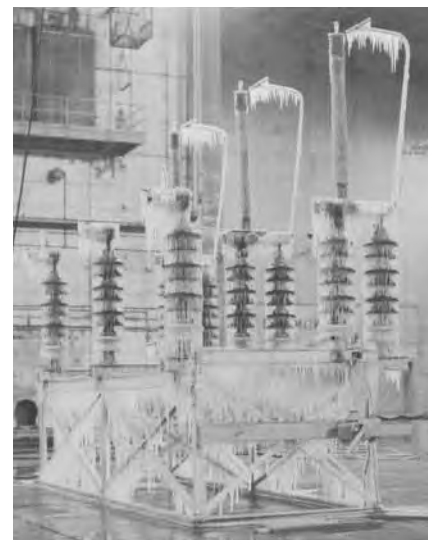
## One-shot ice testing and breaking the language barrier.

The “one-shot” ice testing for the Tennessee Valley Authority (TVA) was an experience both Cary Ahrano and Billy Watson would always remember.

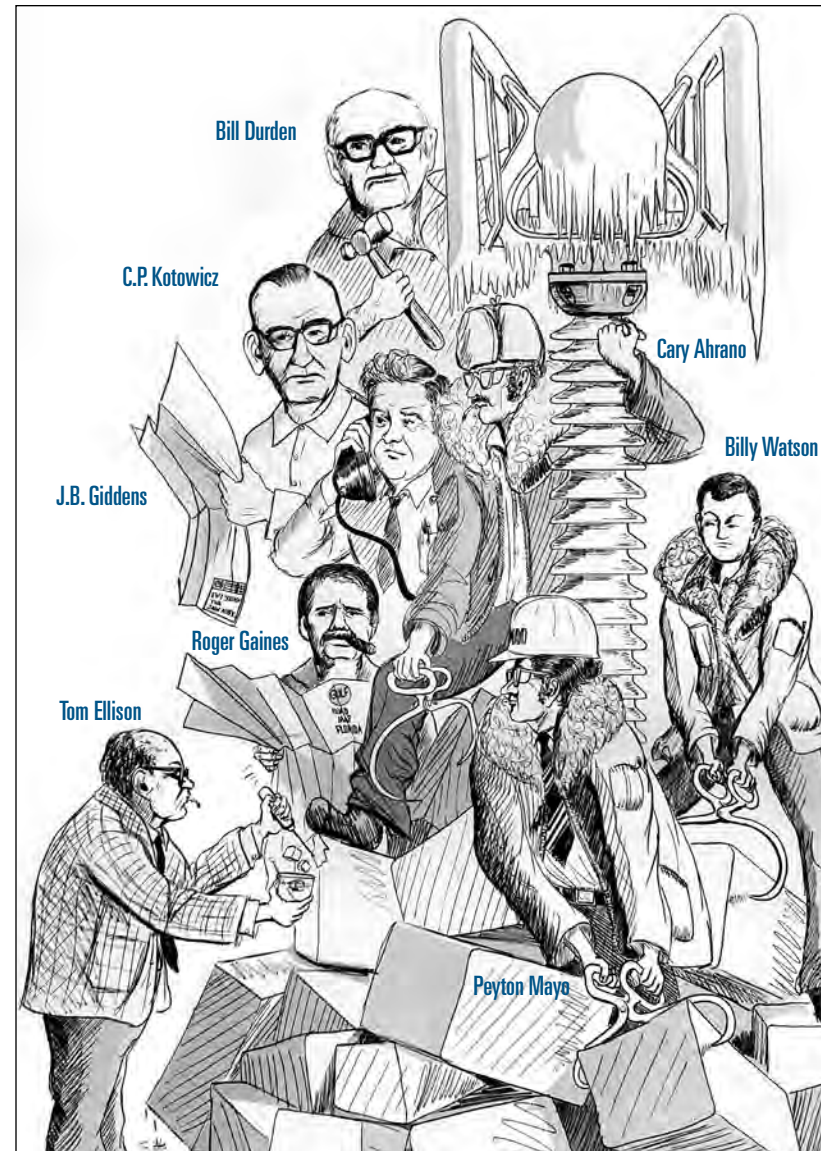
Cary, an engineer who joined Southern States in 1969 and went on to be the Manager of Engineering, described the testing: TVA required disconnects used at their critical generating stations had to be capable of operation under  $\frac{3}{4}$ ” ice conditions. This meant a disconnect, operated by a motor mechanism, must reliably close in one attempt and open in one attempt when the command was issued to the motor mechanism. The disconnects tested were the RDC 500 kV, 3000A double side break switch and the WAG-A 161 kV, 5000A vertical break switch (pictured). The tests were successfully conducted at the Elgin Air Force Base in Fort Walton Beach, Florida which had a climatic laboratory built during the War (WW II) and was capable of testing

the Lockheed C-5 Galaxy military transport aircraft.

Billy Watson, who began working for Southern States in 1967 in the Substation Engineering Department, eventually becoming Senior Vice President and General Manager of the Switch Division, recalled: *“I spent weeks at Eglin Air Force Base in a huge climatic chamber where we were covering our equipment with ice with the temps inside the lab in the 20s. Outside it was hot and humid, typical Florida weather. During the testing, I had to wear a heavy coat, boots, jeans and flannel shirts. People at the hotel where we were staying must have thought we were nuts.”*



Ice Test WAG-A 161 kV 5000A.



The cast of characters that successfully completed the Ice Test.

Southern States’ reach continued to expand outside the US as they were awarded a contract to supply and supervise commissioning of 800 kV equipment to FURNAS, a Brazilian utility, for the Itaipu Dam Project. This project was one of the world’s largest hydro generating facilities. The generated power required large transmission substations in both Rio and Sao Paulo, Brazil. Led by Peyton Mayo, Southern States supplied the disconnect switches for Phase I and an affiliate, Lorenzetti Electric SA, supplied the remaining disconnect switch requirements using the Southern States design. A complete full-size setup of a three phase vertical break switch was set up in the lower parking lot at the plant and mechanically

tested for 1,000 operations.

Bennie Fletcher, who joined the engineering team at Southern States in 1958, travelled to the job site and recalled some of his experiences. *“I was a field service technician showing the customer how to install 800 kV switches. Installation of the switches was slow and under difficult working conditions. There were no man lifts – workers had to climb everything. The tools were very basic, no ratchets and socket wrenches. Only one or two people at each station spoke English. None of the local installation crew spoke English, and I did not speak Portuguese.”*

Fortunately for Southern States, John Watkins, Southern States’

international sales manager, was trilingual, speaking English, Spanish and Portuguese and served as the team’s translator.



800 kV type EV Disconnect at Itaipu Dam.



Bennie Fletcher



John Watkins



Itaipu Dam in Brazil.



## Southern States acquires Cole Electric Company.



*Cole Type P.*

In 1977, Southern States acquired Cole Electric, an air disconnect company in Culver City, California. Cole served utilities in California, Arizona, and Texas. The owner, Fred Cole, had passed away and his wife put the business up for sale. The purchase included the California company's technology, drawings, and inventory, not the land or physical plant.

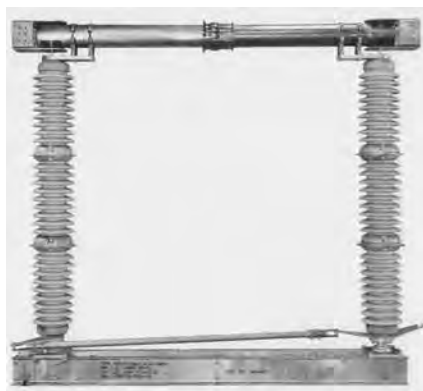
Cole's switch products were primarily copper single side break and center break style and utilized

very few castings. The technology was brought into Southern States, drawings were converted, and production began on a Cole line of switches for the West Coast. Southern States had not been particularly strong in this area of the country, but with this purchase they began to improve their position with the West Coast utilities. Since much of the West coast is subject to earthquakes, Southern States began to develop seismically-qualified equipment initially based

*Cole Electric Company*



*Cole Type P.*



*Cole Type P.*

upon the Cole designs and analysis techniques. Gil Woodman from Cole was brought to Hampton to teach his analysis techniques to Southern States personnel. Ed Hiers, from the Southern States substation engineering group, became the seismic expert and served on the IEEE 693 Seismic Committee.

The move to buy Cole Electric proved to be the right one, as Southern States still supplies Cole designs to the West coast utilities

and other customers. J. B. Giddens was the engineer responsible for converting the Cole designs for Southern States use. A former Cole executive, Bern Winestock, became a sales representative for Southern States for the West coast territory. He served for many years and contributed greatly to the company's success in that area, as he was well respected by the utility customers.



*Raj Anand presents sales award to Bern Winestock (early 2000s).*



*Cole Type L.*



*Cole Vertical Break.*



## Southern States transitions from a public to a private company.



Thomas W. McGarity, President

In 1981, following his second term as President at Southern States, Robert Thesing returned to the Luminator Division as General Manager and President. He was replaced at Southern States by Tom McGarity, who had previously served in that position, between 1976 - 1979.

As Southern States moved into its next decade of service in the 1980s, there began to be some hints of trouble. Gulton Industries started restricting investments and threatening layoffs due to significant financial concerns across Gulton's holdings. The balance sheet was not indicating growth and a future success.

A March, 1983 agenda, from the Southern States Union Committee Meeting, indicated some forthcoming negative outcomes for the company. Layoffs and

salary freezes were mentioned "...no area of the company left untouched...business not likely to bounce back...someone (competitors) has to get out – make sure it's not us...year just ended, business at low level, cycling not good for long run... SSI backlog down, bookings and shipments down."

The agenda further indicated a need for uncomfortable actions such as reducing employment to match volume, not filling vacant salary positions, and offering incentives for early retirement to those 60 and older. The good news was the company did not see itself at that point in immediate danger or in a financial crisis and was not seeking salary reductions for employees, provided the needed uncomfortable changes were made.

### Officers for Southern States, Inc.

President: Thomas W. McGarity  
Vice President, Engineering: Peyton Mayo  
Vice President, Manufacturing: Tom O'Toole  
Vice President, Marketing: C. T. Russell  
Vice President, Employee Relations: Mel Moyer  
Vice President, Finance: Bert Robey

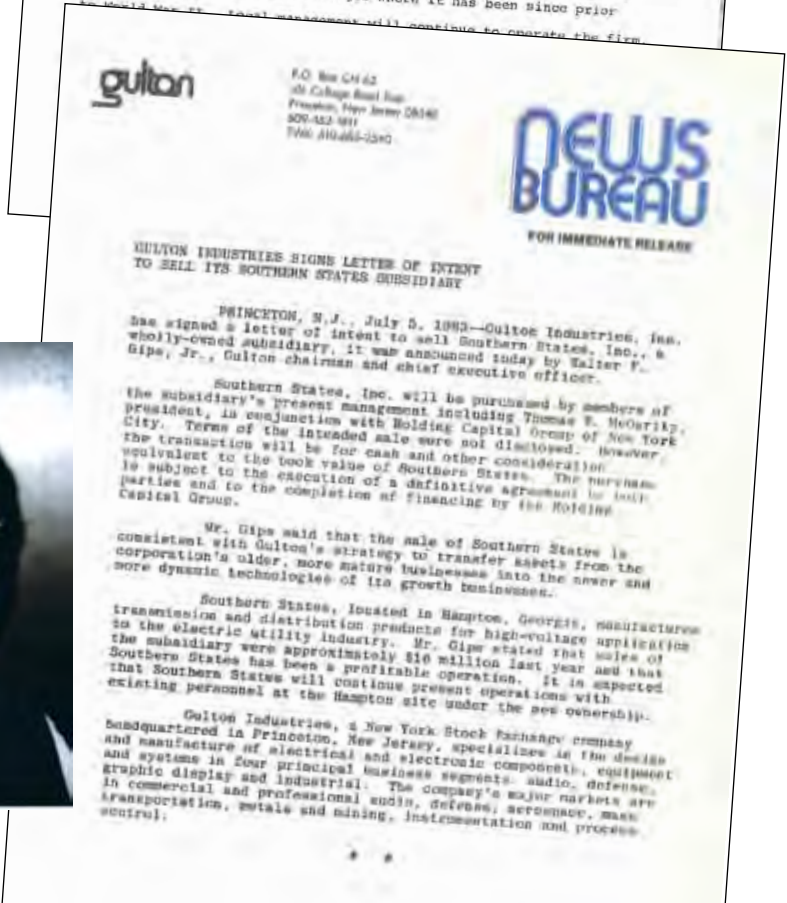
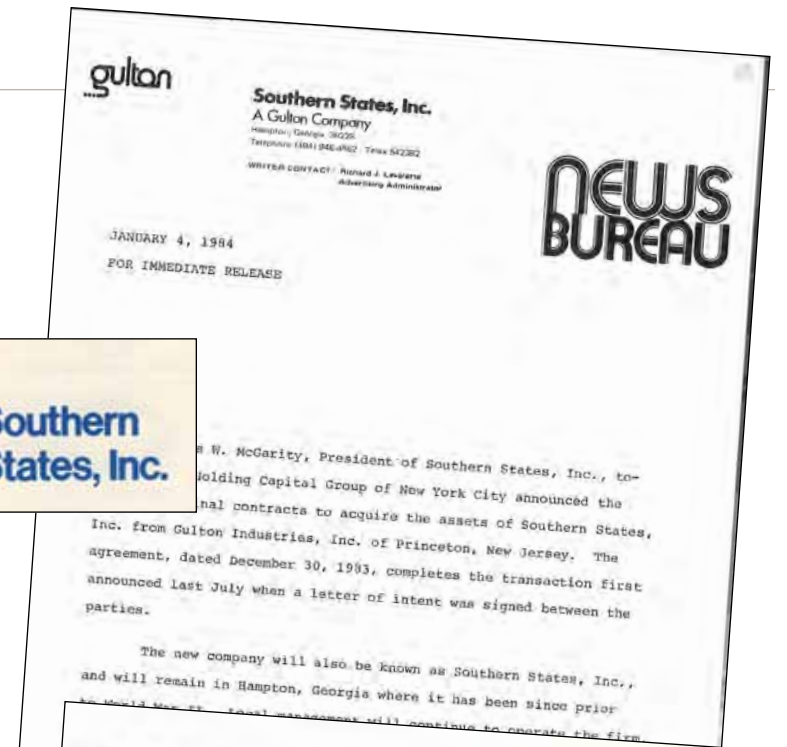
With the recession in full swing and Gulton Industries struggling financially, Mr. McGarity developed a relationship with Sash Spencer of Holding Capital Group, a company focused on arranging financing and providing consulting services. By June of 1983, a document had been drafted by Drexel Burnham Lambert, Inc. of New York, outlining a proposal for the acquisition of Southern States. A new company, Southern States Corporation, would be formed and purchase the assets and liabilities of Southern States, Inc. from Gulton Industries.

A July 1, 1983 memorandum announcing the sale to employees outlined some important points – the company would go from a public to a private one with no publicly traded stock, there would be no parent company ("We are it."). It was time to start focusing on beating the competition.

A similar memo went to area representatives the same date assuring the continuation of Southern States' organization and factory field support and that the facility would remain in

Hampton so production could continue uninterrupted. The same products would be offered and local representatives would not change. The message went out to customers on July 5th with the same assurances that "...the quality, service and dependability you've come to expect from the Southern States team continues through continuity of management and your local representative...our commitment to excellence is unchanged."

On January 3, 1984, a memo from Tom McGarity informed all employees the sale of Southern States had been finalized. The next day a news release went out to the media announcing Thomas McGarity, President of Southern States, together with Holding Capital, had signed the final agreements on December 30, 1983, to close the sale.



Sash Spencer, Holding Capital.



## The Intermountain Power Project and seismic testing.



500 kV EV vertical break disconnect.



Intermountain Power Plant, Delta, Utah.

To provide power to cities in Southern California and parts of Utah, the Los Angeles Department of Water and Power (LADWP) embarked on the Intermountain Power Project. Located in Delta, Utah, this project, when completed, would produce 13 million megawatt hours of energy each year from two 950 MW coal fired generators. As part of this project, Southern States received an order for 362 kV and 550 kV AC disconnect switches

along with DC disconnect switches from ASEA.

The 550 kV and 362 kV disconnect switches were tested on a shaker table located at Wyle Laboratory in Huntsville, Alabama. This table had been designed and used to test the Saturn Five rocket sections for the U.S. space program. This project resulted in the first seismically tested 362 kV and 550 kV disconnect switches available to the industry.

Southern States would continue to develop special purpose products for many other projects such as the Three Mile Island Nuclear Plant, Coal Strip Project, Pacific DC Intertie, Quebec New England Transmission Project and Tehachapi Renewable Transmission Project. Numerous other projects, too many to mention, have benefited from the innovative products provided by Southern States during its first 100 years.

A series of earthquakes in the 1970s and 1980s caused major damage to substation equipment resulting in significant outage periods and the loss of millions of dollars. These events led to the establishment of a committee of utility engineers with the goal of developing a way to qualify equipment for application in a seismic zone.

IEEE 693, Recommended Practice for Seismic Design of Substations, was first issued in 1984. While this document established some basic guidelines, standardized testing guidelines for disconnect switches had not yet been established. It was not until 1997 that a revision to IEEE 693 that a standard approach to testing was added. Prior to 1997, each utility would have its own unique set of requirements. Complicating the testing, in the '80s, was the fact that the test facility capabilities, instrumentation technology, and product design analysis tools were very limited. The result was an educated trial and error process that only an established manufacturer could undertake.



362 kV EV Disconnect  
Seismic Shaker Table Test,  
Wyle Laboratory,  
Huntsville, Alabama.



## Economic growth and deregulation.



In June of 1991, Southern States celebrated its 75th Anniversary. The company's history and day long celebration was the focus of an article by the local newspaper, The Henry Herald.

The 1990's was a time of strong economic growth. For the electric utility industry, deregulation became the new focus. Independent Power Producers (IPP) were able to build generating plants and sell power to the utilities. The World Wide Web was launched in 1990 with the first web page. This new tool, the Internet, would become a valuable business tool, changing the way electrical professionals conducted business.



Employee is recognized for his winning slogan, "Carrying the power of the future."

Charles Barkley creates one of the first computer aided designs for a switch operating mechanism.



The decade brought some major modifications and leaps forward in innovation, products, and services. As the new came in, some of the older ways needed to be phased out. The foundry was no longer cost effective or efficient. Wayne Nichols, foundry manager, began to start the process of shutting it down. Milton Craig, who had started out as a clerk in the foundry and would go on to become Operations Manager, was also instrumental in bringing about this needed change. By the middle of the decade, the foundry had been cleaned out, and the casting of components had been outsourced to various other foundries.

The EV-2 Vertical Break Switch was introduced. The eclectic use of materials for specific components brought new levels of performance, reliability and quality for vertical break switches. The EV-2 continues to be an industry-preferred design 25 years after its introduction.

Milton Craig



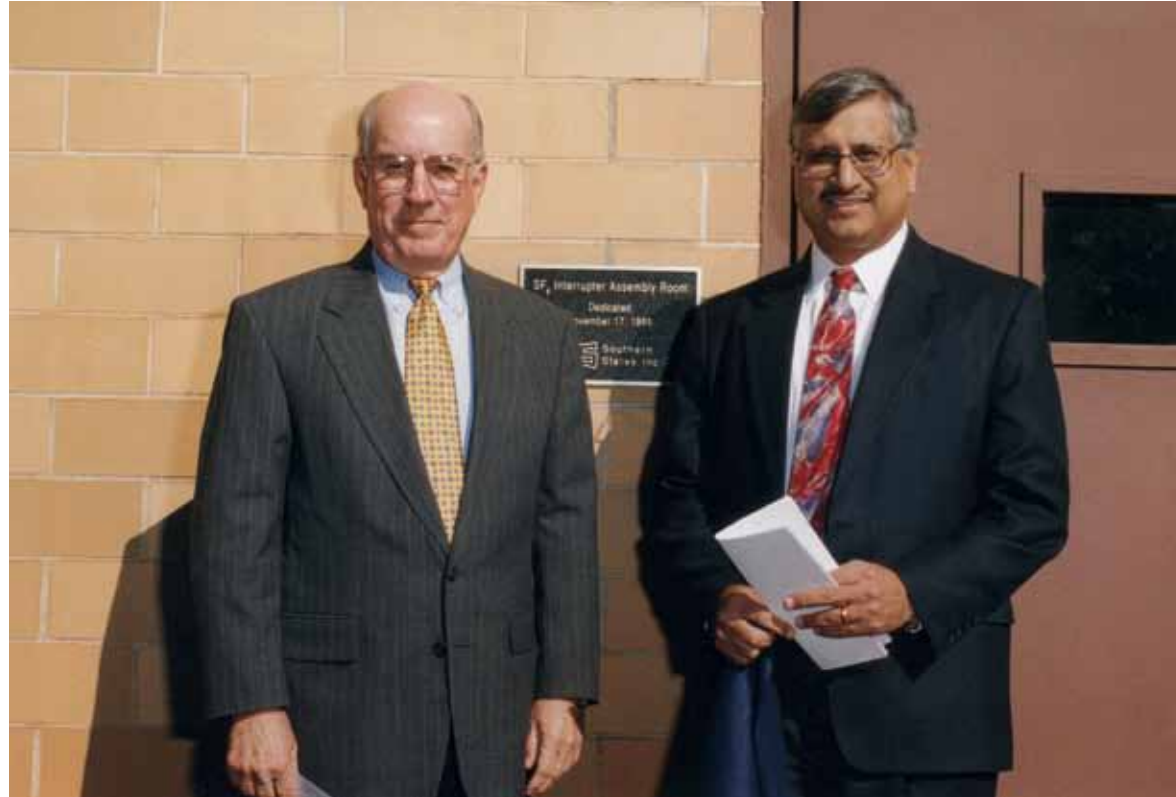


## Raj Anand joins Southern States.

The 90s also included a change in leadership when Raj Anand joined Southern States.

Then President and majority partner, Tom McGarity, first met Raj in 1995 when Southern States purchased the Siemens High Voltage Switch Business. Raj had been assigned the task of selling this business due to his experience with the Siemens disconnect switches dating back to the '70s when he worked as an Application Engineer at the Siemens Portland, Oregon switch plant.

Recognizing the opportunity for growth in the utility market, resulting from Congress' passing of the Energy Policy Act of 1992 and the Utility Restructuring Act of 1996, Raj had started to explore the possibility of setting out on his own and acquiring companies that could be positioned to take advantage of this new policy. This journey eventually led to another meeting with Tom McGarity and his partner, Sash Spencer of Holding Capital Group. In 1996, Raj Anand decided to return to his roots in High Voltage Switching and joined Southern States as President and Partner.



Tom McGarity and Raj Anand



Raj recognized the importance of a strong sales organization. He appointed Billy Watson, who would go on to be Sr. Vice President and General Manager of the Switch Division, to the position of Vice President of Sales and Marketing. He was then tasked with re-organizing the sales team. A key link in the sales chain was the effectiveness of the existing network of manufacturers' representatives, independent sales organizations that sell synergistic products from multiple companies. Discussions with the representatives led to changes that would help propel growth.



Joe Kelly, President of TCI Sales, a Southern States Manufacturers' Representative since 1985 in the Southeast, recalled his first encounter with Raj Anand. *"Only one of the years prior to 1996 had we hit \$1 million in sales orders,"* he reminisced. *"I had sent Raj a welcome. And he responded with, 'Joe, I need some information from you. I know your territory, and based on experience with other companies, I picture your territory as a multi-million dollar territory.'"* The rest of the conversation set the tone for our future together.

Joe agreed and explained that if Southern States would consider a different approach to bidding projects, that he believed that both sales and profits would increase. Raj agreed to look into it and discovered Joe Kelly might be on to something. Bidding practices were adjusted and the last half of that very year, sales broke \$1 million for TCI Sales. The next year they climbed much higher, ultimately reaching a level far exceeding both Joe's and Raj's expectations.

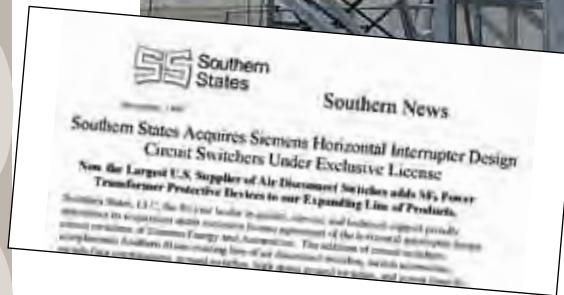


Fred Gibson, who would later become Operations Manager for the Power Switching Division, shared a story about Raj's entrance into leadership at Southern States.

After touring every nook and cranny when he came on board, Raj said, *"I believe we can ship \$100 million."* He realized he had a core of individuals who were very knowledgeable.



## Expansion through new products.



A news release from Southern States in November, 1997 announced the company's acquisition

of the Siemens horizontal interrupter design circuit switchers.

The circuit switchers (CSH-B) would be produced at Southern States' Hampton, GA facility by the new Power Switching Division. To assist in the transfer of the circuit switcher technology and develop the marketing and sales plan, Kerry Bjorn and David Childress were hired from Siemens.



In the mid to late 1990's Southern States was supplying a third party load break vacuum interrupter as an attachment to vertical break disconnect switches. A failure of the vacuum interrupter at a major customer, led to a decision to develop a new SF6 gas Load Break Switch attachment. Engineers Cary Ahrano and Brian Berner were given the task of developing this new product. As this was the first SF6 gas product developed by Southern States, Raj Anand reached out to Joe Rostron, then of Siemens, to consult on the development of the interrupter. Joe would soon join

Southern States, in the position of Vice President Product and Technology and would utilize his technical talents and be a key driver in the development of new products for Southern States.

In 1999, the **LLS**® 2000 Load and Line Switcher was introduced. This was the beginning of a new Division, the Power Switching Division, which would be focused on development of SF6 insulated interrupting devices.

Also in 1999, a dedicated 1,500 square foot Interrupter Assembly room was added to insure the assembly of the **LLS**® 2000 and CSH interrupters could be completed in a clean environment.

At the dedication of the new Assembly room, Raj Anand affirmed that the goal of the company was to continue to grow and innovate in accordance with customers' needs. *"Too many companies have abandoned technology innovation in this industry,"* Raj said. *"A lot have looked toward Europe. We want to change that trend through home-grown innovation here in Hampton, GA U.S.A."*



Kerry Bjorn explains the CSH-B interrupter.



Raj dedicates Interrupter Assembly Room.



Joe Rostron explains the **LLS**® 2000 Load and Line Switcher.



## Creating new products for a changing industry.



138 kV **CapSwitcher**®.



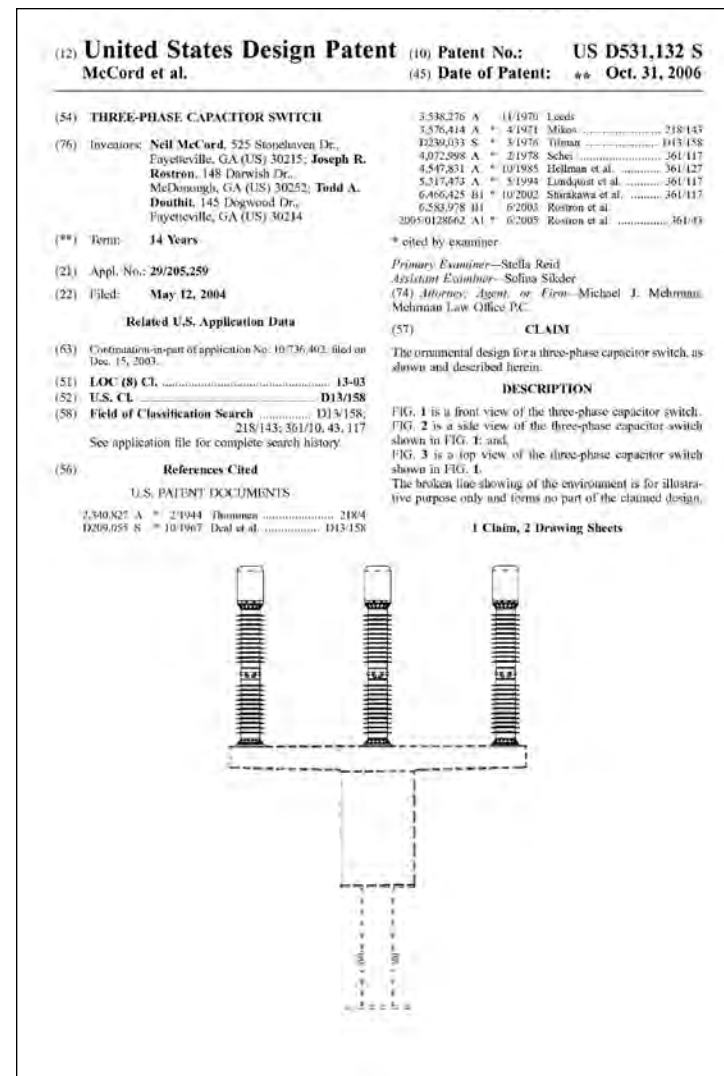
72.5 kV **CapSwitcher**®.

In the early part of the decade, Utility companies found themselves in a difficult situation. They had been forced to divest their generating plants as part of the 1996 restructuring plan issued by FERC (Federal Energy Regulatory Commission). This meant that they had to purchase power on the wholesale and act as distributors to their customers. A shortage of power plants and an increase in prices resulted in the ISO (Independent System Operator) having to implement rolling blackouts as a way of rationing the available power.

Observing the increasing trend toward smaller generation facilities (IPP's), the company recognized there would be an increasing need for reliable voltage control products for the transmission and sub-transmission markets.

This led to the development and shipment of the **CapSwitcher**®, the industry's first application specific product for switching capacitor banks, to First Energy in Ohio, in 2004.

With the additional focus on Clean Energy (Wind and Solar Power), the **CapSwitcher**® would fuel the growth of the Power Switching Division throughout the decade.



**CapSwitcher**® patent.

The success of the **LLS**® Load and Line Switcher and the CSH-B circuit switcher, confirmed that there was a market for application specific SF6 products. Interaction with customers such as the Florida Power and Light, the Southern Company, First Energy, and the Southern California Edison would lead to improvements to the existing SF6 products as well as development of new application specific products.

As utility adoption of the **LLS**®-2000 increased, feedback indicated that if we could reduce the weight and operating force of the product, use would increase dramatically. Led by Neil McCord, Engineering Manager, a new **LLS**® II Load and Line Switcher, was introduced in 2003. The new design reduced the weight by 60% and the operating force by 50% of the **LLS**®-2000 resulting in significant growth of the product.

Continuing development of SF6 interrupting products, Southern States introduced the CSV, circuit switcher vertical, in 2003. The first CSV, used for transformer protection, was shipped to the City of West Plains in Missouri.



**LLS**® Load and Line Switcher.



72 kV **CSV** Circuit Switcher.



## Entering the global market for disconnect switches.

Increased Global competition resulted in a loss of 5.7 million, or 33%, of its manufacturing jobs in the 2000's. In the electrical equipment market, companies like ABB, Siemens, and Mitsubishi continued to gain market share, against traditional U.S. manufacturers like Westinghouse and General Electric.

Their growing market share also put these companies in

a position to influence the standards that recommend product performance and application. There was concern that U.S. Standards, IEEE and ANSI, would start to align with the European Standards (IEC) which are typically written for more targeted application and can sometimes result in a lower cost product design than the traditional, more conservative, general application approach taken by ANSI standards.

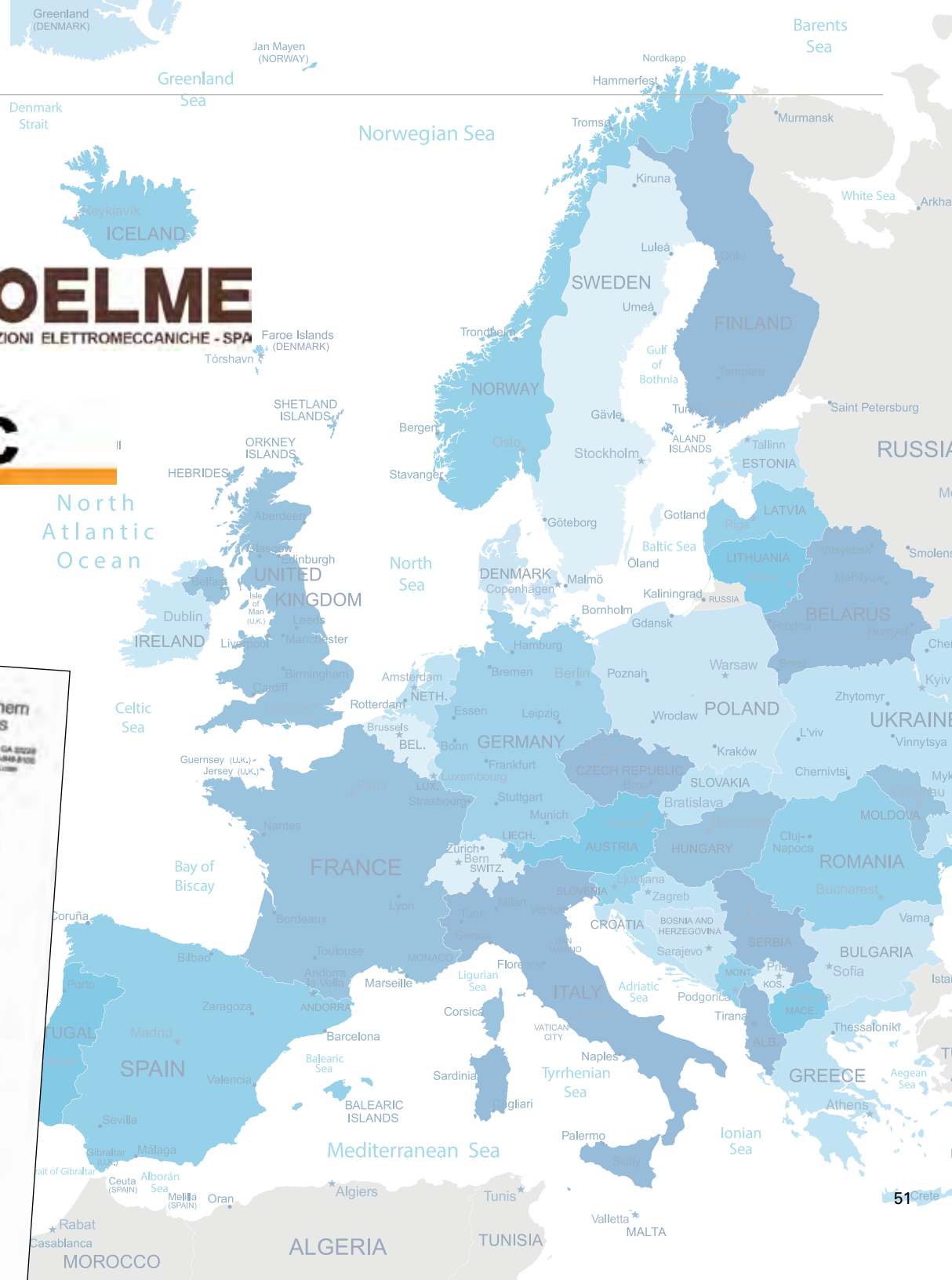
Recognizing that acceptance of the European design philosophy could put the Southern States switch business at risk, it was decided to look for partnership, outside of the U.S., that would allow Southern States to have lower cost products to compete in case it was necessary.

Southern States was contacted by a European company named VA Tech. They expressed interest in buying Southern States to strengthen the switch

product used in turnkey projects. Southern States suggested, that since its main business is selling switches, that it may make more sense for Southern States to acquire the existing VA Tech switch divisions, that manufacture IEC style switches, and provide VA Tech with a supply guarantee.

In 2004, after months of negotiations, Southern States acquired VA Tech's two European switch operations: Egic, located

in Villeurbanne near Lyon, France, and Coelme in Santa Maria di Sala near Venice, Italy. With the addition of the two factories in Europe Southern States had gained access to European, IEC Type, Switches and instantly had a global network of manufacturers' representatives available for sale of both ANSI and IEC products.



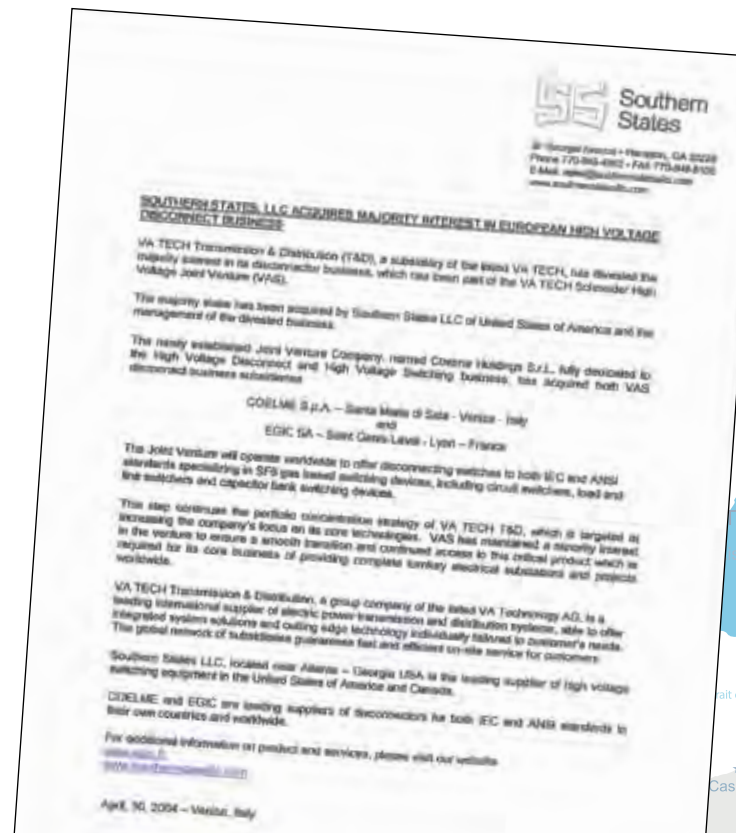
Type TCB double break disconnect.



Type SPP semi-pantograph disconnect.



Type SLOB vertical break disconnect.





## New PSD facility dedicated to Thomas and Patricia McGarity.



In February, 2008, the Thomas Wayne & Patricia Ann McGarity Building was dedicated. The 15,000 square foot climate controlled building was designed to provide a clean room for interrupter assembly, a ceiling height allowing assembly of 500kv SF6 equipment, a high voltage test area, a drive-through loading bay, and additional office space to accommodate the growth of the Power Switching Division. The first shipment from the McGarity Building was a **CapSwitcher**® destined for the Alabama Power Company.



When Raj Anand had first joined the company, there was one division and the slogan had been "Quality name in high voltage switches." Raj felt that the slogan limited Southern States to one product, so he made a slight change with a big impact. The slogan became "Quality name in high voltage switching," opening a completely new opportunity to the business.





## Testing the limits of design.

In early 2008, Southern States performed an Ice Test at the Kinectrics Laboratory in Toronto, Canada. The test was conducted for Hydro One who requires that a disconnect be capable of three successful open and close operations under  $\frac{3}{4}$ " ice conditions.

The equipment tested consisted of a three phase EV-2 245 kV, 4000A, 1050 kV BIL disconnect assembled on insulators. The switch was operated by a Southern States VM-1 motor operator.

The EV-2 successfully passed five consecutive closing ice tests and three consecutive opening ice tests exceeding the requirements of the Hydro One specification.



EV-2 242 kV 4000A Ice test – Switch Open (after icing).



EV-2 242 kV 4000A Ice test – Switch closed (after icing).



EV-2 242 kV 4000A Ice test – Switch Open (after icing).



EV-2 242 kV 4000A Ice test – Switch after closing operation.

Since the initial Seismic testing, completed in the 1980s, test facility capability and instrumentation technology has advanced rapidly. This has allowed the utility industry to continue to move to more standardized testing to determine seismic capability of products. The IEEE 693 Recommended Practice for Seismic Design of Substations was re-issued in 1997 and again in 2005. A consortium of west coast utilities requested that Southern States qualify their product to the meet Performance Level test requirements.

In 2003, Southern States in cooperation with the west coast utilities conducted testing on an EV-1 500 kV 4000 Ampere vertical break disconnect at the Pacific Earthquake Engineering Research Center at the University

of California, Berkley facility. Due to the height limitations of the facility, the switch was tested on the structure in the closed position and mounted on lower structure when in the open position. The test was successful and resulted in a high seismic rating in the closed position, and a Moderate seismic rating in the open position.

Seismic Testing continued into the 2010s. The laboratory created an opening in the roof of the structure to allow for testing to high seismic levels with the switch open. In 2015, Southern States took advantage of this improvement and successfully completed, open and closed position, high seismic testing on a 500 kV EV-1 that incorporated additional design improvements. Also successfully tested were 230 kV Type P and EC-1 disconnects.



500 kV EV-1 4000A high seismic test - 2005.



## Southern States innovation continues.



Joe Rostron, Vice President of Technology and Market Development, is approaching his goal of 50 patents. 28 of those patents have been awarded during his 18 years at Southern States. It may be because there are artists in his family that Joe believes that new innovations are 90% engineering and strategy and 10% artwork. He feels that this attitude makes difference between a mediocre solution and an excellent solution.

As Southern States has moved forward in innovation and technological advances, the number of patents attributed to the company is notable. Since the inception of the high voltage switching business which came to fruition under W. E. Mitchell, his family, and all who have followed, over 130 patents have been filed for the company.

Southern States' impact on the local and state economy has been significant. In June, 2010, Georgia's Lt. Governor Casey Cagle toured the plant and facilities. He



Milton Craig, Operations Manager, and Casey Cagle tour the factory floor.

commented, *"My take-away of the success of Southern States is that they have continued to invest in innovation, and they've been able to see where the market is going and anticipate that, before it emerges."*

He continued, *"This is a company that has had a long, long history here in Georgia...it has been recognized by the industry as a real pioneer. For me, this is one of the companies that have weathered the economic downturn more than most."*

In 2012, Joe Rostron, working with the Power Switching Division, developed what he called the *"Interrupter that no circuit breaker designer would ever think of designing."* With the growing number of transmission lines being built to support the developing Wind and Solar Generation markets, it was clear to him that there would be a need for a new switching product unlike any that had been developed in the past. The **RLSwitcher**<sup>®</sup> utilizes the patented SF6 interrupter technology that was specifically designed to meet the very difficult conditions required for switching a High Voltage Reactor.

The performance of this new technology stands to increase system reliability and extend the life of expensive shunt reactors.





## Southern States continues to expand.

In January 2012, a building was acquired on U.S. 19/41 between the cities of Hampton and Lovejoy. The structure now houses the Service Division. Sitting on 18 acres, the 16,000 square foot high bay assembly area and 2,500 square feet of office space has allowed the Service Division to expand into new markets and products.

While continuing to offer spare parts and field service, the Service Division is now able to offer products including mobile trailers, ballistic walls used for substation equipment protection, the **MACI**® (Magnetically Actuated Close Indicator), and the **SEGO**® (Safety Enhanced Gear Operator).



**MACI**® Magnetically Actuated Close Indicator for Disconnect Switches.



Service Building.



Mobile trailers – Circuit Switcher trailer shown.



**Ballisti-Wall**® Ballistic security walls.

A groundbreaking in January, 2015, paid tribute to a long-time friend and business associate. The Spencer Complex, named for Sash and Mary Spencer, is the most recent addition to Southern States' growing footprint in the electrical industry. This complex houses the Power Switch Division sales, engineering, and assembly of lower voltage SF6 gas products.





## Expanding into the future.

Southern States continues to look for ways to enlarge its footprint in the electrical industry. The increasing demand for power, the urgent need to improve the reliability of utility transmission and distribution systems, and the shift away from fossil fuels has forced the utility industry to adopt intelligent new technology.

The need for a more reliable transmission switch resulted in the creation of a new Transmission

Switch Division and the launch of the patented ES-1 phase-over-phase switch as well as an intelligent new product nicknamed the “Substation in the Sky.”

The Automation and Sensors Division was formed to help usher Southern States into the new world of intelligent products. **Smart Tap**<sup>®</sup> and **Smart Trip**<sup>™</sup>, enabled by the **ICS**<sup>™</sup> (Intelligent Circuit Sensor), are now being installed.



### **Smart Trip**<sup>™</sup>

A High Voltage Sensor System providing monitoring and fault detection and diagnosis technology to provide a trip signal to a switching or protection device.

### **Smart Tap**<sup>®</sup>

A High Voltage Sensor System with fault detection and diagnosis technology, that quickly and correctly identifies the faulted transmission line section, improving transmission line reliability, reducing the transmission line outage area and duration, extending the life of power system equipment, and saving the repair and restoration crew valuable time and energy.

**CapSwitcher**<sup>®</sup> with **Smart Tap**<sup>®</sup>



3-Way ES-1  
Transmission  
Switch with  
**LLS**<sup>®</sup>-I  
Interrupters

When W. E. Mitchell began his shop in Birmingham, Alabama, in 1916, he had no way of seeing the bright star known as Southern States, LLC in Hampton, Georgia, still shining one century later. This company, its leadership and management, the



engineers and production workers, the sales and service team, the area representatives, and all who have paved the way through difficult times of transition celebrate their centennial landmark with an eye to the future and the next 100 years.



## It is the people that make a company great.

*"A group of people get together and exist as an institution we call a company so they are able to accomplish something collectively that they could not accomplish separately – they make a contribution to society, a phrase which sounds trite but is fundamental."*

– David Packard, late co-founder of Hewlett-Packard





## COMPANY STAFF



**1<sup>st</sup> Row, L-R:** Neil McCord, Susan Brown, Raj Anand, Jeff Howe, Dave Lombardo  
**2<sup>nd</sup> Row, L-R:** Brian Berner, Jeremy Burt, Dave Shelley, Dave Moore, Kedon Williams  
**3<sup>rd</sup> Row:** Joe Rostron

## CORPORATE SUPPORT



**1<sup>st</sup> Row, L-R:** Melissa Higgins, Arnesha Kirksey, Rhonda Robinson  
**2<sup>nd</sup> Row, L-R:** Becky Layana, Judith Spence, Pat Milam, Kim Edgar  
**3<sup>rd</sup> Row, L-R:** Cheryl Ford, Dana Calloway, Patrick Sieben, Sherry Jones, Lori Behrens

## SWITCH SALES & ENGINEERING



**1<sup>st</sup> Row, L-R:** Ken Craft, Danny Hoss, Omer Jusufhodzic, Juan Gill  
**2<sup>nd</sup> Row, L-R:** Ricky Burge, Regenia Cardell, Dustin Kingery, Chris Ekpoudom, Lon Hamilton  
**3<sup>rd</sup> Row, L-R:** Frank Blalock, Joey Calderon, Dustin Hane, Amit Modi, Evan Bruce, Patrick James

## SWITCH ENGINEERING



**1<sup>st</sup> Row, L-R:** Devin Welch, Beth Reese, Brian Ford  
**2<sup>nd</sup> Row, L-R:** Edward Woodwall, Robert Waddell, Karen Haney, Charlie Askew  
**3<sup>rd</sup> Row, L-R:** Christopher Cook, Buddy Peyton, Shelcey Harp, Bradley Thomas

## CORPORATE SUPPORT



**1<sup>st</sup> Row, L-R:** Regina Thomas, Maria Fischer, Patricia Lummus, Charles Bogan  
**2<sup>nd</sup> Row, L-R:** Saul Irizarry, Matthew Morse, Taylor Kelly, Caitlin Milby, Tom Speas  
**3<sup>rd</sup> Row, L-R:** William Patterson, Rick Toland, Larry Bevell, Jeremy Stewart  
**4<sup>th</sup> Row, L-R:** Jantzen Shivers, Trevor Smith, Dennis Casey, Jeff Galimore, Benjamin Anglea

## AUTOMATION & SENSORS



**1<sup>st</sup> Row, L-R:** Don Brock, Alan Hewitt, Jiyuan Fan, Tan Tran, John Coe  
**2<sup>nd</sup> Row, L-R:** Buddy Reneau, Dave Moore, Alex Bradfish, Jeff Sarine, Josh Keister

## PSD SALES & ENGINEERING



**1<sup>st</sup> Row, L-R:** Faith Robinson, Jay Lynn, Bob Maresca, Kevin DuBose, Neil McCord  
**2<sup>nd</sup> Row, L-R:** Andrew Chovanec, Wesley Wills, Lee Cox, Lynn Vines, Bart Stapleton, Fred Gibson, Jeff Howe  
**3<sup>rd</sup> Row, L-R:** Brian Roberts, John Tarleton, Todd Douthit, Karl Fender, Charles Barkley, John Wolka  
**Not Pictured:** Bharat Jagadeesan, Zachary Beecher, Tom Arnett, Jonathon Bell, Taylor Daly

## SERVICE



**1<sup>st</sup> Row, L-R:** Dave Lombardo, Jeremy Ferguson, Donna Schauer, Phillip Hill, Erik Jordan  
**2<sup>nd</sup> Row, L-R:** Terry Smith, Benny Pritchard, Tim Pangburn, Shelly Thompson, Bennie Fletcher, Buddy Reneau  
**3<sup>rd</sup> Row, L-R:** Sam Harmon, Scott White, Kyle Phillips, Chris Whitted, Brandon White



## PSD PRODUCTION



**1st Row, L-R:** Karen Green, Kishor Shah, Janet Hensley, Darlene Howard, Glenn Watts  
**2nd Row, L-R:** Jeff Howe, Pearlie Compton, Antonio Upshaw, Kelvin Bauswell, Patricia McCord, John Wolka  
**3rd Row, L-R:** Robert McDade, Anthony Neal, Alex Henley, Lloyd Sullivan, Drew Strickland, Fred Gibson

## SWITCH FINAL ASSEMBLY



**1st Row, L-R:** Darleane Jester, Annie Ellis, Jamie Jordan, Debbie Byrd, Dianne Hall  
**2nd Row, L-R:** Brent Harrell, Judy Bethune, Rodriquez Gilbert, Theresa Driver, Anthony Brucke, Elory Johnson  
**3rd Row, L-R:** Eddie Fletcher, Brian Cappo, Alec Ballard, Kelvin Etheridge, Charles Graydon, James Dunn  
**4th Row, L-R:** Greg Priest, Dwayne Chatman, Marvin Curtis, Kenneth Bennett, Marcus Blackmon, Troy Day  
**Not Pictured:** Ineshia Evans, Eugene Harvey

## PSD PRODUCTION



**1st Row, L-R:** Nestella Daniel, Deborah Sullivan, Janie Payne, Amy Berry  
**2nd Row, L-R:** Lida Ladipo, Harold Phinazee, Antonio Upshaw, Ramone King, Ruben Tatis, Johnny Coleman  
**3rd Row, L-R:** Laurenda Jackson, Phillip Ormsbee, John Philpot, Nathaniel Newton, Joshiah Underwood, Matthew Gann  
**4th Row, L-R:** John Wolka, Jack Champion, Fred Gibson, Harold Mullins, Michael Merritt, Fredrick Atwater, Jacquelyn Anderson, Jeff Howe  
**Not Pictured:** Kenneth Allen, Percy Johnson, Sandra McCrary, Lafonda Phinazee

## SWITCH FINAL ASSEMBLY



**1st Row, L-R:** Michael Lyons, Glenda Ward, Willie Wright, Karen Smith, Stephen Schwartz, Ozene Lundy  
**2nd Row, L-R:** Chris Watts, Rafael Valladares, Geraldine Mitchell, Delilah Ponder, Jermain Wilkerson, Christopher Kelsey, Harold O'Kelley  
**3rd Row, L-R:** Eddie Respress, Daniel Lee, Keith Lumpkin, Robert Mayfield, Robert Mayes, John Stephens, Derrick Reid  
**Not Pictured:** Robert L Harrell, Marcellius Morris, Willie Ponder

## MOTOR MECH, FUSE LINKS & HOOKSTICKS



**1st Row, L-R:** Juanita Cook, Dorothy Gay, Antonio Fuller, Dorothy Fuller, Judy Mayes  
**2nd Row, L-R:** Adam Williams, Rasheda Anderson, April Beck, Tammy Clemons, Barbara Collier, Tammy Keadle  
**3rd Row, L-R:** Michael Bonacci, Greg Priest, Devan Brown, David Horton, Danny Brown, Geraint Price  
**Not Pictured:** Charles Blackmon, Teresa Parks, Patricia Stubbs

## SECOND SHIFT



**1st Row, L-R:** Jeremy Hilton, Danny Richardson, James Dykes, Teneshia Johnson, Paula Brumfield, Timothy Lovelady, Mumin Chavis  
**2nd Row, L-R:** Tony Matthews, Michael Wilcox, Jesus Tatis, Freda Alexander, Greg Jordan, Robert Day, Manolito Cinco  
**3rd Row, L-R:** Donald Evans, Roosevelt Robinson, Wayne Wimberley, Scott Brightwell, Jeremy Bryan, Todd James, Percy Shaw, Henry Love  
**4th Row, L-R:** Gerald Henderson  
**Not Pictured:** Stephen Colbert, Percy Barnes

## QUALITY



**1st Row, L-R:** David Butler, Shirley Davis, Antonio Upshaw  
**2nd Row, L-R:** Richard Lawrence, Charlie Love, Robert Harrell Jr., Christine Bauswell  
**3rd Row, L-R:** Fred Hood, Dale Fontana, Kevin Buck, John Wolka  
**Not Pictured:** Wade Zahnd

## SECOND SHIFT



**1st Row, L-R:** Al Easton, Chelsea Moore, Marvin McFadden, Tina Barber, Cynthia Turner  
**2nd Row, L-R:** Dante Washington, Rodney Clark, Bryan Hensley, Michael Plymel, Kenneth Langley, Leroy McClain  
**3rd Row, L-R:** Ryan Mitchell, Matthew McDonald, Debora Terrell, Davie Pittman, Jamorris Williams, LaFreddrick Stafford, David Gunter  
**4th Row, L-R:** Thomas Stewart Sr., James Burnett, Matthew Shellem, Dustin Massey, Andre Johnson, Tim McLester, Jerome Newton, David Dunn, Charles Parker, Frank Lovelady



## TOOL ROOM & DRILL LINE



**1<sup>st</sup> Row, L-R:** Bunnie Bostwick, Kenny Harris, Patricia Banks **2<sup>nd</sup> Row, L-R:** Dolph Garland, James Fuller, Lowell Parsons, Vickie Edwards, James Hughes, Tracy Brown, **3<sup>rd</sup> Row, L-R:** Jerry Barlow, Gregory Miller, Eric Overbey, Ashley Thomas, Jeff Galimore

## FAB SHOP



**1<sup>st</sup> Row, L-R:** Darren Baker, Emily Colquitt, Patrick Gilam, Anthony Garner, Willie Gunn **2<sup>nd</sup> Row, L-R:** Johnny Adams, Marlon Hancock, Fentress Folds, Chris Hilton, **3<sup>rd</sup> Row, L-R:** Michael Copeland, Jeffery Clay, William Frillman, Ray Henderson

## SHIPPING



**1<sup>st</sup> Row, L-R:** Terry Woods, Valerie Avant, Shane White **2<sup>nd</sup> Row, L-R:** Casey Grigley, Beverly Merritt, Robert Furlow, Donte Clemons, **3<sup>rd</sup> Row, L-R:** Jeff Chavous, Willie Garrett, Bobby Pyron, Darrell Iverson, Marques Johnson **Not Pictured:** Ed Sessions

## RECEIVING



**1<sup>st</sup> Row, L-R:** Ranae Scoggins, Hubert Holesh, Connie Carter **2<sup>nd</sup> Row, L-R:** Phyllis Mitchell, Gina Bruce, Javorah Thompson, Mary Miller, Florinda Walker **3<sup>rd</sup> Row L-R:** Tyler Mitchell, Jeffrey Kimmons, Larry Green, John Bruce, Greg Matti **Not Pictured:** Bobby C. Williams

## FAB SHOP



**1<sup>st</sup> Row, L-R:** Billy Rice, Frankie Stinson, Chiquita Parker, David Ledford **2<sup>nd</sup> Row, L-R:** Samuel Lawrence, Earl Outlaw, Sean Walker, Gary Mayfield **3<sup>rd</sup> Row, L-R:** Thomas Stewart Jr., Tim Padgett, Waymon Walker III, Brett Page, Dennis Ross **Not Pictured:** Glenn Barlow

## MACHINE SHOP



**1<sup>st</sup> Row, L-R:** Douglas Bailey, Jose Hernandez, Dorothy Easton, George Curtis, **2<sup>nd</sup> Row, L-R:** Brian Gibson, James Wilcox, Rickey Jones, Russell Raglan, James Rhyne **3<sup>rd</sup> Row, L-R:** Leroy Wilson, Tim McCoy, Donnie Truitt, Stephen Hymes, Victor Keadle, Michael Harker, Craig Ponder **Not Pictured:** Merrick Flakes, Derek Upshaw

## MAINTENANCE



**1<sup>st</sup> Row, L-R:** Vincent Behan, Zena Haynie, Taqawna Greene **2<sup>nd</sup> Row, L-R:** Charles Tallent, Waymon Walker, Jr., Jay Chesak, Irby Kennedy **Not Pictured:** Michelle Crane

## PRODUCTION CONTROL



**1<sup>st</sup> Row, L-R:** Anita Mayes, Melissa Miller, Millicent Whatley **2<sup>nd</sup> Row, L-R:** Teriyaki Davis, Ernika Nash, Britney Watts, Nancy Rosser, Therese Blease, Charles Horton **3<sup>rd</sup> Row, L-R:** James Payton, Richard Hartman, Markeyda Taylor, Talaya Wright, Derrick Smith **Not Pictured:** Alice Dutton, John Stephenson, Deantrez Thompson



## Acknowledgements

Special thanks go to Raj Anand, Susan Brown, and Maria Fischer for their guidance in pulling this story together, and to Billy Watson and Cary Ahrano, who were invaluable in filling in historical details. Also, a deep gratitude to each person who took the time to grant interviews, without which this story could not be told: Cary Ahrano, Raj Anand, Bennie Fletcher, Edith Floyd, Fred Gibson, Jerry James, Joe Kelly, Tom McGarity, Doug Mitchell, Wayne Nichols, Joe Rostron, Jeanette Sutton, Tom O'Toole and Billy Watson. And to all of those whose names may not be mentioned in these pages but who have helped to make Southern States the true success it is today, thank you for giving us a story to tell.

– L. Diane Smith & Thomas P. Speas, Jr.  
Co-Authors

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