

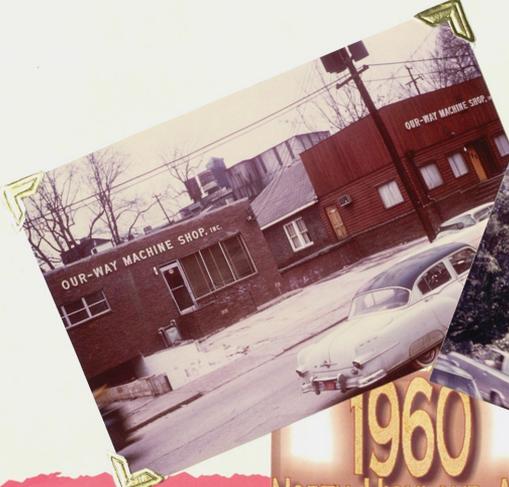
LIFE & TIMES OF  
OUR-WAY, INC.



THE ONLY FACTORY-AUTHORIZED  
COMPRESSOR REMANUFACTURER

A  
Tradition  
of  
Quality



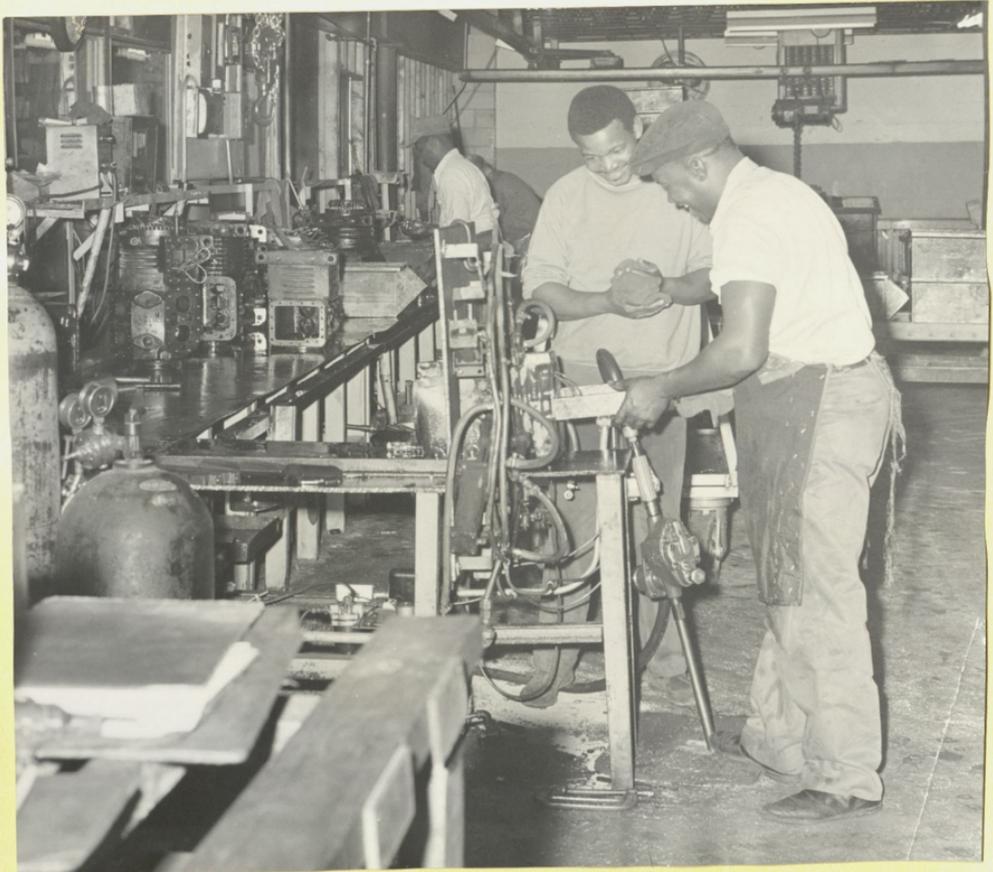


1960  
NORTH HIGHLAND AVE.



Elizabeth Street  
1948









M. B. Orr



Elizabeth Street

# BUSINESS AND FINANCIAL REVIEW

1 West Court Square, Decatur, Ga. 30030

THURSDAY, JANUARY 5, 1978

Phone 373-4488



**NEW TUCKER PLANT OPENS** — Officials of Our-Way, Inc., the nation's largest remanufacturer of commercial refrigeration and air conditioning compressors, oversee the move into the company's new 97,000 square foot plant

in Tucker. They are [L-R] M. Bobbie Bailey, president; Jack Morgan, vice president and general manager; and Audrey B. Morgan, vice president and secretary-treasurer.

## 'Our Way' Opens Plant

Our-Way, the nation's largest remanufacturer of commercial refrigeration and air conditioning compressors, has moved into its new 97,000-square foot plant at 4452 Boulevard Tucker, "with an eye toward growth," said president M. Bobbie Bailey.

Noting that Our-Way had purchased 14 acres of property at the

square feet in the company's first building in 1948" she said.

Miss Bailey attributed the growth to "dedicated employees" — now totaling more than 300 — and a key management-supervisory "team" with more than 20 years experience each.

The compressors remanufactured by Our-Way range in application from low temperature units for supermarkets and warehouses to large, specialized air conditioning installations in factories, office buildings, hospitals and shopping malls. The compressors vary in size from one-fourth to 125 horsepower.

Miss Bailey said the plant will utilize the latest available technology in the field in its choice of equipment and its remanufacturing processes, including:

1. A Multi-Stage Cleaning System.

An Our-Way designed concept for increased efficiency which also lowers costs and conserves energy by utilizing heat that normally might be wasted.

2. Stator Iron Slot Insulator. Which automatically cuffs, cuts and inserts the slot insulation — all frame sizes — at high speed.

3. Automatic Lacer. Which mechanically laces the stator end turns on each end for all frame sizes at high speed.

The new plant also will have a Stator Tester to perform production line testing of single and three-

phase stators. Eight individual tests — the same ones performed by (See DEKALB, Back Page)

## DeKalb

(Continued From Page 1)

the original manufacturers — are completed in eight seconds.

Miss Bailey said Our-Way utilizes the total remanufacturing concept. Every compressor is completely disassembled, and after the cleaning processes and rework for current engineering standards, goes through all of the same phases of manufacturing as a new compressor and carries the same warranty. The compressor remains on the assembly line through all of the remanufacturing operations until it is crated and placed in inventory.

The new plant, of brick and steel construction, is quite different from the one-room, 25 x 25-foot building that housed the original Our-Way Machine Shop, Inc.

In January 1948, M. B. Orr acquired Our-Way Machine Shop from his brother, Riley, and changed the operation from a machine shop to air conditioning and refrigeration repair. He started

out with five employees, including Miss Bailey, the current president.

In its infancy, Our-Way Machine Shop repaired any type of air conditioning and refrigeration equipment. Contracts were held with various companies on warranty repair of window units and independent repair was done on all types of equipment, including compressors.

In the early 1950's, Our-Way Machine Shop signed its first major contract with General Electric Corp. as remanufacturers of their commercial and residential air conditioning units and as a supplier of components for their large package air conditioning units.

In the mid 1950's, Mr. Orr retired and left the management of the business in the hands of Miss Bailey.

In early 1960, Miss Bailey obtained a contract with Copeland Corporation to set up a remanufacturing facility to handle Copeland compressors exclusively.

The new corporation, Our-Way, Inc., was formed with Jack Morgan as vice president and general manager and Mrs. Audrey B. Morgan as secretary-treasurer.

Today, Our-Way employs more than 300 people and produces more than 50,000 compressors a year.

The name, Our-Way is based upon the philosophy of the company's founders for quality and service: "Your Way" (the customer's standard) plus "My Way" (the company's standards) equal "Our-Way".



# Top of the Ticker

City/State

## Compressor firm adding warehouse

Our Way Inc., a Tucker-based remanufacturer of compressors for air-conditioning and refrigeration systems, has begun construction of a 40,000-square-foot warehouse, the third building in its manufacturing complex in Stone Mountain Industrial Park. Our Way, begun as a small machine shop in downtown Atlanta in 1948, is the nation's largest independent remanufacturer of compressors.

## Warehouse Groundbreaking

Participating in groundbreaking ceremonies for a new warehouse for Our-Way Inc., an Atlanta-based remanufacturer of compressors for air conditioning and refrigeration systems, are, foreground L-R: Ms. Bobbie Bailey, president; DeKalb Commission Chairman Manuel Maloof; Dorothy M. Morgan, shipping department superintendent; Mrs. Aubrey B. Brown, executive vice-president; and DeKalb commissioner Jean Williams. Pictured in the background are: Roy T. Bailey, plant superintendent; Merriel Autrey Jr., Citizens and Southern National Bank official; Curtis A. James, DeKalb Chamber of Commerce official; and Charles R. Proctor, Atlanta builder.

## Decatur-DeKalb News/Era

1 West Court Square, Decatur, Ga. 30030

Thursday, July 8, 1982



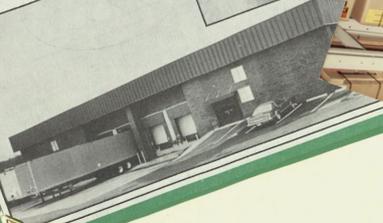
## Digging Up DeKalb

Participating in groundbreaking ceremonies for a 40,000 sq. ft. Our-Way Inc. warehouse in the Tucker area are, foreground, left to right, Ms. Bobbie Bailey, company president; DeKalb County Commission Chairman Manuel Maloof; Dorothy Morgan, shipping department superintendent, and Mrs. Aubrey B. Brown, executive vice president. Shown in the background are Roy T. Bailey, plant superintendent; Merriel Autrey Jr., Citizens and Southern National

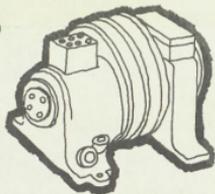
Bank; Curtis James, DeKalb Chamber of Commerce economic development director, and Atlanta builder Charles Proctor. Our-Way, DeKalb-based remanufacturer of compressors for air conditioning and refrigeration systems, is the nation's largest independent in its field, turning out more than 70,000 remanufactured compressors a year for customers like Carrier, Copeland and Dunham-Busch. Story inside.

# New Warehouse Opens!

Our Way's new 40,000 square foot warehouse, below, is open and operating as modern storage and shipping space for 10,000 to 11,000 remanufactured and ready-to-go compressors. At right, Dot Brown, shipping department manager, checks inventory with Jack Morgan, vice president/general manager.



# OUR-WAY CONVEYOR



TUCKER PLANT JULY/AUGUST 1982

## Our-Way Breaks Ground For Additional Warehouse

By Audrey B. Morgan  
Executive Vice President

There's a favorite saying in our company "If there is one thing certain at Our-Way, it is change."

This change is brought about by constant growth, the reason for ground breaking for our new 40,000 square foot warehouse in late June.

From our original building of 625 square feet, Our-Way now occupies 277,000 square feet of floor space in our Tucker and Atlanta facilities.

We have also grown from our original six employees to a total of 450 today.

The first major growth came in 1956 when a contract was signed with General Electric, an addition that called for a new two story building and an increase to 35 employees.

With the addition of the Copeland contract in 1960, the remanufacture of electric motors was also added.

By 1960, additional buildings had been added totaling 60,000 square feet and the employee total reached 90.

Contracts with Carrier Corp. and Dunham-Bush were signed in 1969, a move that called for further expansion of a company already bursting at the seams.

The addition of the hermetic compressor division required the leasing of facilities as every inch of our Atlanta facility floor space was in use.

Each time expansion has taken place and new manufacturing floor space has been required, the ware-



house space had to be changed. In 1971, Dot Brown, Shipping Supervisor, got a spacious new warehouse on Lake Ave. and when this was insufficient, warehouse space was occupied the first floor of the new general office building built in 1972.

As production requirements

continued on back

In lower left photo are ground breaking participants Bobbie Bailey, Dot Brown, Audrey Morgan and Roy Bailey, all Our-Way officials with DeKalb Commissioner Jean Williams. In larger group photo are Ms. Bailey, Ms. Brown, Ms. Morgan and Commission Chairman Manuel Maloof, C & S Banker Merriell Autrey Jr., DeKalb C of C Official Curtis A. James, Atlanta Builder Charles Proctor and Marvin Tibbetts, electrical contractor. Our-Way supervisors and managers watch in background.

### Groundbreaking (continued from page 1)

to be added.

A new main plant and general office building was built and occupied in Tucker in 1978.

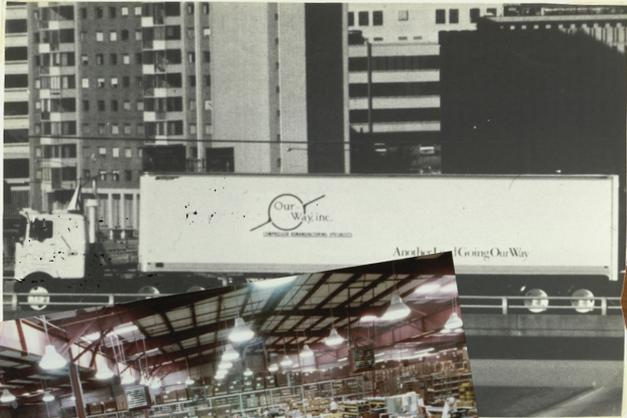
Two years later, in March 1980, Phase II of the Tucker expansion brought the hermetic division warehouse to Tucker in a 72,000 square foot building across the street from the main plant.

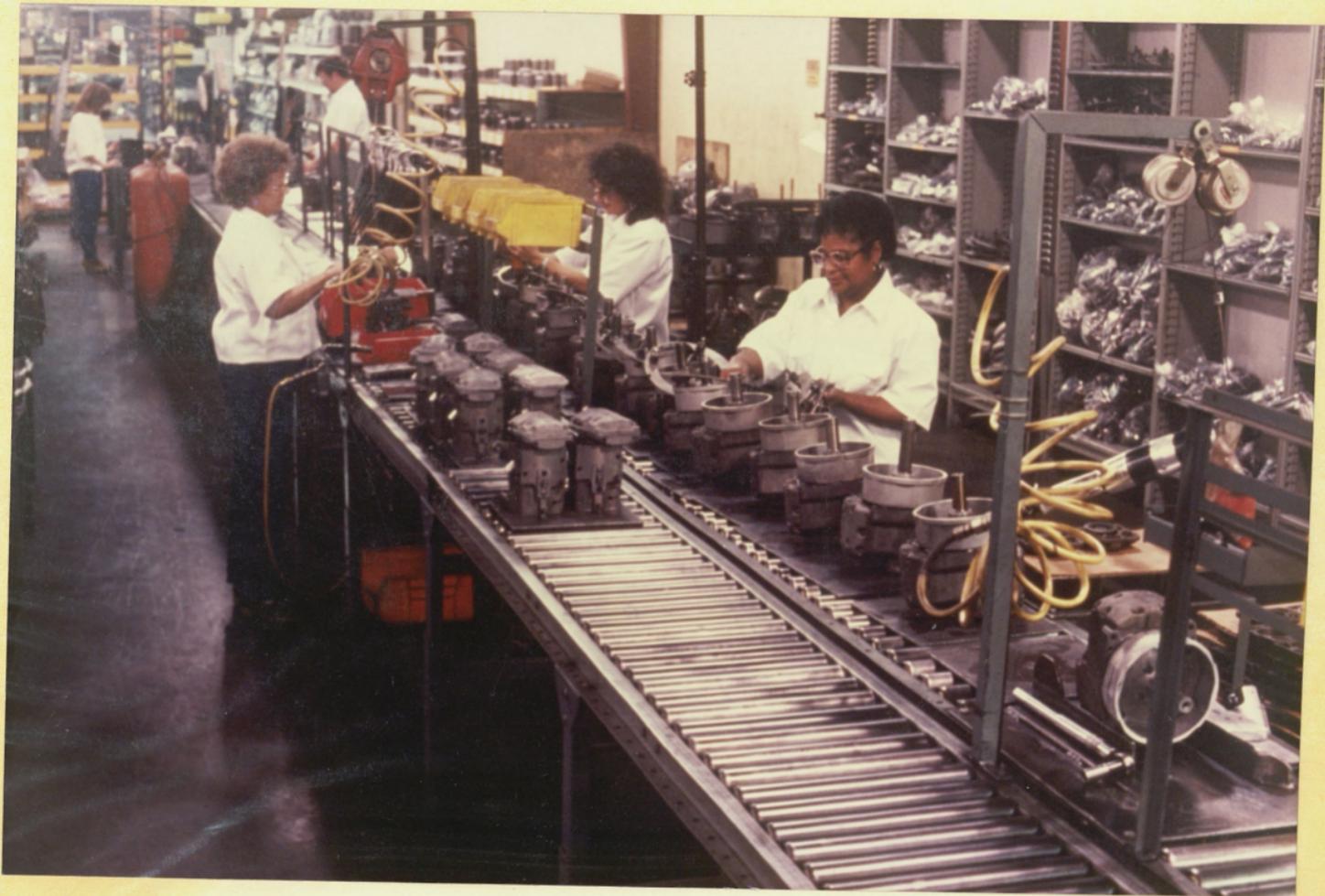
Further growth and the need to expand our manufacturing lines brought about Phase III. Ground-breaking ceremonies were held Wednesday, June 23, for "Dot's New Warehouse".

To give our stator department an additional room, and to centralize machining operations, the stator department will be moved into space now occupied by our warehouse and the warehouse will occupy the new 40,000 square foot building on Kilman Drive. This addition brings our complex in Stone Mountain Industrial Park to 15.7 acres and 207,000 square feet.

From 1976, our production has increased from 52,978 compressors to 70,527 in 1981, a 33% increase in just five years. Looking ahead, Bobbie Bailey, president, says that by continuing our commitment to a quality compressor delivered to our customers in a timely fashion we will ensure our continuous growth.





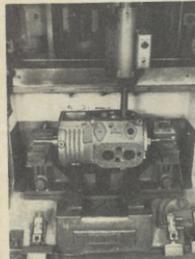


## Machining complex nears completion

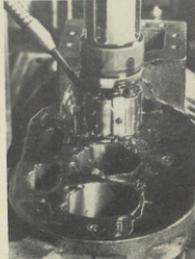
# Atlanta compressor remanufacturer activates seven-unit tooling center



IN THE MACHINING PROCESS, Our-Way's Heald Borematics guarantee the squareness of the cylinder bore to the axis by use of an alignment bar through the main bearing.



PICTURED IS ONE OF TWO Rottler boring bars that have been installed to squarely locate the cylinder bores to the crankshaft axis for 4R and 6R compressors.



CLOSE-UP of Our-Way's vertical honer shows detail of polishing action.

ATLANTA, Ga. — Our-Way, Inc., which claims to be the world's largest independent remanufacturer of commercial air conditioning and refrigeration compressors, has announced the activation of a nearly complete, seven-unit tooling center.

The goal of this innovative machining complex is to "achieve and maintain the manufacturer's stringent dimensional control, assuring long life to the compressor gear," according to Charlie As engineers.

Beginning this week, it was "Excello-Bore main bearings successive step precision accuracy, proper alignment dimensional control.

Two Heald guarantee the cylinder bore to the axis by use of an alignment bar through the main bearing.

Two Rottler boring bars have been installed to locate squarely the cylinder bores to the crankshaft axis for 4R and 6R compressors.

A vertical honing machine polishes the cylinder bores to exacting tolerances with an automatic in-process size control.

To complete the seven-unit tooling center, another Excello-Borematic will be added to bore the main bearings for the smaller H and K series of compressors, the company reported.

Air Conditioning, Heating & Refrigeration News

March 22, 1982

WHOLESALE ONLY

**OUR-WAY MACHINE SHOP**  
SPECIALIZING IN REBUILDING  
COMMERCIAL REFRIGERATION & AIR CONDITIONING

BOBBIE BAILEY, MANAGER 288 ELIZABETH ST., N. E.  
HOME CR. 6363 ATLANTA, GA.

LAMAR 3363

ELIZABETH ST., N. E.  
ATLANTA, GA.

...ing center, which line, is the result of two years of close consultation with Copeland engineers and Our-Way's own team of engineers and quality control staffs working with the in-plant tool shop, the company said.

As the machines have become operative, plans have been initiated to duplicate the efforts for the machining of Carrier compressors as well.

"Already the results of this new machining center are serving to bear out the Our-Way commitment to equal OEM standards, plus production of the tooling process has increased dramatically," Askham said.

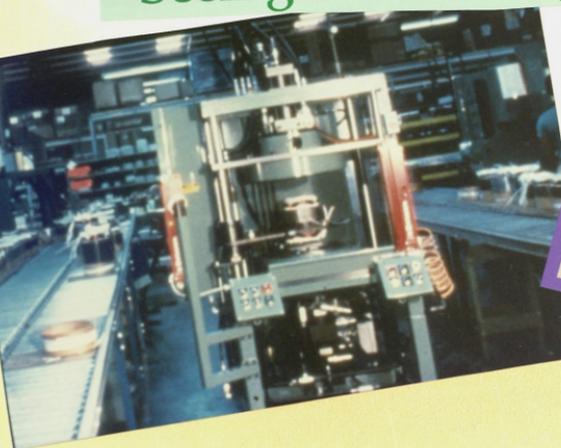
From its beginning in 1948, the story of Our-Way has been one of continuous growth which has seen the original Elizabeth Street operation expand to new headquarters in Stone Mountain Industrial Park. This brings the total plan square footage to 277,000 and the total number of workers to more than 400.

Our-Way said its "pledge to quality has resulted in long-standing contracts with three of America's major air conditioning and refrigeration compressor manufacturers — Copeland, Carrier, and Dunham-Bush.

"Remanufactured compressors for the three companies are used extensively for refrigeration and air conditioning systems in supermarkets, shopping centers, hospitals, schools, and government and industrial buildings."

The company's address is P.O. Box 267, Tucker, Ga. 30084. Telephone: 404-491-9494.

## "Seeing Is Believing"





Debra Burns inserts wire into a "stator" as Our-Way president Bobbie Bailey looks on

Staff Photo—Nora Bord

## Executive does things her way at Our-Way compressor plant

By Jan Hullings  
Staff Writer

With memories of Rosie the Riveter — Norman Rockwell's composite woman who went to work while the boys were away during World War II — fresh in her mind, Bobbie Bailey started her career in manufacturing just as most women were returning to more traditional roles.

It was 1948 when the 19-year-old Atlanta native joined the Our-Way Machine Shop operation as its only female employee. Although "two or three" other women subsequently joined the company, Miss Bailey remained a woman in a man's field. Thirty-four years later, as the president and sole owner of Our-Way Inc., she is still working in a male-dominated environment.

"I don't know of another woman who's an executive in this field," Miss Bailey says. But being female has certainly not kept her from building a successful business. Our-Way Inc. is the nation's largest re-manufacturer of commercial air conditioning and refrigeration compressors — rebuilding about 70,000 each year for customers including the Carrier, Copeland and Dunham-Bush corporations.

land and Dunham-Bush corporations.

Our-Way takes old compressors and rebuilds them from scratch to the original manufacturer's specifications. The re-manufactured compressors are then shipped to wholesalers to be sold for about 25 percent less than new models, although Miss Bailey said they are of equal quality and carry the same warranties as original, factory-produced compressors.

The company is based in Tucker, where it operates three assembly lines and stores incoming compressors and re-manufactured units. The company also has retained the building in Inman Park where Our-Way Machine Shop opened for business more than 40 years ago, and it is now constructing a third building in Tucker for extra storage space.

When Miss Bailey went to work for the machine shop's owner, Riley Orr, in 1948, she was one of only six employees. After working her way through the operation — doing just about every job in the shop — she started her own company, Our-Way Inc., in 1960, and finally bought the Our-Way Machine Shop in

See OUR-WAY, Page 3-D

## Our-Way

Continued From Page 1-D

1978. Her company now has annual revenues of about \$20 million and employs some 475 people.

Miss Bailey, now 54, said she did not start out with the intention of owning her own company. She learned the rudiments of mechanical work by helping her brother, who was a race-car mechanic. She liked spending time with him not because she wanted to become a mechanic, but because it allowed her to escape from her parents' watchful eyes. Eventually, however, she used her mechanical knowledge to get a job with Our-Way.

"I wasn't born with a silver spoon in my mouth," Miss Bailey said, adding that she had to get a job in order to help support her family. But her early experiences have not soured her on work — in fact, she seems to thrive on it.

"She's really an entrepreneur first class," said Nor-

man Bowling, Our-Way's controller. "There are people who talk a good ball game; she goes for results."

Her responsibilities as president include setting the company's overall tone, making policy decisions on employee benefits and compensation, hiring management personnel and organizing business expansion. In addition, Bowling said, Miss Bailey oversees the plant's operation in a "hands on" fashion.

"There's one thing for sure: Nobody can pull the wool over Bobbie's eyes," Bowling said.

Miss Bailey said she is eager to offer her employees the same opportunities to advance that she had in Our-Way, including incentive programs and programs to train workers for new jobs requiring more advanced skills. But she pointed out that the company can do only so much. "It has to come from the individual," she said. "You've got to have the desire and drive to do more."

THE ATLANTA CONSTITUTION

D SECTION

Tuesday, July 20, 1982

Business



United States Senate

WASHINGTON, D.C. 20510

November 3, 1983

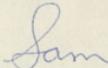
Ms. Bobbie Bailey  
Chief Executive Officer  
Our Way, Incorporated  
4452 Bibb Boulevard  
Tucker, Georgia 30084

Dear Bobbie:

In our hectic and rapidly changing business world, the achievements and innovations contributed by privately-held businesses should not go unnoticed.

Therefore, I am particularly pleased and proud that your company is being honored as one of the leading private firms in Atlanta. I join Arthur Andersen & Company in this fitting tribute, and wish you continued prosperity.

Sincerely,



Sam Nunn

SN/crn



Georgia House of Representatives

A. T. (Al) Burruss  
Majority Leader  
P.O. Box 6338 A  
Marietta, Georgia 30065

9-15-83

Dear Bobbie -

I have just finished reading the article about you in the Business Atlanta magazine -

It pleases me very much to see we have both come a long way since we worked with Bob Canaves and "Bee" OER -

Maybe we can find time some day to get away from chicken, congresses and politics to review old times -

Good luck -

al

By David Yochum

One. And a two. And a three: Gospel music impresario Bobbie Bailey is looking to buy a recording studio, preferably around Atlanta.

"If I don't buy a studio, I'll probably end up building one," she says.

Indeed, she just might. Bailey had a hand in building her own 9,400-square-foot Avondale Estates home, at times running the crane that raised the ceiling beams.

And she almost single-handedly turned a little machine shop into a booming \$15-million-a-year manufacturer of rebuilt commercial compressors. Called Our-Way Inc., Bailey's company operates out of Tucker's Stone Mountain Industrial Park.

Our-Way, currently embroiled in a union dispute, contends it is the nation's largest such business. But it had an inauspicious start in a little building behind a house on Elizabeth Street in Inman Park some 33 years ago.

In 1948, Bailey was one of the six original employees of Our-Way Machine Shop Inc., founded by the late M.B. Orr in Inman Park.

Orr retired two years later, entrusting the reins to young Bailey. She was already serving as secretary-treasurer, and, by 1956, she landed the first major contract with a manufacturer.

General Electric Co. needed a quality machine shop that could turn out hundreds of rebuilt air conditioner and refrigerator compressors each month. New contracts called for more employees and larger quarters — sometimes in Quonset huts.

She bought out Orr in 1960 without borrowing a dime.

Bailey is a hands-on manager capable of running anything from a lathe to a forklift.

To this day she remains an educational system that allows youngsters to arrive in the work place not knowing the difference between a crescent wrench and a socket wrench.

"We need to get back to teaching the crafts in this country," she says. "During the 1960s everybody thought they'd



Bailey: 100 percent effort

work in an office, but that's not the way this country runs. We're not training our people like they do in other countries today."

Bailey learned the hard way.

One of eight children in a modest home, she was peeved when her parents gave her older brother, Leon, permission to go out gallivanting more often than her.

"I said, 'What about Leon?' and they said, 'Well, he's a boy.'" Bailey was allowed to tag along with Leon, who wanted nothing of the sort.

So the budding entrepreneur posed a deal Leon couldn't refuse: She would do every bit of repair work on his coupe if she could go out with him.

"I was rebuilding cars at 12 or 13," she says. The enterprising Bailey quickly became expert at repairing that era's "mappop" tires — they may pop any second, she explains.

That's how she thrived at the machine shop: Bailey cemented deals with a handshake and a winning explanation of the Our-Way name: "Your way plus my way equals Our-Way."

And such manufacturers as Carrier Corp. and Dunham-Bush were

June 8, 1981

impressed by Bailey's willingness to set up separate production lines for each brand.

"That way, we give 100 percent effort on each line," she says.

With that philosophy the never-married Bailey says she hasn't worried about sex discrimination: "I have never felt I've been discriminated against by any man in any way. Ever. I've always had the utmost respect of people who are dealing with me. I feel if you know what you're doing, you get respect."

She got respect when she sought her first financing, a \$1-million industrial bond in 1977 for the new Tucker plant. Our-Way was rebuilding 52,978 compressors per year in 1976.

Says Bailey: "We had no capital problems. We were an immediate success."

Orders for rebuilt compressors were strong enough so there was little doubt the company would grow.

Top management, including Bailey's sister, Audrey Morgan, vice president and secretary/treasurer, predicts sales will climb from \$15 million to \$27 million in five years. Morgan's husband, Jack, is vice president and general manager.

Although Bailey says she has the best management team in the country, the some criticism, according to a company observer.

Presently, the management team finds itself involved in a matter with the International Brotherhood of Firemen & Oilers which represent production and maintenance employees and truck drivers and helpers.

A representation election was held in November 1976 at the Inman Park location, but contested ballots sent the vote to the Atlanta district office of the National Labor Relations Board.

Last year, the board ruled the Firemen & Oilers were certified to represent the Our-Way employees at the bargaining table.

Meanwhile, Bailey, having moved much of the production efforts to Tucker, maintained the union representation at the Tucker plant, but the now-small Inman Park plant.

But, on Nov. 17, 1980, NLRB

## Businesswoman ventures from

# rebuilding compressors to cutting records

ATLANTA BUSINESS CHRONICLE

Regional Director Curtis L. Mack ruled the Firemen & Oilers also represented the Tucker plant which has some 400 employees.

And, in separate complaints late last year, the labor board argued that Bailey had threatened to shut the Tucker plant which she owns and leases to the corporation.

Other NLRB complaints allege Bailey and her management team conducted a campaign of unfair labor practices — including pay raises and changing tardiness rules.

Hearing on the charges is set for July 27 at NLRB offices in Marietta Tower.

Our-Way officials were reluctant to discuss the "expensive" matter, but Audrey Morgan says the company believes a majority of Tucker plant employees did not participate in the 1976 election.

A slick employee newsletter debuted last month.

Bailey says there's been an ongoing "open-door" policy at Our-Way where any employee can discuss problems with her. Optional monthly meetings with Bailey and employees — no supervisors — allow gripes to be aired too.

She says: "They feel someone does care."

Now Bailey is looking to expand her music interests. She has landed a contract with Warner Communications to lease a Platters music group master tape for European distribution. And she was co-producer of a one-hour Platters television special taped recently. The Platters made a name for themselves in the 1950s with hits such as "Smoke Gets in Your Eyes," and "I'll Be Home Again."

She has a voice-over studio in her house where she's taped radio commercials. And she wants a full-fledged recording studio, having bid \$400,000 on one — and lost.

"I'm just getting started," says the 53-year-old.



## Our Softball Teams Hit Hard!



Our-Way's Outlaws take a photo break and front row kneeling, left to right - Larry Purryman, Mike Salvo, Eddie Casper, Michael Cooper, Tera Lur, and Raymond Rowe. Standing left to right, Keith White, Ward Farris, Dan Phillips, Greg Farris, Vance, Coach Harris, Greg Farris, Cheryl, Curtiss Hicks, Curran Hicks, Steve Hester, and Ronnie Clay. Coaches not pictured are Roy Bailey and Don Hood.



Our-Way's Bandits taking a photo break and front row left to right, Manager Frances Curfiss, Teresa Williams, Linda Adams, Shannon Wheeler, Pink Howard and Liz Jenkins. Back row left to right, Nancy Wilson, Karla Bax, Minon, Teresa, Latonia, Judy Cuncill and Coach Greg Alford.



- Outlaws Record (6-5 at press time)**
- Our-Way 12 - Cats 11
  - Our-Way 10 - Cougars 12
  - Our-Way 9 - Greater DeKalb Plumbing 20
  - Our-Way 12 - Georgia DeKalb Plumbing 20
  - Our-Way 7 - Cats 15
  - Our-Way 4 - ATS Streaks 0
  - Our-Way 10 - Greater DeKalb Plumbing 3
  - Our-Way 15 - ATS Streaks 6
  - Our-Way 4 - Cougars 8

- Bandits Record (7-3 at press time)**
- Our-Way 12 - Chromatics 2
  - Our-Way 9 - Kem Manufacturing 2
  - Our-Way 12 - Milco 6
  - Our-Way 6 - Sedgewood Filles 13
  - Our-Way 17 - Chromatics 1
  - Our-Way 18 - Kem Manufacturing 1
  - Our-Way 22 - Milco 6
  - Our-Way 0 - Georgia Pacific 7
  - Our-Way 0 - Sedgewood Filles 15

# Our-Way's Outlaws





Outlaws  
Go to Bat  
For Easter  
Seals



*Our Way's triumphant softball team raised \$400 for The Easter Seal Society during the team tournament held August 27, 1984.*



# Biggest in the world

## DeKalb woman heads largest company of its kind in the world.

By Lisa Anderson  
 Neighbor Staff Writer

Re-manufacturing commercial air conditioning units and refrigeration compressors is not a typical business for a woman, but Bobbie Bailey has made Our-Way Inc. in Tucker into the largest re-manufacturer in the nation and along the way into a multi-million dollar money maker.

Ms. Bailey started in the business in 1948 as one of the original six workers on compressor units when the company, owned by M.B. Orr, was known as Orr's Refrigeration.

The original business was sold to Orr's brother, Wiley Orr, and he created the Our-Way Machine Shop. He eventually retired and Ms. Bailey took over the company and formed Our-Way Inc. in 1980.

The company was actually two businesses — the machine shop and Our-Way Inc. until 1972.

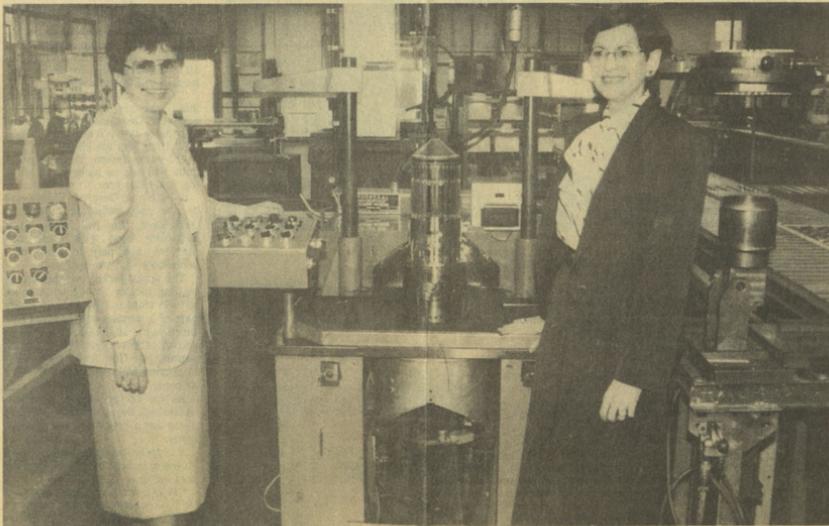
After she became owner in the 1960's Ms. Bailey called in her sister, Audrey B. Morgan, to take care of the management and personnel and named her executive vice president. She also called in Mrs. Morgan's husband, Jack E. Morgan, an engineer, and named him vice president/general manager of Our-Way Inc.

Even though she is now the president of the company, Ms. Bailey still goes down to the plant and gets her hands dirty. Mrs. Morgan points out there is not a machine in the plant her sister does not know how to work.

Although Ms. Bailey has an office, her sister warns, "don't look for her there, because she's always in the plant."

"I enjoy the plant and the mechanical end too much to stay in an ivory tower (the office)," Ms. Bailey said.

She began working on mechanical



Staff photo by Brian Teasterman

**WORKING IN THE PLANT:** Bobbie Bailey and Audrey Morgan demonstrate one of the many machines Our-Way has designed to work on compressors.

and her brother was building a race car engine.

Ms. Bailey remembers she had always wanted to be an auto or airplane mechanic.

The most amazing part of Ms.

Bailey's story is not that she built the company to what it is today, but that she was able to convince the male owner of a mechanical shop to hire her in 1948. She said he "liked her attitude."

Mrs. Morgan is in charge of the

business end of the company and a study in contrast from her sister. Ms. Bailey looks slightly uncomfortable in an office and her suit seems to be out of place, whereas Mrs. Morgan wears designer suits and sports a perfectly coiffured

hairstyle. Mrs. Morgan is also the calming influence in the company while Ms. Bailey sits on the edge of her chair, obviously ready to get on with business.

"I like it where the action is," Mrs. Bailey said.

The company is completely owned by Ms. Bailey and she has directed its growth from a six-person operation to a plant with 400 employees. Other family members are involved in the business also.

Mrs. Morgan said the company bases its hiring on qualifications and while the brothers and sisters are qualified to have the positions of customer service supervisor, head of the Carrier line and employee benefits, non-family members may be more qualified for upper level management. She added "members of the family really have to work harder and give 1,000 percent."

Our-Way Inc. is the only fully automated re-manufacturer in the world and they can boast of designing their own equipment. Ms. Bailey said they have been a "do it yourself company" for years. They were small, so they fabricated what they needed to get the job done.

She sees a need for a certain tool and rather than commission someone else to design and build the tool, an in-house employee Ms. Bailey's original concept and does the work. She said after the work is finished the tool isn't "her's," but "our" tool.

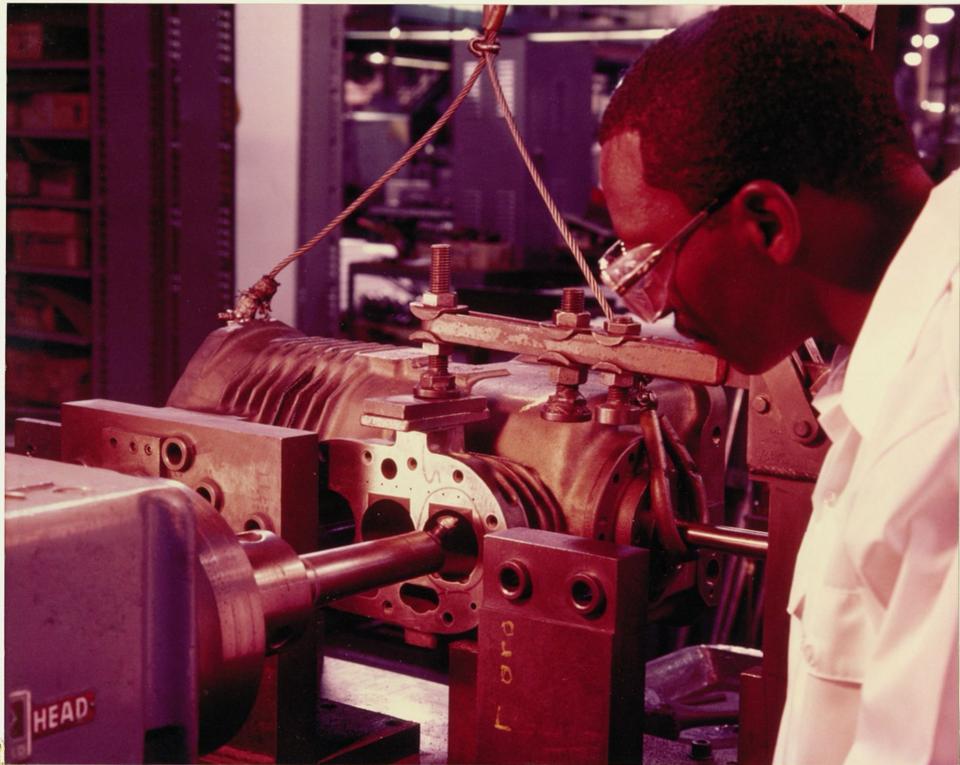
Our-Way Inc. is also the only re-manufacturer in the world with an automated electrical department and was the first to have a multi-stage chemical compressor wash, both of which were designed by the company.

Even though the two sisters are in a male-dominated field, they said they have no problems.

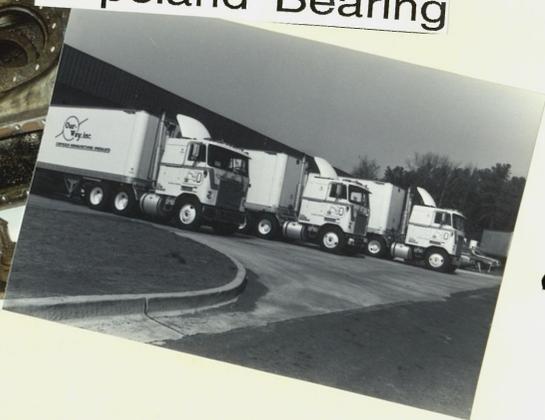
When asked how men in the business treat them, Mrs. Morgan said "very carefully."

Both women agree they had found men to treat them as equals as long as they were competent.

"We're not intimidated and neither are they," Mrs. Morgan said.



Spencer Carter  
Copeland Bearing





UNITED  
TECHNOLOGIES  
CARRIER

Replacement  
Components  
Division

SUPPLIER OF THE YEAR  
AWARD



PRESENTED TO  
OUR-WAY, INC.  
TUCKER, GEORGIA  
OCTOBER 1993

*AS A SYMBOL OF OUR MUTUAL COMMITMENT  
TO CONTINUOUSLY IMPROVE AND STRENGTHEN OUR BUSINESS PARTNERSHIP*

*Presented By: The People of the Replacement Components Division*



**Carrier Corporation**  
North American Operations  
Replacement Components Division

August 31, 1993

Bobbie Bailey  
Our-Way, Inc.  
4452 Bibb Blvd.  
Tucker, GA 30084

P.O. Box 4802  
Carrier Parkway  
Syracuse, New York 13221  
315/432-6000

Dear Ms. Bailey:

Carrier Corporation's Replacement Components Division (RCD) cordially invites you to attend a **Supplier Day** to be held in Syracuse, New York on the 18th and 19th of October, 1993.

The challenge of becoming the leader in global aftermarket HVAC business is dependent upon developing and maintaining close working relationships with a critical supplier base. Recognizing the importance of the role your company will play in helping us to reach world class prominence, RCD intends to share insights with you regarding our operations, quality and marketing plans.

The program will begin on site, in Carrier's own Lyle Auditorium at 1:30 p.m. on Monday the 18th of October. A fast-moving afternoon agenda will lead you through strategic marketing and quality plans. An evening banquet will highlight the presentation of several supplier awards.

A uniquely organized warehouse tour will be conducted on the morning of the second day. Interactive sessions will follow this event, with presentations designed to explore shared opportunities that could be advantageous to both RCD and your company. Supplier Day will close with a working luncheon to be held in Lyle Auditorium during the final presentations.

A registration form has been enclosed so that we may assist you in planning your participation in RCD's Supplier Day. Please complete and fax this document to Jan McConnell (315) 432-7846 on or before September 7, 1993.

Further questions regarding this event may be directed to me at (315) 433-4261 or to your RCD buyer/contact.

On behalf of the RCD Purchasing Staff, I look forward to meeting with you in the fall. We are excited about telling you the RCD story and including you in our plans for rapid growth and prosperity.

Very truly yours,

William Lewis  
Purchasing Manager  
Carrier Replacement Components Division

WL/jc

Enc.



... **OUR WAY, INC.**, Tucker, Ga., which has been selected by Carrier Corp.'s Replacement Components Division (RCD) as Supplier of the Year.

The award was presented to Our Way president Bobbie Bailey (left) and Bernie Dombrowski, vice president of engineering, by Rick Salvetti (right), senior buyer in RCD Purchasing, at a ceremony before Our Way's 350 employees.

According to Salvetti, the award is based on outstanding performance by the client, including consistency in meeting Carrier's quality standards and an on-time delivery rate of at least 95%. To be considered for Supplier of



the Year, the supplier must be quality certified or in the certification process.

In presenting the award, Salvetti cited a number of Our Way's recent accomplishments, including its Quality Supplier Certification in November, 1992, and UL certification of its products in 1990.

Air Conditioning, Heating & Refrigeration News

April 18, 1994



Bobbie Bailey and Bernie Dombrowski

## Tucker firm honored with Carrier award

Our Way, Inc., based in Tucker, has been selected from more than 2000 suppliers by the Carrier Corporation's Replacement Component's Division as Supplier of the Year. The award was presented to Our Way President Bobbie Bailey, and Bernie Dombrowski, vice president of Engineering, by Rick Salvetti, vice president of Purchasing, at a ceremony before Our Way's 350 employees. According to Salvetti, the award is based on outstanding performance by the client, including consistency in meeting Carrier's quality standards and an on-time delivery rate of at least 95 percent.

To be considered for Supplier of the Year, the supplier must be quality certified or in the certification process. In presenting the award, Salvetti cited a number of Our Way's recent accomplishments, including their Quality Supplier Certification in November 1992 and the Underwriters Laboratories certification of their products in 1990.

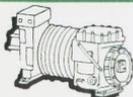
"Our Way's investments in people, systems and equipment and their focus on providing quality products and services allow them to sustain the excellence required," he said. Bailey called the award "one of the greatest honors we could have." Referring to the employees witnessing the ceremony, she said, "You won this award. This proves that we do a lot of things right."

2/17/94

THE DECATUR DE

Our-Way Wins Carrier's Q-Plus Quality Certification





# CONVEYOR



TUCKER PLANT

JANUARY/FEBRUARY/MARCH, 1993

## Our-Way Wins Carrier's Q-Plus Quality Certification

For the second time in two years, Our-Way, Inc. has received prestigious recognition for its quality. It first received UL recognition in 1990. Then, in December, 1992, the company was awarded Carrier Corporation's Q-Plus supplier certification.

Only three suppliers, including Our-Way Components Division in the five-year-old program, have been certified by Carrier's suppliers.

Throughout the Carrier's suppliers have received the Q-Plus Certification. According to Jerry Rudinsky, vice-president and general manager of Carrier RCD the Q-Plus certification is granted only to suppliers who earn a minimum score of 80 per cent on an eight-part survey of the company's quality program. To be considered, a supplier must have a minimum of 10 consecutive defect-free shipments and Our-Way rates of less than one per thousand.

"The Q-Plus certification recognizes Our-Way's commitment to quality," said Rudinsky. "By guaranteeing error-free shipments, Our-Way helps Carrier take another step in assuring the reliability of its product to customers."

Rudinsky noted that although the certification was made by the Replacement Components Division, Our-Way is considered a cer-



tified supplier throughout the Carrier system. "We are pleased to be among the first suppliers in the Replacement Components Division to receive Q-Plus Certification," said Bobbie Bailey, Our-Way president. "Carrier has set rigorous requirements, and our meeting them is more evidence of our ongoing commitment to quality." Bailey said this award, like the Underwriters Laboratory recognition two years ago, not only speaks the quality and commitment of the Our-Way people. "We've worked hard making sure this level of quality is possible," she said, "but only the day-to-day dedication of the people who manufacture and ship the compressors makes it a reality. Everybody here has a right to be proud."



Our-Way team accepts Carrier Q-Plus supplier award. (Left to Right) Jack Morgan, Audrey Morgan, Jerry Rudinsky, Vice President and General Manager of Carrier, RCD, Dave Barron, Bobbie Bailey and Bernie Dombrowski.



# Rebuilding vs. remanufacturing: What's the difference?

Remanufacture or rebuild. Is there a difference?

You bet, say the people who do that type of work. Although there is no set rule as to how rebuilding differs from remanufacturing.

## IMPACT REPORT

there seems to be one generally accepted distinction.

Remanufactured means all new parts are used and the unit is brought up to oem specifications. Rebuilding means old parts are left in place if they are functional and the unit is brought up to operational standards.

It can go further than that, says Audrey B. Morgan, executive vice president, Our-Way, Inc. Our-Way is a 41-year-old firm that is one of the largest compressor remanufacturers in the country. Located in Tucker, Ga., near Atlanta, the company does about \$20 million a year as an authorized compressor remanufacturer for Copeland, Carrier, and Dunham-Bush.

"We're the same as an oem. We have to meet their standards of quality. For example, Carrier comes in and inspects our products on a regular basis. We send our products to them and they audit

the units monthly," says Morgan.

"This is a big difference between us and what we call a rebuild. They can fix a compressor. We don't fix anything. We totally disassemble, take the parts out of it, then remanufacture according to the oem specs."

"The firm buys its parts for the oem's. 'Rebuild shops can't," says Morgan.

An additional difference Morgan cites is that the firm updates remanufactured equipment to meet current standards. "We incorporate all engineering design changes in our units," says Morgan. "If an old unit had not been using an oil pump and we get it to remanufacture, we add an oil pump."

Design changes can mean major remanufacturing overhauls. In one year, Carrier alone introduced more than 470 modifications into its semi-hermetic compressors. Each had to be incorporated into the remanufactured units.

"When you send us a 10-year-old machine, when it goes out of here it will be a 1989 model," Morgan adds.

Our-Way remanufactures more than 100,000 compressors yearly. The firm began as a small machine shop with three employees. One of them was a 19-year-old

lady named Bobbie Bailey. She saw a potential market in rebuilding burned-out refrigeration compressors.

Her instincts were right. Within a few years she graduated to a management position and launched a program to secure business from major manufacturers. That led to agreements with Copeland, Carrier, and Dunham-Bush.

Today, Bailey is president and chief executive officer of Our-Way. The company has more than 350 employees and a 300,000-sq-ft remanufacturing complex.

**Evolution of a firm**  
United Rebuilders Inc., also known as "The Compressor

Store," stresses that it doesn't do rebuilding. "We've outgrown our name," says president R.M. Barr.

"We started as rebuilders, fixing compressors," Barr says. "That's what rebuilders do. But there is a real difference between rebuilding and remanufacturing."

There's a simple way to make the distinctions, Barr says. "Ask if the company publishes a list of compressors it does. Rebuilders will list such brands as Westinghouse, General Electric, and Frigidaire. All are classically obsolete. That means nobody has made parts forever and ever. The parts supply has dried up.

"That being the case, there is no way that you can remanufacture the compressor." Barr explains that, in some instances, the remanufacturer will overbore a cylinder and oversize a piston. That's acceptable so long as the finished product meets oem specifications.

"But there comes a point when

the only parts available are old ones. Then we render the compressor obsolete."

The company works through distributorships across the country. Some are owned by Trane and Carrier, the two companies the firm principally deals with. It also deals with York, Dunham-Bush, and Carlyle units.

Like Our-Way, the company has worked out a practical, mutually beneficial relationship with the oem's. "We've earned their trust and respect," Barr says.

Recently, five Carrier distributors joined the firm's distribution network. They are Carleton-Stuart, Long Island City and Brentwood, N.Y.; Conn Air, Orange and Windsor Locks, Conn.; Peirce-Phelps, Philadelphia, Wilkes-Barre, and Camp Hill, Pa.; and Pleasantville, N.J.; Carrier Michigan, Troy, Livonia, and Grand Rapids, Mich., and Toledo, Ohio; and Carrier Midwest, Indianapolis, Ind., and Louisville, Ky.

OUR-WAY QUALITY REMANUFACTURED COMPRESSORS

REBUILT AND A  
REMANUFACTURED

THERE'S A FINE LINE  
BETWEEN A

Carlyle 06D

Carlyle 06E

Carlyle 6L-30

Carrier Transcold 05G

Carrier Transcold SF-30

CARLYLE  
COMPRESSOR

# The Conveyor

A PUBLICATION OF OUR-WAY, INC.

FALL 1996

## Our-Way Employees Win Team Gold

Our-Way, Inc. will remember 1996 as a record breaker — with record sales, record heat and a record performance from the entire Our-Way team. These achievements were recognized at a recent Employee Appreciation Meeting where individual “gold” medals were presented to all employees and supervisors. President Bobbie Bailey told the group “1996 has been the most challenging year in f

OUR-WAY, INC. SUMMARY OF PRODUCTION — UNITS  
Y-T-D-AUG 1996 VS 1995



history of the company. With both orders and temperatures rising, everyone needed to respond with an Olympian effort — AND WE DID IT!”

The record setting year has meant increased compressor and motor shipments during the first seven months with all product lines up dramatically from 1995.

## Carrier RCD Gives Our-Way a “10”

### Team Gold...

Cover Story Continued.

James Bruner, Shipping Supervisor, reports he and his team, Fred Nash, Earl Horne, Jerome Lay, and Dale Wilkerson have loaded and shipped an average of two trucks a day to keep up with the volume coming from manufacturing. “In May we sent 52 trailers to Carrier alone.”

Our-Way’s customer service supervisor for Carrier, Patsy Adams, credits Production and Shipping for the record deliveries. “This summer there was an unbe-

lievable effort by everyone in Manufacturing.” Patsy, along with Cleo Torok and Clara Bramlett, has processed the highest number of Carrier orders in the history of the company, and because of our overall performance, Carrier did not lose a single sale.

Frances Bailey and Kay Richards, customer service representatives for the Copeland Line, have been equally busy since Copeland Wholesalers place orders weekly. Powell Patrick, Copeland Specialist for Baker Brothers, attributes Our-Way’s response time “to allowing us (Baker Brothers) to increase

our turns on inventory which makes our investors happy. When compared with other companies, on a scale of one to ten, Our-Way’s response time is an eleven!” Dave Davis, Purchasing Agent for Pameco, says Our-Way’s “percent of fill rate is consistently in the high 90s which is outstanding in the industry.”

Maintaining this level of customer satisfaction during peak season has meant giving an extra effort — employees had to work long hours, deal with the frustrations of parts shortages and often had to disassemble two compressors to remanufacture one. Norman

Bowling, Controller, Our-Way, Inc. believes the “increased production has brought out the team spirit with each division working together to meet our customers needs. Everything that could be made was made this summer!”

Audrey Morgan, Executive Vice President, relates Our-Way’s achievements to pole vaulting. “It seems no matter where we set the bar, our employees continued to exceed it. Customer satisfaction is at an all time high and for that, the management of Our-Way, Inc. congratulates and thanks all our Gold Medal Winners.”





# DeKalb's Our-Way Collects Underwriters Lab. Honor

Our-Way Inc. has received Underwriters Laboratories Recognition for its remanufactured compressors and compressor motors.

The largest independent remanufacturer in the air conditioning and refrigeration industry, Our-Way is a factory authorized remanufacturer for the largest original equipment manufacturers - Copeland Corporation, United Technologies Carrier, and Dunham-Bush Inc.

"We are honored to be recognized by UL for our remanufacturing operations," stated Our-Way President Bobbie Bailey who was joined by the leadership of Copeland and Carrier for the formal announcement at the Our-Way facility in Tucker.

"Carrier, Copeland, and Our-Way have invested millions of dollars in our plants, processes, and people to insure the effectiveness, reliability, and quality of our products."

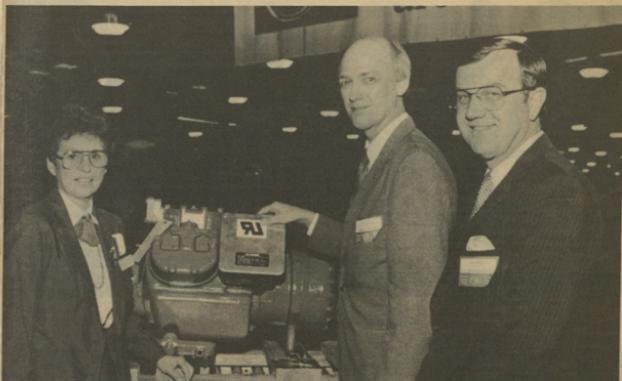
Copeland Corporation President and Chief Operating Officer Dean Ruwe stressed the importance of the right to display UL labels on the compressors remanufactured by the three companies.

"UL certification is a guarantee to our customers - and their

customers - that these compressors have been tested to internationally-recognized standards and found to be free of foreseeable risk of fire, electric shock, or other potential safety hazards."

UL certification is only granted following a thorough investigation of the electrical and mechanical components of products. Jerry Rudinsky, vice president and general manager of Carrier's replacement components division, explained the significance of the testing by saying, "Underwriters Laboratories measured the remanufactured components against their own guidelines, which are based on the criteria established for the original equipment manufacturers. Because we already use OEM specifications for processes and materials in our remanufacturing operations, we did not have to make a single change to meet UL's certification standards. UL insures ongoing safety with unannounced quality compliance visits four times each year."

Bailey, who founded the company in 1948, has received substantial recognition over the years for ongoing advancement of the state-of-the-art in compressor remanufacturing.



## Official Seal Goes On At Our-Way, Inc.

Bert Polstra, center, of Underwriters Laboratory affixes the official UL seal while Bobbie Bailey, president/CEO of Tucker-based Our-Way Inc. and

Jerry Rudinsky, vice president/general manager of Carrier Corporation's replacement components division, looks on.



Bobbie Bailey Answers Questions From The National Media



From Left, Our Way VP/GM Jack Morgan, Copeland Corp. President Dean Ruwe And Bobbie Bailey

March 5, 1990

## Compressor remanufacturer gains Underwriters Lab approval

*at the show*

**AT THE SHOW** — The increasing importance of remanufactured compressors in the HVAC marketplace was demonstrated in ceremonies here that drew top officials from compressor companies and Underwriters Laboratory.

They were held at Tucker, Ga., in conjunction with the industry exposition.

The occasion was UL's recognition of Our-Way Inc., which remanufactures some of the compressors of Copeland Corporation

and Carrier Corporation.

On hand were Dean Ruwe, Copeland president, and Jerry Rudinsky, Carrier Replacement Component Division vice president. They were joined by Beert Polstra, UL senior project engineer.

While officials were quick to note that certification was achieved without having to make any modifications in remanufacturing procedures, they did expect the recognition to have a positive impact on sales.

Remanufactured compressors are completely disassembled and then reassembled using a combination of new and reusable parts that are requalified to current OEM standards.

The reassembled units are being

challenged in the highly competitive retrofit/replacement market by less costly rebuilt compressors which often have only an obviously defective component replaced, said the compressor manufacturers.

"We are honored to be recognized by UL for our remanufacturing operations," said Our-Way President Bobbie Bailey at a press conference. "Carrier, Copeland,

and Our-Way have invested millions of dollars in our plants, processes, and people to insure the effectiveness, reliability, and quality of our products."

Said Ruwe, "This provides assurance to our customers, that the compressor we are selling them is a remanufactured compressor we have tested to international standards."

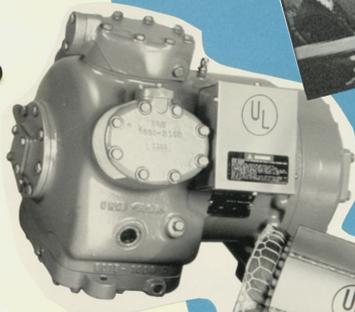
UL certification followed the investigation and testing of electrical and mechanical components of the compressors. Also, unannounced quality compliance visits are made to UL-certified facilities four times a year, he said.

Ruwe noted that Copeland's own remanufacturing facilities in Rushville, Ind., and Wichita, Kan., and its authorized remanufacturers, Our-Way, Hubbell Hermetic in Phoenix, Ariz., meet all UL requirements for safety, consistency, and product integrity.

The same endorsement was made by Carrier's Carlyle factory for the company's Carlyle handled authorized compressors Hubbell.

The Our-Way plant, in the Stone Mountain Industrial Park, employs more than 300 and can manufacture more than 100,000 units, according to Bruce Oelschlaeger, director of manufacturing, who led members of the media on a tour of the 200,000-sq-ft facility.

Oelschlaeger said that, in addition to the Carrier-Carlyle and Copeland units, Our-Way services are also covered by the UL recognition.



Georgia's Top 50 Public Companies . . .  
. . . The Circle of Gold Continues

Atlanta's Pizza Fray: Rolling in the Dough

# Business Atlanta

July 1983/\$2.00

The Magazine of Southern Business



**Bobbie Bailey**  
of Our Way, Inc.

**On a Hot Track in  
the Cool Business**



COPELAND REFRIGERATION CORPORATION

SIDNEY, OHIO, U. S. A.

FRANK J. GLEASON  
BOARD CHAIRMAN

April 7, 1967

Miss Bobbie Bailey  
Our Way, Inc.  
280 Elizabeth Street  
Atlanta, Georgia

Dear Miss "VIP":

As you probably are aware, only VIP's enter the "inner sanctum" for luncheon -- and, to you goes the distinction, entirely merited, for being the first lady VIP to be so recognized.

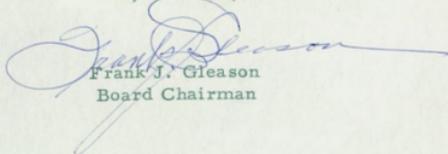
Now, of course, after telling you of our sentiments for Bobbie Bailey -- howse about that order for cores?

We are certainly happy to have you on our team as a shareholder, and we understand you are continuing to purchase. Even more so we value the benefit of your counsel in many matters of mutual interest.

In the future there are many situation where opportunities will present themselves for further areas of benefiting both Our Way and Copeland. Don't even hesitate to tell us where we are wrong and/or can do something better.

Thanks for coming to see us.

Very sincerely,



Frank J. Gleason  
Board Chairman

FJG:mb



25th Anniversary  
with Copeland  
Matt Diggs, President





# 1994 Convention

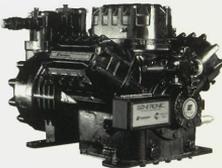
Copeland knows you demand top safety and reliability from your refrigeration and air conditioning systems. So to help you rest a little easier, we submit each of our remanufactured compressor models to Underwriters Laboratories for thorough testing and evaluation.

The **UL** mark is the symbol UL® bestows upon components recognized for safety and reliability. Each replacement compressor you get from Copeland proudly bears the **UL** mark.

**UL** certifies that the component has met... passed over 30 UL construction and electrical standards and tests designed to protect against electrical fires and explosions. Without it, you don't know what you're getting in a replacement compressor and you risk invalidating the original UL listing of your system. The **UL** mark is your assurance the new component meets the same exacting standards for safety as the original UL-approved system.

Before you buy a replacement compressor ask if it includes the most important part, the **UL** mark. You can find the **UL** mark on the nameplate alongside another name synonymous with safety, quality and reliability - Copeland Corporation.

Specify compressors remanufactured by Copeland. They're backed by UL for safety.



**Copeland**

Earning the mark of UL®. Recognized safety.



Howard Lance

COMPRESSOR FAILURES CAN BE PREVENTED



# Convention 1989



**CERTIFIED  
COPELAND**

# Our-Way Inc. 40th Anniversary



40th Anniversary  
with Copeland

Bobbie Bailey affixes Certified  
Copeland blue ribbon seal



Copeland 4R





## OUR 40TH YEAR

April 22, 1988

### PROGRAM

Invocation Rev. James Sosebee

Welcome Audrey Morgan

### LUNCHEON

Innovative Remanufacturing Demonstration

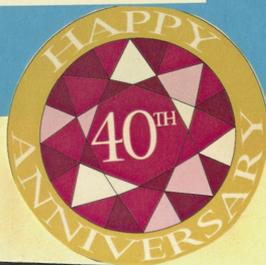
Gift of Music Presentation Audrey Morgan  
 "Our Way Of Caring" Jack Gerlach  
 Concert Series Director of Patient Services  
 DeKalb General Hospital

Pianist Jorge Alvarez

President's Remarks Bobbie Bailey

Entertainment Wits' End Players

### PLANT TOURS



# THE NEWS

AIR CONDITIONING,  
HEATING AND  
REFRIGERATION

OUR 62ND YEAR OF INDUSTRY SERVICE

PNP A PUBLICATION OF BUSINESS NEWS PUBLISHING CO.

March 21, 1988



**BOBBIE BAILEY,**  
president of Our-Way, Inc.

TUCKER, Ga. — When 19-year-old Bobbie Bailey was tearing down burned-out refrigeration compressors in a small general machine shop in Atlanta back in 1948, many might have said her future was limited.

But the facts tell a different story.

Today, 40 years later, Bobbie is president and chief executive officer of Our-Way, Inc., in nearby Tucker. It's a \$20-million company she led, reorganized, and later purchased in her quest to make it the world's largest remanufacturer of refrigeration and air conditioning compressors.

From three employees in 1948, the company has grown to more than 350 employees. Separate production lines in the 300,000-sq-ft complex remanufacture more than 74,000 commercial refrigeration and air conditioning compressors each year with the cooperation of three major industry manufacturers.

#### The beginnings

Back in 1948, Bobbie was one of three employees in a 25-foot square machine shop owned by the late Riley Orr. She had started, at an earlier Orr venture, tearing down and

### Woman with a mission

## From tiny machine shop to major compressor remanufacturer in 40 years

helping to rebuild burned-out refrigeration compressors.

Her interests were not confined only to the machine shop. By the time she was 21, when M.B. Orr bought out his brother, she was involved in accounting and on the verge of her first management experience.

Bobbie recalls that Riley Orr named the company Our-Way be-

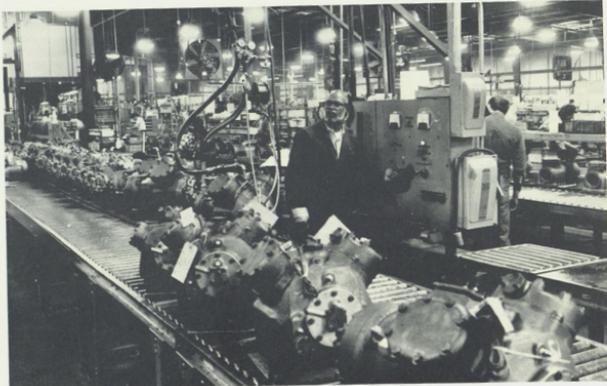
cause "in his way of thinking, 'your way' and 'my way' make 'our way.'"

M.B. Orr had decided to specialize in refrigeration compressor rebuilding but in 1950, when Mitchell Manufacturing asked Our-Way to service its room air conditioning units, he didn't think the company's five employees could handle it. Too, it would be

their first venture into air conditioning.

Bobbie disagreed. She was given full responsibility for the project's success or failure. As it turned out, it was the first of 28 contracts for warranty repair signed between Our-Way and industry manufacturers.

By the late 1950's the company had grown to nearly 60 employees



**TEST STAND** where comprehensive testing simulates actual field operation conditions, including flow, amp draw, oil pump reversibility, and noise.



This is Our Way

OUR-WAY QUALITY REMANUFACTURED COMPRESSORS

**Copeland**  
**Primesource**

MARK G. GIBSON  
Vice President - Wholesale Sales & Marketing

November 9, 2000

Ms. Bobbie Bailey  
Our-Way Inc.  
4452 Bibb Rd  
Tucker, GA 30083

Dear Bobbie:

In my twenty-eight years with Copeland I can think of no other relationship more special than the one we have enjoyed with Our-Way. Forty years ago Copeland and Our-Way entered into a business relationship that evolved into friendship, respect and admiration. A relationship like this is rare and special.

Our-Way helped Copeland satisfy the growing demand for compressors in the Southeastern United States. Back in the sixties Copeland did not have enough manufacturing capacity to satisfy the demand. We had a huge gap in the Southeast and Our-Way was there to help Copeland solidify our position in the marketplace. Without Our-Way Copeland would not be the company it is today and Our-Way certainly would have gone in another direction.

Over the years Our-Way has always put the customer first. The very mention of the name Our-Way has been synonymous with quality, reliability, dependability.

We have enjoyed much more than a business relationship with Bobbie, Audrey and Jack. We will miss doing business with the Our-Way team and we wish everyone the best of luck in the future.

This is not good bye but simply congratulations and recognition for forty years of outstanding service to the industry with the highest possible integrity.

I look forward to keeping up to date with Bobbie's next project and I wish the best of luck to Audrey and Jack in retirement.

Sincerely,



Mark Gibson

MG:saj



**COPELAND WHOLESALER CONFERENCE  
WEST PALM BEACH, FLORIDA  
OCTOBER 5, 2000**

In recognizing our 40<sup>th</sup> Anniversary with Copeland, I told our employees....

In these days of constant change, it is very rare to have a 40-year relationship of any kind, and even more rare, I believe to have a **BUSINESS PARTNERSHIP** that lasts this long.

Jack and I were reminiscing about these years and we can both remember vividly how it all started...driving down to Sidney, Ohio to meet Bobbie and discussing the Copeland contract with Mr. Gleason, Sr., Rudy Berg and Arne Perttola.

We have always been grateful to Copeland for having **FAITH** in our young company 40 years ago.. and giving us the **OPPORTUNITY** to be a part of this **GROWING** and very **VITAL HVAC Industry**.

Over the years, all of us have experienced **MANY, MANY CHANGES** in our businesses. Even though **COPELAND** has experienced a lot of change and had changes in their leadership...we greatly appreciate their continued **VOTE OF CONFIDENCE** in Our-Way.

We want to thank all of our **CUSTOMERS**, the Southeastern Copeland Wholesalers we have served. It has been a real **PLEASURE** working with you. Believe me, **WE MISS YOU ALREADY**.

Regardless of the type of partnership, as we all know, it's the **PEOPLE** that count. We have made some **WONDERFUL FRIENDS** over the years and that is what we **VALUE** the most and will **MISS** the most.

On behalf of Bobbie, Jack and **ALL** of the **OUR-WAY** employees –  
**THANKS TO ALL OF YOU FOR 40 GREAT YEARS!!!**

*Comments made by Audrey Morgan at Conference*



71 Georgia Duck & Cottage-Milk

Raymond Willoch

Conveyer

72 Premium Beverage, Inc.

73 Tip Top Poultry, Inc.

Industrial Space Survey • Paper Business in a Computer World

# Business Atlanta

The Magazine of Southern Business

Business Atlanta

ANALYSTS  
TOP  
100  
PRIVATE  
COMPANIES  
Manufacturing and Distributing

## Our-Way Makes Top 100 List

"We've always thought Our-Way was tops," says Our-Way President Bob Bailey.

The first list of Atlanta's top 100 private companies in manufacturing and distributing has been published.

And Our-Way, Inc. is among the group of prestigious, successful firms.

The Atlanta office of Arthur Andersen & Co., a world-wide ac-

continued on page 8

Manufacturer of compressors

M. Robbie Bailey

97 Our-Way, Inc.

# ATLANTA'S TOP 100 PRIVATE COMPANIES

Manufacturing and Distributing

## Top 100 continued from page 1

counting firm, compiled the list in cooperation with Business Atlanta, the Magazine of Southern Business, which published the list in December, 1982.

To be included on this very special list, firms must:

- 1) be privately held, defined as having a maximum of 100 shareholders.
- 2) have a minimum of 100 employees.
- 3) be headquartered in Fulton, DeKalb, Cobb, Clayton or Gwinnett.
- 4) be in the manufacturing or distributing business.
- 5) have minimum sales of \$14 million.

Our-Way met every criteria for Atlanta's Top 100 private companies, rubbing shoulders with such well-known firms as: Cox Enterprises, Inc.; Days Inns of America, Inc.; West Lumber Company; Chick-Fil-A, Inc.; Norrell Corporation; Aaron Rents, Inc.; Edwards Baking Company and Mrs. Kinsler's Home Style Foods to name just a few.

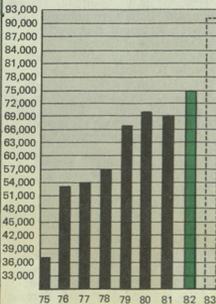
"This is another accomplishment for which we congratulate and thank Our-Way employees," Ms. Bailey said. "For as Business Atlanta wrote, 'nothing speaks more for business leadership in a community than business success!'"

## 75,000 Units in 1982 Breaks All Records

In celebrating our 35th anniversary, we can track our growth in many ways. Our-Wayers can take pride in an increase of 106% in production since 1975, as this production chart illustrates.

In looking forward, we project our production for 1983 at 91,000 units, a 21% increase over our 1982 record year.

### PRODUCTION RECORD



\$17 to \$24 Million

89. Our Way, Inc.

Bobbie Bailey

Remanufacture air conditioning compressors

Tight Squeeze Loosens for  
Christmas Hints for Retailers

# Business Atlanta

The Magazine of Southern Business

November 1983 / \$2.00



100

**THE ATLANTA 100**

Business Atlanta  
and Arthur Andersen present  
Atlanta's Top 100 Private Companies



TUCKER PLANT

## Our-Way Chosen by York For New Technology Team

APRIL/MAY/JUNE, 1993

Our-Way, Inc. has been selected by York International to manufacture the compressors for York's new Triathlon residential gas heating and cooling system, a technological advanced technology product to be an ad- vanced York International product featuring high ef- ficiency and superior comfort. York International is the world's largest in- dependent company devoted solely to heat-

**Triathlon**

ing, ventilation, air conditioning and refriger- ation equipment and systems. In 1992, the company had sales of nearly \$2 billion in 100 countries and has approximately 12,000 em- ployees around the world.

According to Terry L. Bowman, Director of Purchasing for York, the choice of Our- Way as the compressor manufacturer was a significant part of the planning for the project. "York International is very excited about this product," Bowman said. "It is going to bring about a new participation in the condenser/air conditioning market for the gas industry. Since the compressor is the very heart of air Triathlon, we were very careful about select- ing a partner for the manufacture of this unit."

"After touring the factory and talking with Our-Way management and plant employees, we felt very comfortable with our selection." The Triathlon team includes, in addition to Our-Way, Briggs & Stratton, the world's largest engine manufacturer and Honeywell, the largest independent U.S. controls man- ufacturer.

Our-Way President Bobbie Bailey said that this contract represents a significant part of the company's growth into the 21st century. "This not only represents a big step forward for Our-Way in business volume," Bailey said, "but it puts us on the leading edge of a technology-driven market. This product uses new technology to deal with the consumers' concerns about rising heating and air condi- tioning costs and the depletion of natural re- sources."

"Our selection is also notable because this is the first time Our-Way has contracted to manufacture an OEM compressor. We have grown to be the industry's largest indepen- dent remanufacturer of compressors, and we intend to hold that position as we move into this new field."



Jack Morgan (far left) and Bernie Dombrowski (hard from left) with representatives from York International on tour of Our-Way facilities.

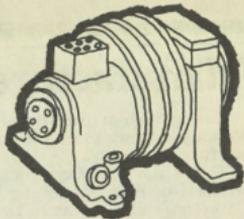
The Triathlon was developed by York in cooperation with the Gas Research Institute, Briggs & Stratton, Honeywell and Battelle Laboratories to provide an economical and efficient heating/cooling alternative using natu- ral gas. According to Bowman, York intends to begin marketing the Triathlon in 1994.

The word "Triathlon" signifies the durability of this product by comparing it with the sporting event that takes the most durable

athlete — the triathlon. It also underscores the three major selling points for this quality product: advanced technology, high efficiency, and superior comfort. It is, according to Dr. Steve Bank, presi- dent of the Gas Research Institute, the least expensive way to heat and cool a home. Tests show that this system is 30% more ef- ficient than the 1992 federal standard for residential cooling equipment.



# OUR-WAY CONVEYOR



TUCKER PLANT JANUARY/FEBRUARY 1983

# 35

## Our-Way Celebrates 35th Year

Our-Way kicks off observance of our 35th anniversary this year with a number of events including:

Opening of a 40,000 square foot warehouse to streamline packaging, storing and shipping of our products.

Announcement of record high production in 1982 of 73,000 units remanufactured to exacting specifications of leading manufacturers including Copeland, Carrier and Dunham-Bush.

Attainment of Copeland's certified seal compressor qualifications.

Special celebration events for employees and customers to be announced.

A pioneer in its young field of remanufacturing compressors for commercial refrigeration systems, Our-

Way has led the nation for the past decade both in production of units and in innovative technology.

Local recognition came recently when Our-Way was named to a list of Atlanta's top 100 private companies in manufacturing and distributing. Business Atlanta magazine and the Atlanta office of Arthur Andersen & Co., CPAs, compiled the prestigious list.

Ms. Bobbie Bailey, president and owner of Our-Way, joined the company in 1948 in its early days as Our-Way Machine Shop, located on Elizabeth St. in midtown Atlanta. She was the only woman in the small shop's six-person staff, "but our best mechanic, a wizard," recalls Atlantan M. B. Orr, founder of the machine shop and now retired.

*continued on page 4*



1948



1983

# Decatur-DeKalb News/Era



Thursday, April 28, 1988

Our 40th Year, Number 17

Phone 373-4488

150 E. Ponce de Leon, Suite 100

Decatur, Ga.



Left To Right, Audrey And Jack Morgan And Bobbie Bailey



A Worker Cleans Some Equipment

NEWSphotos By SHERRY BOREN

## Doing It Our Way...

Tucker-based Our Way, Inc., a remanufacturer of air conditioner compressors, recently celebrated its 40th anniversary. Company President Bobbie Bailey celebrated with her clients and friends. Included in the festivities was a buffet lunch, a tour of the plant and entertainment. See more pictures in the Legal Section.



Employees Working On The Assembly Line



Guests Getting Ready For Lunch

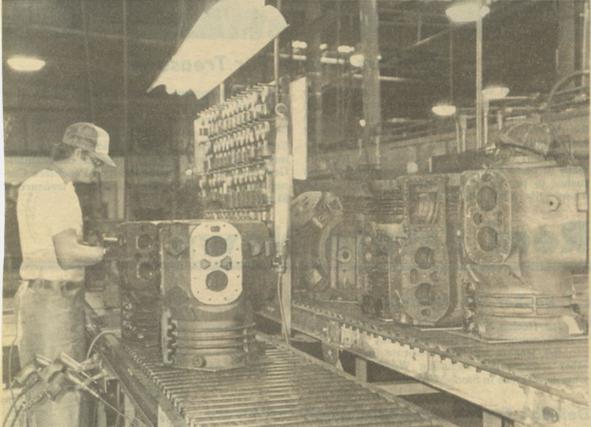
# Our Way Inc. Of DeKalb Celebrates Its 40th Birthday

Our Way, Inc., a DeKalb-based company, celebrated 40 years of service this past week. President of the air compressor remanufacturing company is Ms. Bobbie Bailey. Included in the festivities was a performance by Atlanta's own Wits' End Players. Also Jorge Alvarez, pianist, performed a few selections for the guests. He will be holding a concert at DeKalb General Hospital as part of Our Way's "Our Way Of Caring" concert series for patients who are staying in the hospital.

NEWSphotos By SHERRY BOREN



From Left, Mary Margaret Oliver, Bill Roth And Gib Johnston



An Our Way Employee Inspects Equipment



DeKalbite Bob Carpenter Listens To Ms. Bailey



Guests Enjoy The Wits' End Players



The Wits' End Players Perform At The Celebration

## Special DeKalb manufacturer turns 40



Staff photo by F.C. Palm

**HIGH POWERED:** Our-Way President Bobbie Bailey, left, and plant superintendent Orville Bishman inspect motor parts on the assembly line.

By Scott R. Akin  
Neighbor News Editor

The right time and the right place has carried Tucker-based Our-Way Inc. through 40 years to become the world's largest air conditioning remanufacturer, said company President Bobbie Bailey.

This year the \$20 million company celebrates its 40th anniversary. Our-Way remanufactures 70,000 air conditioning compressors annually — 300 daily — on its 13-acre, 300,000 square-foot complex.

The secret of success is quality, company officials said.

"To Our-Way, remanufacturing doesn't mean replacing a few parts, changing the oil and sending the old compressor back out. It means completely disassembling each

compressor down to the crank case, then using high-tech equipment-trained personnel and parts to remanufacture a compressor that meets current engineering specifications," said Audrey Morgan, Our-Way executive vice president.

The remanufactured compressors have 100 percent replacement, Ms. Bailey said.

"When they go out of here, they're new compressors," she said.

Another quality assurance is consistency. Each brand of compressor has its own remanufacturing assembly line.

By the early 1980s, Our-Way had reached 500 employees, but later automation advances led to a staff reduction to 350.

Our-Way started as a general machine shop owned by the late Riley Orr. Ms. Bailey was hired by Orr at age 15 for the three-man shop and began working on everything from burned out refrigeration compressors to accounting.

"I was very mechanically inclined," Ms. Bailey said, having learned mechanics from a brother who raced cars. "It was very easy for me to move into (compressors). I like disassembling things."

Eventually Ms. Bailey said she could operate every machine in the plant.

In 1956 Orr retired, selling the business to Ms. Bailey. Because of market trends, by 1960 she reorganized the company and the 10 employees to specialize in the remanufacturing of commercial refrigeration and air conditioning compressors. Ms. Bailey then succeeded in securing a compressor remanufacturing contract with Copeland Corp. in Sidney, Ohio.

In 1969, Our-Way contracted with Carlyle Compressor to remanufacture compressors for Carrier air conditioners and in 1969 was awarded a contract with Dunham-Bush.

Because of space needs, Our-Way moved to Tucker in 1977 without incurring any loss of profits.

The Tucker location, off Mountain Industrial Boulevard near Stone Mountain Freeway, was chosen because of transportation and similar business advantages, Ms. Bailey said. Besides, the 40-year county resident said, "DeKalb was my home."



Staff photo by F.C. Palm

**VALVE JOB:** Chris Lafavor of Tucker installs a valve assembly in an air conditioner compressor at Tucker-based Our-Way, the world's largest independent remanufacturer of refrigeration compressors.

## Woman with a mission

# From tiny machine shop to major compressor rebuilder in 40 years

TUCKER, Ga. — When 19-year-old Bobbie Bailey was tearing down burned-out refrigeration compressors in a small general machine shop in Atlanta back in 1948, many might have said her future was limited.

But the facts tell a different story.

Today, 40 years later, Bobbie is president and chief executive officer of Our-Way, Inc., in nearby Tucker. It's a \$20-million company she led, reorganized, and later purchased in her quest to make it the world's largest remanufacturer of refrigeration and air conditioning compressors.

From three employees in 1948, the company has grown to more than 350 employees. Separate production lines in the 300,000-sq-ft complex remanufacture more than 74,000 commercial refrigeration and air conditioning compressors each year with the cooperation of three major industry manufacturers.

### The beginnings

Back in 1948, Bobbie was one of three employees in a 25-foot square machine shop owned by the late Riley Orr. She had started, at age 15, in an earlier Orr venture and by then was tearing down and helping to rebuild burned-out refrigeration compressors.

Her interests were not confined only to the machine shop. By the time she was 21, when M.B. Orr bought out his brother, she was involved in accounting and on the verge of her first management experience.

Bobbie recalls that Riley Orr named the company Our-Way because "in his way of thinking, 'your way' and 'my way' make 'our way.'"

M.B. Orr had decided to specialize in refrigeration compressor rebuilding but in 1950, when Mitchell Manufacturing asked Our-Way to service its room air conditioning units, he didn't think the company's five employees could handle it. Too, it would be their first venture into air condi-

tioning.

Bobbie disagreed. She was given full responsibility for the project's success or failure. As it turned out, it was the first of 28 contracts for warranty repair signed between Our-Way and industry manufacturers.

By the late 1950's the company had grown to nearly 60 employees but the market for room unit repair was declining. More and more room units were being serviced in the field and fewer were being sent to Our-Way for repair. Too, Orr was nearing retirement.

### New directions

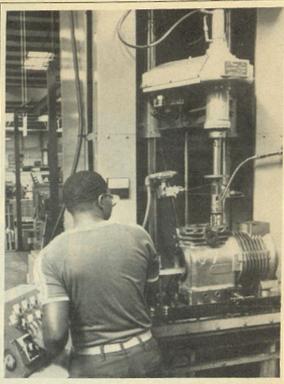
Mindful that her profit-sharing was in jeopardy, Bobbie sought and obtained permission to reor-

ganize the company in 1960. Instead of room units, a new division would specialize in the remanufacture of commercial refrigeration and air conditioning compressors. What's more, she would own it.

In that same year she journeyed to Sidney, Ohio, and asked for Copeland Corporation's remanufacturing work. She reported that the late Frank Gleason, Copeland's board chairman, gave her the chance to prove Our-Way's capabilities, a decision that launched a long-term relationship between the two companies.

A few years later, in 1986, Carrier's Carlyle Compressor unit signed with Our-Way. It was followed a year later by Dunham-Bush. These relationships have

A VERTICAL honing machine finishes the cylinder bores to exacting tolerances with an automatic in-process size control.



continued and, today, Our-Way has separate production lines for the remanufacturing of each manufacturer's compressors.

Over the years the population of the South was growing rapidly. And, with it, came even greater demands for both refrigeration and air conditioning. Comfort cooling, once a luxury, had become a virtual necessity. M.B. Orr, who had retired in 1956, sold the remaining machine shop part of the company to Bobbie Bailey in 1977.

### 'Better than new'

Although the demand for air conditioning and refrigeration continued to expand, Our-Way's management team said the sustained growth of the company was due in large measure to a policy of "thinking like an OEM." "Remanufacturing doesn't mean replacing a few parts, changing the oil, and sending the old compressor back out," explained Audrey Morgan, executive vice president. "It means completely disassembling each compressor down to the crankcase, then using high technology equipment, trained personnel, and OEM parts to remanufacture a compressor that meets current engineering specifications."

The word "current" is signifi-

cant, she said. The original manufacturer's latest design improvements are incorporated into the rebuilt compressor as it moves down the assembly line. A compressor built in 1975, for example, will merge with the same improvements as if it had been built in 1988.

Upgrading failed compressors with later improvements is a major commitment, she said. In 1986, for example, Copeland incorporated more than 150 design modifications in its line of semi-hermetic compressors. In the same year, Carrier had 470 design modifications.

All of these changes were studied by Our-Way and incorporated into the remanufacturing process, Morgan said. And, because the changes often result in more capacity, higher efficiencies, or increased reliability, many of the remanufactured units qualify as better than new.

AUTOMATIC COIL winder/placer machine.



The relationships with the original compressor manufacturers is extremely important. Access to design modification information and original parts provides a built-in advantage for Our-Way over its competitors, she added.

The manufacturer customers make a constant check of Our-Way's performance. Every month they randomly pull compressors off the production line and check them for quality and performance. They grade the compressors according to their specifications because, she explained, every remanufactured compressor must meet the same standards and carry the same warranty as original equipment.

In addition to the manufacturer tests, Our-Way tests simulate such field operating conditions as refrigerant flow, amp draw, oil pump reversibility, and noise. Quality control engineers perform random audits each day.

As a service to its manufacturer customers, Our-Way also performs diagnostic testing on all compressors that failed while under warranty. This information, in statistical form, is sent to the manufacturers.

"To meet the manufacturers' standards for their original equipment we have had to set our standards very high," said Bobbie Bailey. "We have grown as a company because of that commitment to quality and service — not because of speed or cost-cutting measures."

To meet those demands, the

company has invested in more than \$10 million worth of specialized equipment. Much of it was designed or fabricated in-house. For example, Bobbie worked with her engineering staff to design and build a 100-foot nine-stage cleaning tunnel nicknamed the "Silver Bullet."

And in the Stator Department, sophisticated equipment is used to remanufacture the heart of the compressor, the electric motor. Insulation is automatically cut and inserted into the stator core. Coils are automatically wound and inserted by a computer-controlled winder.

"The only other place you'll find equipment like this is in an original equipment manufacturer's motor manufacturing plant," she said.

#### Applications help

In fact, she adds, the whole operation resembles the operations of her manufacturer customers. There are automated high-speed boring machines, automatic honing machines, and air gauges to measure critical tolerances. Even field service and technical support people to assist customers with application problems.

There is a substantial warehouse inventory controlled by an in-house computer to speed the availability of remanufactured compressors. The 40,000-sq-ft warehouse provides space for up to 11,000 compressors. A transportation network, including a fleet of

trucks, provides delivery direct to customers.

"I have to constantly remind my management and office staff that the plant people are the backbone of our operation," said Bobbie. "From the time an incoming compressor rolls off a truck until we crate it and ship it back out, we depend on them. Without them, there would be no need for sophisticated computers and reports."

She has never forgotten her beginnings, nor is she overly impressed with her present title. Ever the mechanic, she spends much of her time in the plant, as do her top managers. She insists on a "hands-on" approach to management.

"I've always tried to treat all people as equals, to gain their respect by knowing how to do every-



**BEGINNING THE MACHINERY PROCESS**, Our-Way's "Heald-Borematix" bore the main bearings, assuring that successive steps will reflect precision accuracy as a result of proper alignment and tight dimensional control.



**AUTOMATIC COIL** winder/placer machine for electric motors.

O. Diggs Jr. said Our-Way had helped take compressor remanufacturing out of the dark ages and into the mainstream of American business.

If that's true, Bobbie says it's more because of grit and determination than natural gifts. It stems from in-depth knowledge of the original product gained from equipment manuals and the study of products and components.

"We have been committed to remanufacturing compressors up to the same standard as the original manufacturer by using original equipment parts, retooling to the precise specifications of the original metal, and checking performance with the same stringent tests the original manufacturer would use," she said. "There's no magic to it — just a lot of hard work."



**BOBBIE BAILEY**, president of Our-Way, Inc.

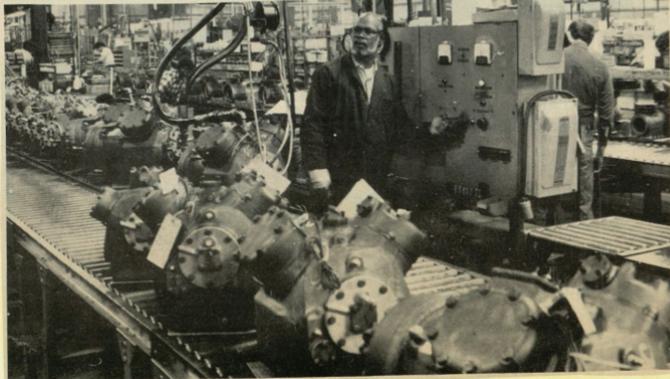
thing I expect them to do," she said.

#### Still a mechanic

Although forced to become more of a generalist as the company has grown, she's maintained a hands-on capability that allows her to troubleshoot production problems. The abilities that enabled her to tune race cars at age 12 have been used to design and engineer scores of production and assembly processes over the years.

"My gifts have always been mechanical," she explained. "That's where I'm most comfortable, in the plant."

Five years ago, when the company celebrated its 35th anniversary, Copeland president Matthew



**TEST STAND** which comprehensive testing simulates actual field operation conditions, including flow amp draw, oil pump reversibility, air noise.

# *Center for International Standards & Quality*

## *Achievement Award*

*Presented to*

**Our-Way, Inc.**

**Tucker, Georgia**

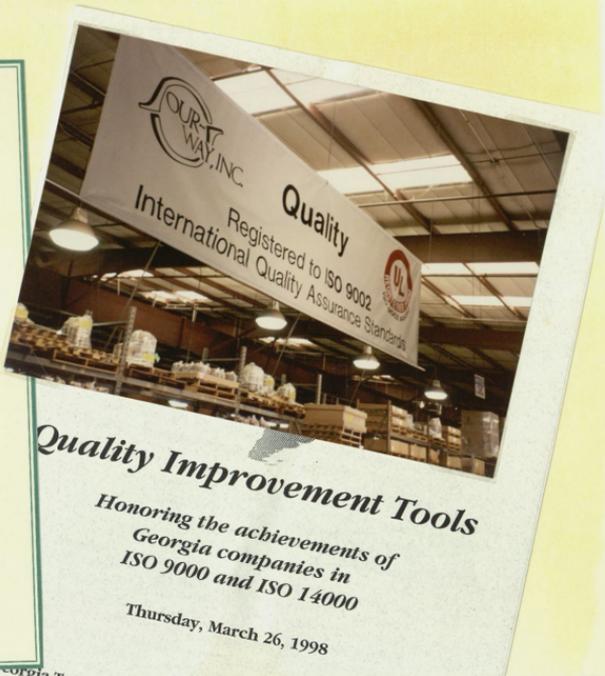
**In recognition of your efforts  
leading to ISO 9002 registration  
thereby preparing  
Our-Way, Inc.  
for tomorrow's world.**

**March 26, 1998**





WE ARE VERY  
PROUD TO  
ANNOUNCE THAT...



## Quality Improvement Tools

Honoring the achievements of  
Georgia companies in  
ISO 9000 and ISO 14000

Thursday, March 26, 1998



## QUALITY MILESTONES

- 1997 World Class Quality  
Registered to ISO 9002
- 1993 OEM Compressors  
York International
- 1993 Carrier "Supplier of the Year"  
(Out of 2,000 suppliers)
- 1992 Carrier "Q-Plus Certified"  
(2nd supplier to qualify)  
(ISO Elements)
- 1990 UL Recognition  
(All product lines)
- OEM Motors  
Maneurop
- 1982 "Certified" Copeland  
Blue Ribbon Compressors
- 1969 "Factory Authorized"  
Carrier & Dunham-Bush
- 1960 "Factory Authorized"  
Copeland Corporation
- 1956 "Factory Authorized"  
General Electric Corp.
- 1948 Job Shop

Our-Way, Inc. has been registered by Underwriters Laboratories, Inc. to the ISO 9002 Quality Management and Quality Assurance Standards.

Our quality management system has been assessed as successfully meeting the requirements of the ISO 9002 Standards in the manufacture and remanufacture of air-conditioning/refrigeration compressors and electric motors.

Everyone at Our-Way is very proud of this accomplishment on our first assessment.

We, at Our-Way, Inc., are committed to consistent quality in our products — products that meet or exceed our customers' expectations.

*At Our-Way,  
Quality is not an Act,  
it is a Habit!*



**OUR-WAY, INC.**  
REGISTERED TO ISO 9002  
CERTIFICATE NO. A5280



**BOBBIE BAILEY** has always been mechanically inclined, and was fascinated by airplanes. She wanted to fly, so she joined the Civil Air Patrol and learned to fly. At age 15 she accepted the job closest to being a mechanic. It was in a small compressor rebuilding shop. The Alabama native began working with Our-Way in 1948, the year the company was formed. She bought the company in 1960, and since, the company has become the nation's largest remanufacturer of commercial air conditioning and refrigeration compressors.

Bailey's interests include her recording studio, and movies.



ATLANTA

Atlanta Women's NEWS  
September, 1986 • Atlanta Women's News • Page 15

## Our-Way Inc. owner does it her way: hands-on work at remanufacturing firm

By Chris Burritt  
Staff Writer

Bobbie Bailey, the owner of Our-Way Inc. in Tucker, doesn't mind getting her hands dirty.

Which is just as well. She's built a \$20 million business remanufacturing greasy, grimy air conditioning and refrigeration compressors.

At age 12, Ms. Bailey was working with her brother Leon on racing cars. Today at 59, she can be seen occasionally working alongside factory employees at Our-Way, which she claims is the largest independent company of its kind in the country.

Every year, Our-Way remanufactures more than 78,000 compressor units for three major manufacturers: Copeland Corp., Carrier Corp. and Dunham-Bush Corp.

Our-Way has two plants in Tucker, employing more than 400 people. At one plant, workers replace the copper windings on worn-out electric motors, which drive the compressors. In the other, old compressors are dismantled, the parts cleaned and faulty ones replaced. Then the compressors are reassembled with the remanufactured motors.

Ms. Bailey found her way into the business at age 15, when she went looking for a summertime job during World War II. One day she spotted a newspaper ad that read: "Refrigeration work essential."

"I knew it had to be mechanical and I could do it," she said. "I showed up at the shop, and a fellow was fitting rods to a crankshaft. I asked about the job, and they said, 'Well, let her try it.'"

After performing the task as well as the male worker, she was hired.

Ms. Bailey stayed with the business for about three years, until the owners sold it and opened Our-Way Machine Shop. Ms. Bailey went with Our-Way.

That company eventually became involved in refrigeration work, and about 1950, began servicing window air conditioners at her insistence.

But a decade later, Our-Way's window unit business began to decline because the companies that sold the units began servicing them in the field instead of shipping them to Our-Way for repair.

"I could see the handwriting on the wall," said Ms. Bailey, who at that time was running the business. "I had a large factory and a lot of employees that I did not want to let go. So I diversified."

In 1960, she formed a new company, Our-Way Inc., that specialized in the remanufacture of commercial air conditioning and refrigeration compressors.

Ms. Bailey continued to run Our-Way Machine Shop as a separate business until she bought it in 1977 and merged it into Our-Way.

One of the first companies that she sought as a customer for remanufactured equipment was Copeland Corp., a major compressor manufacturer in Sidney, Ohio. Initially, she was turned down by the company's president, Frank Gleason Jr.

But after she left a meeting with him, she met Frank Gleason Sr., the company's chairman and the president's father. Ms. Bailey pitched the business to him in the hallway, and he liked what he heard.

Ms. Bailey got the business, and Copeland has renewed Our-Way's one-year contract each year since then.

Born near LaGrange in 1928, Ms. Bailey was the third of eight children. Her father, Elbert Bailey, worked as a carpenter until he was paralyzed from the waist down in a fall down a well.

After the accident, he learned to drive a 194 Ford using a stick to work the clutch and brake pedals.

His children would carry him to the car in a straight-backed chair, and he would drive through the countryside selling Watkins liniments and salves.

That lasted only until a fire destroyed the family's home — and her father's line of Watkins' products — when Ms. Bailey was 8 years old. The family subsequently moved to Atlanta and took up shroepacking for the head of the Atlanta waterworks. Her father supervised while the children tended crops.

In their spare time, Ms. Bailey and her brother Leon fixed old cars. At one point, they found an abandoned Model T Ford in a garage. The two got it running by salvaging parts from junk yards. Later, Leon started tuning race cars. It was during these shade-tree repair sessions that Ms. Bailey got her first taste of how mechanical things work.

Ms. Bailey figured out early that tagging along with Leon was the best way to get out of the house and avoid the eventual fate of most Southern women of that era — housewifery or working in a textile mill.

"If you were a girl, you had to stay at home," she recalled. "I learned that if I were ever going to do anything, I would have to do it with him. We became twins. If he climbed a tree, I climbed a tree."

# Woman finds a way to top in mechanics

Family's poverty wasn't obstacle to her success

By Dena Smith  
Staff writer

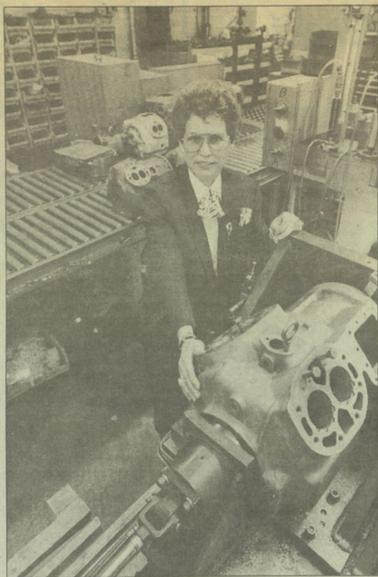
A love for working with mechanical things, a strong desire to improve her family's standard of living, and a tremendous competitive drive turned a young tomboy into the president and sole owner of what is today a \$20 million company.

"I've never encountered anyone, man or woman, who has told me there was something I couldn't do," says Bobbie Bailey, president and chief executive officer of Our-Way, Inc. in Tucker. Our-Way is the largest independent remanufacturer of commercial air conditioning and refrigeration compressors in the world.

Although she faced startling odds as a young woman starting in the business in 1948, Ms. Bailey said her plans were never hindered by any prejudices, at least not to the point where she noticed it.

"I've always felt responsible for myself, and I've always believed that I could do anything that I wanted to," she said.

Coming from a large and poor family of eight children and raised by a hand-capped father, Ms. Bailey was encouraged to start work as early as age 15. At 19, she started at Our-Way as one of three employees in a 25-square-foot machine shop owned by the late Riley Orr. She was responsible for tearing down and helping rebuild burned out refrigeration compressors.



Dwight Ross Jr./Staff

**Bobbie Bailey**, president of Our-Way Inc., stands with a boring machine. A trained mechanic, she started working as a teen and reorganized the remanufacturer of commercial air conditioning and refrigeration compressors.

"I was drawn to working with machinery because that's all I knew. As a young girl I was my older brother's shadow. He enjoyed cars and working on them, so I would help him by handing him his tools," she said. "I guess you could say that this is when my interest in machinery was jump-started."

By the late 1950s, Our-Way

had grown to nearly 60 employees, but the market for room unit repair was declining, Ms. Bailey said. More room units were being serviced in the field instead of being sent to Our-Way for repair, said Ms. Bailey. Also Mr. Orr was nearing retirement.

"Something had to be done. I

Please see **WOMAN, 3 ▶**

THE ATLANTA JOURNAL-CONSTITUTION

# DeKalb

## EXTRA

THURSDAY, MARCH 8, 1990

## WOMAN: Our-Way is her way to the top

▶ Continued from 1

was in jeopardy of losing my profit sharing, so I obtained permission to reorganize the company in 1960," she said. "Instead of room units, I began a new division to specialize in the remanufacturing of commercial refrigeration and air conditioning compressors. What's more, I took over the company."

"Bobbie started small and now she's rubbing elbows with the big shots," said Dean Ruwe, president and chief executive officer of Copeland Corp., which uses compressors from Our-Way.

Our-Way also does work for companies like United Technologies-Carrier and Dunham-Bush, Inc.

The company remanufactured about 3,600 units in 1948; currently it remanufac-

tures more than 100,000 annually.

Our-Way recently was recognized by Underwriters Laboratories (UL), which is a guarantee to customers that the product has been tested against recognized standards, and are free of potential safety hazards, Ms. Bailey said.

Hard work and good business management got her company to where it is now, Ms. Bailey said, but added that she has never forgotten her beginnings, nor is she overly impressed with her present title.

Ever the mechanic, she spends much of her time in the plant, as do her top managers. She insists on a hands-on approach.

"Bobbie Bailey is a doer, unlike the boss who commands you to do something that they couldn't, or wouldn't do," said Charlie Baine. Our-Way's analysis warran-

ty supervisor. "You can find Bobbie out in the plant working with employees and covered with grease."

The cooperation Ms. Bailey gets from her staff is reflected in the quality of work Our-Way provides, said Bob Menz, sales manager for Dunham-Bush. The two companies have been affiliated since 1969, he said.

"I've been around to a lot of different plants, but Our-Way has proved outstanding," said Mr. Menz.

Ms. Bailey's quality performance in business spills over to the community.

Her humanitarian efforts include director for the DeKalb County unit of the American Cancer Society and director for the Atlanta Union Mission. She also is a director for the National Academy of Recording Arts and Sciences, and an investor in and public relations representative for the Greenland Expeditions Society, an or-

ganization formed by aviation enthusiasts who locate and recover airplanes lost in World War II.



JULY 1983

Georgia's Top 50 Public Companies . . .  
. . . The Circle of Gold Continues

Atlanta's Pizza Fray: Rolling in the Dough

# Business Atlanta

July 1983/\$2.00

The Magazine of Southern Business

BUSINESS ATLANTA



**Bobbie Bailey**  
of Our Way, Inc.

**On a Hot Track in  
the Cool Business**



VOL. 12 NO. 7

# On a Hot Track in the Cool Business

*Bobbie Bailey began her career in mechanics at age 12 — she tuned race cars. Today she fine tunes a \$20 million compressor remanufacturing company she built from nuts and bolts.*

by J. Nicholas Taylor

*Contributing Editor*

Feature Photography by Alan Weiner

**B**obbie Bailey tuned race cars at 12. At 15, she was a high school dropout, working wherever she could to help her family make ends meet. At 45, however, Bobbie Bailey was a self-made millionaire — a millionaire who still loved the smell of a machine shop and the intricacies of the mechanic's job. Not a bad record for a lady who believes most businessmen would rather complain about sex discrimination than do something about it.

"This isn't a business given to a feminine point of view," the now 54-year-old Ms. Bailey says as she walks about a vast asphalt lot choked with the rusting cores of thousands of air conditioner compressors. "But when I was 22 I knew I wanted something more for my family and I knew I loved mechanics and working with my hands. But in those days Southern women basically had two career choices — home or the textile mill. I didn't want either, so I set about building something else and this is it."

That "something else" is Our-Way, Inc., a \$20 million air conditioner and refrigeration compressor remanufacturing company that Ms. Bailey built from a grimy machine shop on Elizabeth Street in Virginia-Highlands. But there is much more to Bobbie Bailey and her company than air conditioner compressors and the turning of a dollar. At Our-Way, everything revolves around Bobbie Bailey. Our-Way is her way. Period. And that, most observers agree, is what has made Our-Way the world's

largest remanufacturer of commercial air conditioner compressors.

"It's like ol' Harry Truman said," she muses. "The buck stops with me. I have the overall responsibility for making sure everything runs properly. But if I had my choice I'd rather be in the plant where the action is than in a committee meeting. I can do any job out there. I can run every piece of machinery. Black and red ink show the results of the balance sheet, but you don't see the physical results of the product on a balance sheet. To do that you have to work with the product itself."

In no small way because of Ms. Bailey's philosophy, the balance sheet has always been black at Our-Way. The company's growth has paralleled the growth of the Sun Belt, which began in earnest with the perfection of air conditioning. Only 12% of the homes in the United States had air conditioners in 1960; by 1980 nearly 60% of American homes had some kind of air conditioning, and over 26% had central air. At the same time, the South's population grew by 34%. Many of these people were immigrants from the North who had to have air conditioned offices and shops to tolerate the long warm months of the Southern climate. Ms. Bailey detected this trend at its beginning and has been riding it since, from warranty repairs of window air conditioners in the 1950s to today's large-scale remanufacturing of industrial compressors originally manufactured by such industry leaders as Carrier, Copeland and Dunham-Bush.

Originally one of Our-Way's six employees, Ms. Bailey now employs some 450 executive, office and plant workers. The original Our-Way Machine Shop occupied a 25- by 25-foot building; now the company's buildings in Tucker and Atlanta total more than 300,000 square feet. The investment in equipment, buildings and inventory exceeds \$10 million. In the company's fiscal year ending March 31, Our-Way had sales of \$20 million on 75,000 remanufactured compressors. Controller Norman T. Bowling projects sales of \$22 million on 90,000 units in 1983-84. "We're not recession-proof by any means," Ms. Bailey explains, "but we're in better shape than a lot of folks."

Ms. Bailey is the third of eight children. Her father died last October at the age of 78. However, Elbert Bailey left his tenacity coursing through the veins of daughter Bobbie. Mr. Bailey was a carpenter building homes for \$6 a day in a New Deal program near Pine Mountain Valley, Ga., when he volunteered to check a water well in the absence of another worker; the rope broke and Mr. Bailey fell 80 feet to the rocky bottom of the well. He was paralyzed below the waist, but his spirit remained strong. He learned to drive using sticks to manipulate the clutch and brake pedals; his children would carry him to his car in a straight-backed chair and he would drive off to sell Watkins products, a line of liniments and salves. He would drive into the yards of country homes and honk the horn because he couldn't get out of the car, and people





**DR. M. BOBBIE BAILEY**  
**PRESIDENT & CEO**







# Local company puts on the pressure

By Beverly German  
Staff Writer

Bobbie Bailey has been fascinated with mechanics since she was a young girl growing up in Atlanta and spent long hours helping her brother build and repair race car engines.

That fascination quickly turned into a mechanical wizardry that now has her heading a \$20 million-a-year air conditioner and refrigeration compressor remanufacturing firm in Tucker.

Ms. Bailey knows the ins and outs of compressor remanufacturing

work, bookkeeping and payroll for the original company which was located on Elizabeth Avenue in Atlanta's Virginia-Highland neighborhood.

"I worked six or seven days a week and I had to sacrifice an awful lot to do that," Ms. Bailey said.

A forward-thinking Ms. Bailey, who always wanted more for herself and her family, became a partner in 1983 and bought the company out in 1977, ultimately developing it into the nation's largest independent compressor remanufacturer.

The firm, which operates

*"I have always been accepted, respected and well-received by everyone. I think in any business, if you know what you're doing, you don't have any problems." — Bobbie Bailey*

so well that she spends "99 percent of her time on the floor" of the massive plant that takes malfunctioning compressors and remanufactures them to their original condition, according to Charlie Baine, the firm's compressor analyst.

Baine recalls a time when Ms. Bailey spent several hours designing and constructing a shaft pressure cleaning tank which is used to flush out contaminants inside the compressor crankshaft.

"She called me in and asked me to watch the tank for about an hour-and-a-half while she went upstairs to a meeting with some top bank executives," Baine said. "She came back after the meeting and continued operating the cleaning tank to test chemicals."

Ms. Bailey built the company, called Our Way Inc., from a tiny refrigerator machine shop where she had worked as a youth to help support her family. She did mechanical

400,000 feet of plant space in Tucker and northeast Atlanta and employs some 500 workers, maintains exclusive contracts to remanufacture about 85,000 compressors annually for three industry giants, Carrier, Copeland and Dunham-Bush.

"We have dedicated plants and assembly lines for each company," explained Ms. Bailey. "Employees are hired for each line. If those lines get slack those people go home."

Ms. Bailey is quick to note that her firm does a top-notch job. That's how she managed to secure her firm's exclusive remanufacturing contracts, she said.

"The companies were confident in me. My reputation in the industry was such that when I assured them I could do it, I did it."

Ms. Bailey has made tremendous headway in a male-dominated industry and her gender has presented no obstacles, she said.

"I have always been accepted,



Bobbie Bailey is surrounded by the wiring of compressor motors in her company's workshop. She spends more time on the floor of the plant than she does in her executive office. (Photo — Billy Downs)

respected and well-received by everyone," Ms. Bailey said. "I think in any business, if you know what you're doing, you don't have any problems."

But her progressive style has caused her some difficulties in the past, she said. She met with community resistance when she opted to hire black assembly line workers in

the early 60s before it was acceptable in the south.

Ms. Bailey believes a successful

See BAII p. 4

manager must be willing to become totally involved in the business, even if it means mopping a floor or working on an assembly line.

"If the floor needs mopping and the maintenance man is not around, I mop it," she said. "It helps the employees know that you're not setting yourself aside from them."

Baine said Ms. Bailey not only maintains an executive office in the firm's administration building, she has offices throughout the plant, and often can be found chatting with workers in their breakrooms.

Ms. Bailey said when she first started working as a 15-year-old girl, her goal was "to survive," and support her family.

"But I knew I didn't want to stand still. I was no different than a man having to sacrifice personal time ... to accomplish certain things."

Ms. Bailey never married and never went to college. But she views neither as having been a drawback.

"My time was spent working," she said.

The innovative techniques she has acquired over the years, including the development of her own tool manufacturing department, have added to the success of her firm.

"The business is something different every day," she said. "Manufacturers have new models. It puts a challenge to us to take care of machining and to tool up to do what they're doing."

Ms. Bailey said meeting the demands of her business has required tenacity, a quality she said she learned from her father.

"My father was an invalid. He was told he'd never walk again, but he taught himself to walk again without the aid of equipment," she said.

When Ms. Bailey is not spending time at her plant, she is busy with her work as president of the Atlanta chapter of the National Academy of Recording Arts and Sciences. She is a record producer and was instrumental in promoting plans for the location of the Grammy Hall of Fame in Atlanta.

She is also a member of the board of directors of the American Cancer Society.

Ms. Bailey, who will only admit to being in her early 50s, said she is full of energy and has no plans to retire in the near future.

"At the pace I'm going and as young as I am, I'll probably be doing something the next 30 years," she said.

The Atlanta Journal  
THE ATLANTA CONSTITUTION  
Thursday, Jan. 10, 1985

DeKalb

extra

# KENNESAW

THE MAGAZINE OF KENNESAW STATE COLLEGE

DONOR PROFILE

## BOBBIE BAILEY

'GIVE ME A TASK  
AND SAY IT CAN'T BE DONE,  
AND THAT'S A CHALLENGE TO ME!'

Cut through 267 feet of solid ice and snow to locate U.S. military planes missing in Greenland since World War II: That was the mission of the Greenland Expedition Society. Other companies had tried and failed, but Bobbie Bailey and her team at Our Way, Inc. developed the "super gopher" which reached the wing of a B-17 on June 6, 1990.

"Give me a task and say it can't be done, and that's a challenge to me," she asserts with a smile.

Her challenges are varied. In addition to owning and operating the world's largest compressor remanufacturing company, Ms. Bailey is also factoring president of Friends of Georgia Music, president of the Atlanta Chapter of the National Academy of Recording Arts and Sciences (NARAS) and was co-chair of the De Kalb/Gwinnett Committee which helped Atlanta win the bid to host the '96 games.

She prefers to work behind the scenes. That's why two scholarships recently donated to Kennesaw State "officially" bear other names. The Sam Wilhoit Music Scholarship originally consisted of a donation from Ms. Bailey and the Atlanta Chapter of NARAS. But she challenged the national NARAS office to match the funds, and the scholarship was doubled. "I like to see it get done...and let someone else get out front and promote it," she says. That's why a recent intercollegiate athletics donation bears the name of the Lorelei Ladies Softball Team.

A female Horatio Alger, Ms. Bailey's success has been hard won. Her education came from the "school of life." The third of eight children, she grew up during the Depression. Her father, partially paralyzed in a fall, rigged



sticks to make clutch and brake pedals operable and, assisted by his children, sold them door-to-door.

At 15, Bobbie Bailey searched for an "essential" job in the war effort to help support her family. She answered an ad: "Refrigeration work, essential." She proved she could handle the job and soon learned all about burned-out refrigeration compressors. As the company grew, she learned not only mechanics but management and accounting. When home service came into vogue, Ms. Bailey saw the handwriting on the wall and branched into repair of commercial refrigeration and air conditioning compressors.

She is now the sole owner and CEO of Our Way, Inc., and the Tucker plant generates over \$20 million in business annually. "It's the team that you have," she says, "not just one person. I have such a great team of people."

When she's not busy at work, Ms. Bailey's hobby is the music industry. Through her record label, Rx-Melody, she released the 25th anniversary commemorative album on "the Platters" and also produced their syndicated TV special.

Asked for advice about her successes, she states, "I believe a good education is an absolute must today. If you are qualified and believe in yourself, anyone can be a success. You may take a few different turns and avenues, but at least you keep pursuing your goals 'till you make them work."

"I've sacrificed a lot in my life to accomplish my goals—being single has helped, but I raised my brother's children from ages 10, 11 and 12, so I really haven't missed much.

Gail W. Cowart, a freelance writer, was formerly the director of public information at KSC.

G A I L W.

C O W A R T



KENNESAW STATE UNIVERSITY

C O M M E N C E M E N T

AUGUST 8, 1998

**HONORARY DEGREE: BOBBIE BAILEY  
 DOCTOR OF HUMANE LETTERS**

Bobbie Bailey, the recipient of Kennesaw State University's second honorary doctorate, presented during the 3 p.m. ceremony today, has been a member of the KSU Foundation Board of Trustees since 1993.

Ms. Bailey is the founder, president and sole owner of Our-Way, Inc., in Tucker, Ga., the world's largest independent remanufacturer of commercial air conditioning and refrigeration compressors. She also is president and owner of Entertainment Resources Services, Inc., a music distribution company, as well as Bailey Design Company, a residential construction company.

She has served on numerous boards and is president of the Friends of Georgia Music Festival Hall of Fame, a member of the Board of Trustees of the National Academy of Recording Arts and Sciences and past president of the Atlanta chapter, and is a director of the Decatur First Bank. She was a member of the 1996 Atlanta Olympics Committee for DeKalb and Gwinnett counties.

Ms. Bailey has been a faithful supporter of Kennesaw State, especially in the form of contributions for scholarships and athletics. The Bobbie Bailey Award is presented annually to outstanding high school women athletes. She has been a driving force behind the women's athletic program at KSU as well as at other institutions. She has been especially involved in the support of women's softball, and she serves as a member of Kennesaw State's Athletic Field House Initiative Steering Committee.

One of eight children in her family, Ms. Bailey was born in Roanoke, Ala., but has lived in Atlanta most of her life. Several members of her family serve her company in a variety of positions ranging from line supervisor to executive vice president, a post held by her sister, Audrey Morgan, who is a successful businesswoman in her own right.



**Bailey receives honorary doctoral degree**

By Diane Payne

Kennesaw State University awarded its second honorary doctoral degree to Atlanta businesswoman Bobbie Bailey during the university's 57th commencement Aug. 8.

Bailey — a member of the KSU Foundation board of trustees since 1993 — is the founder, president and owner of Our-Way Inc. of Tucker, the world's largest independent remanufacturer of commercial air-conditioning and refrigeration compressors. She also is president and owner of the music distribution company Entertainment Resources Services Inc., as well as a residential construction firm, Bailey Design.

Bailey has been a faithful supporter of Kennesaw State, particularly contributing to student scholarships and women's athletics. She has been a driving force behind the women's athletic program at KSU as well as at other institutions throughout the region. KSU's Bobbie Bailey Awards are presented annually to outstanding high-school women athletes. Bailey has been especially involved in the support of women's softball, and she serves as a mem-

ber of KSU's Athletic Field House Initiative Steering Committee.

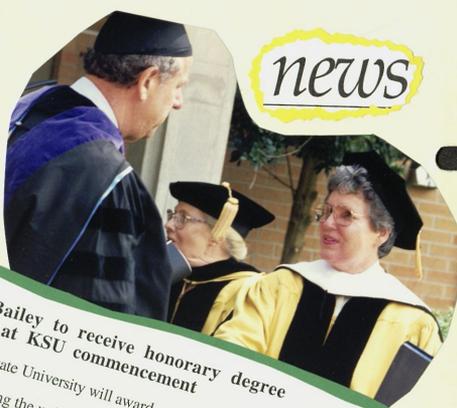
Bailey also is extensively involved in the Atlanta community. She has served on numerous boards and is president of the Friends of Georgia Music Festival Hall of Fame, a member of the board of trustees of the National Academy of Recording Arts and Sciences, past president of the Atlanta Chapter of NARAS and a director of the Decatur First Bank. She was a member of the 1996 Atlanta Olympics Committee for DeKalb and Gwinnett counties.

About 550 students, 150 of whom earned graduate degrees, graduated from KSU this summer. Donald Forester, retiring interim dean of the College of Arts, Humanities and Social Sciences, delivered the commencement address at both ceremonies. ■



Bailey





**Bobbie Bailey to receive honorary degree at KSU commencement**

KENNESAW — Kennesaw State University will award an honorary doctoral degree to Atlanta businesswoman Bobbie Bailey during the university's 57th commencement Aug. 8.

"Bobbie Bailey is the ideal candidate to receive Kennesaw State's second honorary doctorate," said KSU President Betty L. Siegel, explaining that KSU Foundation Trustee Clarice C. Bagwell was awarded an honorary degree in 1997. "Ms. Bailey has been not only a proponent for the arts and a community steward extraordinaire, she truly reflects the best of the ideals set forth in KSU's Year of Honoring Service, our theme for this academic year."

About 550 students, 150 of whom have earned advanced degrees, will graduate from KSU this summer. Ceremonies at 3 p.m. and 8 p.m. in the university's gymnasium will be attended by nearly 450 degree candidates. Donald Forrester, interim dean of the College of Arts, Humanities and Social Sciences, is scheduled to deliver the commencement address at both ceremonies. Bailey — a member of the KSU Foundation board of trustees since 1993 — will receive an honorary doctor of humane letters degree during the 3 p.m. ceremony before about 180 graduates of KSU's Leland and Clarice C. Bagwell College of Education, College of Arts, Humanities and Social Sciences and College of Science and Mathematics.

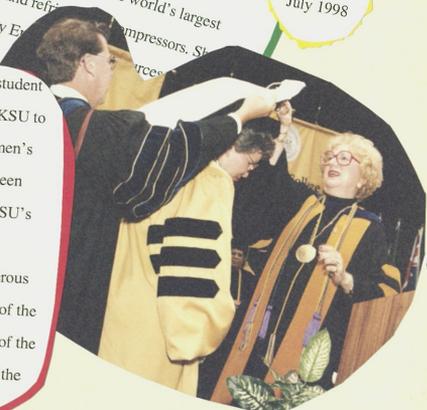
Bailey is the founder, president and owner of Our-Way Inc. in Tucker, the world's largest independent remanufacturer of commercial air-conditioning and refrigeration compressors. She also is president and owner of the music distribution company Edge Music Inc., as well as a residential construction firm, Bailey Design.

July 1998



Bailey has been a faithful supporter of Kennesaw State, particularly contributing to student scholarships and women's athletics. The Bobbie Bailey Award is presented annually at KSU to outstanding high-school women athletes. Bailey has been a driving force behind the women's athletic programs at KSU as well as at other institutions throughout the region. She has been especially involved in the support of women's softball, and she serves as a member of KSU's Athletic Field House Initiative Steering Committee.

Bailey also is extensively involved in the Atlanta community. She has served on numerous boards and is president of the Friends of Georgia Music Festival Hall of Fame, a member of the board of trustees of the National Academy of Recording Arts and Sciences, past president of the Atlanta Chapter of NARAS and a director of the Decatur First Bank. She was a member of the 1996 Atlanta Olympics Committee for DeKalb and Gwinnett counties.



# INSIDE KFSU

August 17, 1988

• A newsletter for Kennesaw State University faculty and staff •

Volume 15, Number 1

There were tears in the eyes of administrators, graduates and members of the full-house audience at the 3 p.m. Aug. 8 commencement ceremony when businesswoman Bobbie Bailey spoke after receiving her honorary doctorate of humane letters from KSU President Betty L. Siegel.

Bailey, who grew up during the Depression and never attended college, urged graduates to make good use of the degrees they spent so much time and money earning.

"With your education and your families, there is nothing, nothing you can't do," she said emphatically after describing her family's struggle to survive intact.

"Ms. Bailey has been not only a proponent for the arts and a community steward extraordinaire, she truly reflects the best of the ideals set forth in KSU's 'Year of Honoring Service,' our theme for this academic year," Siegel said.

Bailey's heartfelt remarks brought a standing ovation from the audience, which included 40 of Bailey's friends and family members.

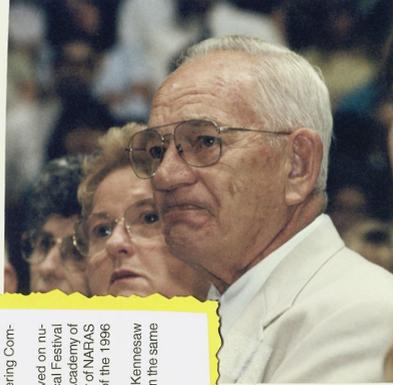
A trustee since 1993, Bailey, one of eight brothers and sisters, is the founder, president and owner of Tucker-based Our-Way, Inc., the world's largest independent remanufacturer of commercial air-conditioning and refrigeration compressors. She also is president and owner of the music distribution company Entertainment-Resources Services, Inc., as well as a residential construction firm, Bailey Design Company.



DR. BAILEY TAKES ANOTHER STEP UP: Gamed in the golden robes denoting a KSU Foundation trustee, Bobbie Bailey (right), a successful businesswoman who worked to feed her family rather than attending college in her youth, prepares to enter the gym with KSU President Betty L. Siegel to receive her honorary degree.

Bailey has been a faithful supporter of Kennesaw State, making numerous contributions to student scholarships and campus athletics. The Bobbie Bailey Award is presented annually at KSU to recognize high-school women athletes. Bailey has been a driving force behind the women's athletic programs at KSU as well as at the institutions through the region. She has been especially involved in the support of women's softball, and she serves as a member of KSU's Athletic Field House Initiative Steering Committee.

Bailey is extensively involved in the community. She has served on numerous boards and is president of the Friends of Georgia Musical Festival Hall of Fame, a member of the board of trustees of the National Academy of Recording Arts and Sciences, past president of the Atlanta Chapter of NARAS and a director of the Decatur First Bank. She was a member of the 1996 Atlanta Olympics Committee for Dekalb and Gwinnett counties. Bailey is the second person to receive an honorary degree from Kennesaw State. KSU Foundation trustee Clarice C. Bagwell was honored in the same manner in 1997.



Please join us for a Reception  
honoring

**Bobbie Bailey**

Recipient of an Honorary Doctorate Degree  
Kennesaw State University

Saturday, August 8, 1998      6:00 p.m. - 7:30 p.m.  
5119 Kanawha Bluff  
Stone Mountain, Georgia

Audrey and Jack Morgan

RSVP Maureen Sullivan  
770-491-9494, Ext. 207

Map enclosed





**>BOOKS:**  
 "The Vegetative State: Medical Facts, Ethical and Legal Dilemmas" by Bryan Jennett

# Our-Way Inc. owner does it her way: hands-on work at remanufacturing firm

By Chris Burritt  
*Staff Writer*

Bobbie Bailey, the owner of Our-Way Inc. in Tucker, doesn't mind getting her hands dirty.

Which is just as well. She's built a \$20 million business remanufacturing greasy, grimy air conditioning and refrigeration compressors.

At age 12, Ms. Bailey was working with her brother Leon on racing cars. Today at 59, she can be seen occasionally working alongside factory employees at Our-Way, which she claims is the largest independent company of its kind in the country.

Every year, Our-Way remanufactures more than 78,000 compressor units for three major manufacturers: Copeland Corp., Carrier Corp. and Dunham-Bush Corp.

Our-Way has two plants in Tucker, employing more than 400 people. At one plant, workers replace the copper windings on worn-out electric motors, which drive the compressors. In the other, old compressors are dismantled, the parts cleaned and faulty ones replaced. Then the compressors are reassembled with the remanufactured motors.

Ms. Bailey found her way into the business at age 15, when she went looking for a summertime job during World War II. One day she spotted a newspaper ad that read: "Refrigeration work essential."

"I knew it had to be mechanical and I could do it," she said. "I showed up at the shop, and a fellow was fitting rods to a crankshaft. I asked about the job, and they said, 'Well, let her try it.'"

After performing the task as well as the male worker, she was hired.

Ms. Bailey stayed with the business for about three years, until the owners sold it and opened Our-Way Machine Shop. Ms. Bailey went with Our-Way.

That company eventually became involved in refrigeration work, and, about 1950, began servicing window air conditioners at her insistence.

But a decade later, Our-Way's window unit business began to decline because the companies that sold the units began servicing them in the field instead of shipping them to Our-Way for repair.

"I could see the handwriting on the wall," said Ms. Bailey, who at that time was running the business. "I had a large factory and a lot of employees that I did not want to let go. So I diversified."

In 1960, she formed a new company, Our-Way Inc., that specialized in the remanufacture of commercial air conditioning and refrigeration compressors.

Ms. Bailey continued to run Our-Way Machine Shop as a separate business until she bought it in 1977 and merged it into Our-Way.

One of the first companies that she sought as a customer for remanufactured equipment was Copeland Corp., a major compressor manufacturer in Sidney, Ohio. Initially, she was turned down by the company's president, Frank Gleason Jr.

But after she left a meeting with him, she met Frank Gleason Sr., the company's chairman and the president's father. Ms. Bailey pitched the business to him in the hallway, and he liked what he heard.

Ms. Bailey got the business, and Copeland has renewed Our-Way's one-year contract each year since then.

Born near LaGrange in 1928, Ms. Bailey was the third of eight children. Her father, Elbert Bailey, worked as a carpenter until he was paralyzed from the waist down in a fall down a well.

After the accident, he learned to drive a 1934 Ford using a stick to work the clutch and brake pedals.

His children would carry him to the car in a straight-backed chair, and he would drive through the countryside selling Watkins liniments and salves.

That lasted only until a fire destroyed the family's home — and her father's line of Watkins' products — when Ms. Bailey was 8 years old. The family subsequently moved to Atlanta and took up sharecropping for the head of the Atlanta network. Her father supervised while the children tended crops.

In their spare time, Ms. Bailey and her brother Leon fixed old cars. At one point, they found an abandoned Model T Ford in a garage. The two got it running by salvaging parts from junk yards. Later, Leon started tuning race cars. It was during these shade-tree repair sessions that Ms. Bailey got her first taste of how mechanical things work.

Ms. Bailey figured out early that tagging along with Leon was the best way to get out of the house and avoid the eventual fate of most Southern women of that era — housewifery or working in a textile mill.

"If you were a girl, you had to stay at home," she recalled. "I learned that if I were ever going to do anything, I would have to do it with him. We became twins. If he climbed a tree, I climbed a tree."

# Democrats' histrionics misguided

Even to question whether state Rep. Sue Burmeister (R-Augusta) is racist because she is a conservative woman who introduced a bill to require photo identification for voting is patently offensive. Nothing she has said or done gives basis to inquiry that would state Rep. Randall Mangham (D-Decatur) to opine that he doesn't think she's racist, but...

In the charge that has taken place under the Gold Dome, a party dominated by liberals, the party that virtually all black legislators belong, has been displaced in power by a party that isn't. It is a tough, often frustrating existence — as Republicans know. Many who passed through these chambers served their entire legislative careers without authoring a single statewide bill of any import. If one of their ideas had any merit, it was stolen and passed into legislation by Democrats.

The reality is now that Democrats, black and white, have not yet found their voice as a minority party. The spectacle they presented in plopping a prisoner's shackles on Burmeister's desk, as Mangham did, while storming as a party off the floor of the Georgia House, was pure theater.

The issue? Requiring voters to be who they say they are. That, presumably, is the basis for questioning Burmeister's views.

The truth, frankly, is that the charge, injected into political debate, is a cheap .22-caliber Saturday Night Special. No conservative arguing a principled position in policy debate, as Burmeister was, should ever consider a defensive response necessary.

Because the charge, the Saturday



**JIM WOOTEN**  
 jwooten@ajc.com  
**MY OPINION**

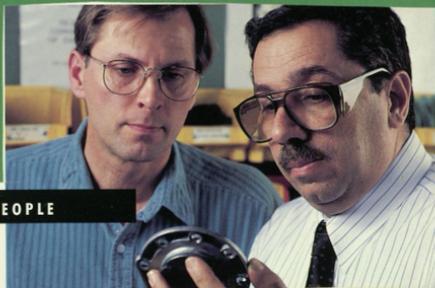




## THE TEAM IN 1953



L TO R WILLIE CALDWELL, JULIAN GODFREY, JOHNNY CARR, MR. ORR, BOBBIE BAILEY, DOT BROWN, AND LOUISE SMITH



## OUR PEOPLE

All our processes, all our procedures, all our plans would be meaningless without Our-Way's people. They're our most valuable resource — all 400 of them. It's their

attention to detail, their commitment to excellence and, simply, their hard work that's made quality an Our-Way

tradition. Our people know manufacturing. They know the industry. And they know quality.

# Local invention defrosts buried WWII planes

By Greig Guthey  
STAFF WRITER

The Super Gopher, the ice-melting rodent used last week to defrost a P-38 Lightning fighter plane buried hundreds of feet below the surface of Greenland, is not a sinister modern device billowing steam and smoke as it melts the polar ice cap.

It's actually a water heater, the biggest one money can buy. And it was designed and built at the Our-Way air compressor remanufacturing plant in Tucker by the company's Chief Executive Officer Bobbie Bailey and her team of engineers and tool-makers.

"The [other] guy took half-a-million dollars, five C-130s and he still couldn't get it [the plane] up," she said, noting the effort a Massachusetts team put into its unsuccessful attempt at shaving a 16-foot-wide hole to the planes using a device similar to a grain elevator. "So, this [gopher] makes us pretty proud."

Her "Super Gopher," a mass of water, copper tubing and heating coils that she describes as a "big top," is defrosting the ice around eight war planes ditched on a Greenland glacier in 1942 and now buried 270 feet below the snow. It cost one-tenth as much as the Massachusetts team's contraption and fit on a DC-3.

"It's almost like a hot water heater in your home," said Our-Way's director of engineering, Bernie Dombrowski, who helped design the innovative machine.

But in March 1990, Mr. Dombrowski was not so matter-of-fact about his boss's idea to build a device to bore 270 feet into a glacier.



KIMBERLY SMITH / Staff

**Chief Executive Officer Bobbie Bailey of Our-Way Inc. shows engineering plans and photographs of the device developed to recover planes from under 270-feet of ice.**

"I said, 'What? Are you kidding?'" he recalled. Inventions are not his regular line of work.

"We design our own tooling and equipment, but we're not in the business of designing these odd-

ball things."

Nonetheless, the team completed its task within the two months Ms. Bailey allowed. They worked during and after work to get it done by May.

"It was difficult in that you didn't know where you were going," Mr. Dombrowski said. He said textbooks didn't teach him how to melt ice, only how to make it. "We had to design it so that they could put it together up there . . . you know, where there is no Ace Hardware."

Since then, the team has made two improved gophers that are directed to the planes by pipes running through the centers of the machines.

They descend through about seven feet of ice each hour by using 180-degree water circulating through copper tubing to melt a four-foot diameter shaft in the glacier. The water created does not accumulate in the new hole because air pockets that riddle the glacier absorb it, Mr. Dombrowski said.

The glacier's uneven surface of snow, ice and air pockets was the original reason the planes crash-landed 50 years ago.

In 1942, Gen. Carl Spaatz set up "Operation Bolero" to deliver airplanes to the British while they fought Nazi Germany. The plan was to fly new P-38 fighters and B-17 Flying Fortress bombers to England by hopping from Canada to Greenland to Iceland, refueling at each stop.

During the second shipment, the squadron ran into bad weather and turned back for Greenland. On the way back, a German U-boat allegedly deceived the pilots with false reports of more bad weather. They became lost, couldn't find the air base and, low on fuel, were forced to land on the ice.

When the first fighter plane attempted to land, its front wheel stuck in the porous surface of the

Please see **MELT, 8** ▶

jured, but the plane was wrecked.

The seven other planes, seeking to avoid a similar fate, landed on their bellies with their landing gear up, bent most of their propellers in the process and were abandoned when the crews were rescued nine days later.

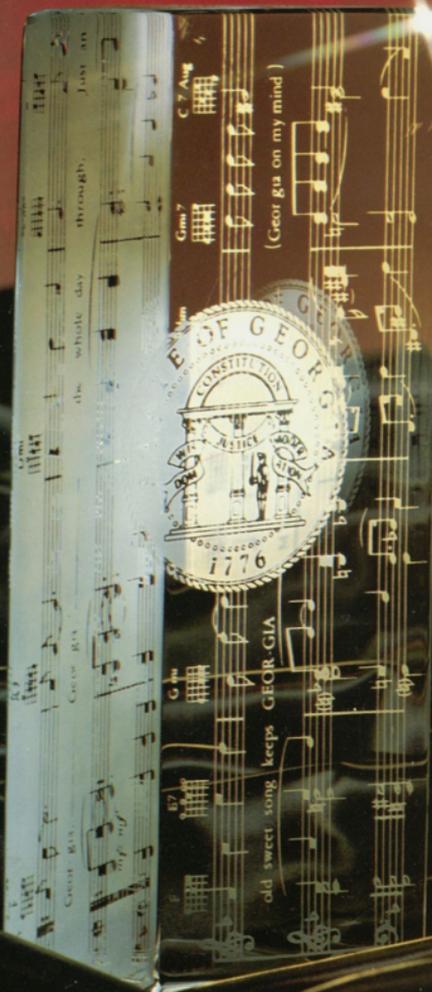
Ironically, the ice preserved the airplanes in almost perfect condition. The guns from the B-17 Bomber "Big Stoop" still fired once they were retrieved, Ms. Bailey said.

"The oil looks brand new," she said, noting that a Tennessee company will rebuild the P-38 that was lifted recently from its arctic grave with the help of her invention. The plane is worth about \$1 million today. "We're going to fly that rascal," they say. "Everything looks brand new," Ms. Bailey said.



# 16th

ANNUAL GEORGIA MUSIC  
HALL OF FAME AWARDS



Saturday, September 24, 1994  
Georgia World Congress Center  
Atlanta, Georgia

Our-Way

SALUTES

ENGINEERING  
DEPARTMENT

## Expertise And Ingenuity Contribute To Success

Throughout the 40-year history of Our-Way, Inc., the Engineering Department has not encountered an upgrade or rework situation it could not resolve.

Original manufacturers work from castings, forgings and stampings made to conform to their manufacturing processes and equipment. Working without the luxury of excess material, members of the Our-Way engineering staff use common sense ingenuity to re-store parts to OEM specifications.

There's no magic behind this impressive record – just the expertise and ingenuity of the company's engineering personnel who believe there is no manufacturing situation with an Our-Way or original manufactured (OEM) part they cannot correct.

An example is the special equipment which successfully melted an access passage through the ice to one of the B-17's (in 1990) and a P-38 (in 1992), part of World War II's famous "Lost Squadron" buried almost 300 feet below the surface of the Greenland Glacier. Principal contributors of the melt-down assembly included Our-Way President Bobbie Bailey, former Vice-President (now retired)



Bill Brownlee (center), holds the book on the *Lost Squadron* as he poses with the team which made it all possible, from left to right, Boris Eydelman, Tool, Bernie Dombrowski, Engineering, Dick Spohn, also Tool, and Dennis Williams, Fred Brogdon, and Dan Capp, all of Maintenance.

### Lost Squadron

Just in time for holiday giving, *Lost Squadron* which recounts part of the dream fulfilled is available in book-stores now.

Jack Morgan, Vice President Engineering Bernie Dombrowski, Dick Spohn, Bill Brownlee and Dan Capp, Bailey and Dombrowski developed the idea of a cone-shaped melt-down unit and a guidance system. This unit ensured a direct course to the precise location under the ice where the planes were located and an even temperature melting surface all the way down. Because of the resourcefulness of Our-Way's Engineering Department, the unit was designed and produced in record time and performed to expectation on the glacier.

More recently, Our-Way engineers provided valuable support and expertise to York personnel in debugging and finalizing the design of the York Triathlon compressor which Our-Way now manufactures.

Bernie Dombrowski, Vice President Engineering, and Lionel Buenaventura, Manager of Engineering, work hand-in-hand with

all the 16 members of the engineering staff to oversee Our-Way's Quality Control Department and Warranty Department, plus general engineering and maintenance functions for the Company. Aably assisting Dombrowski and Buenaventura are Joyce Rhea, a 25-year-plus Our-Way veteran, and Martha Blough.

Lionel Buenaventura reports that the phrase "all work and no play" is just not an apt description of this department. On his recent 40th birthday, Lionel arrived at work to find his office decorated in "over-the-hill" balloons, black crepe paper, and even a wheelchair for his "aging" body.

High morale contributes to the Engineering Department's record of maintaining hundreds of Standard Operating Procedures and Line Bills of Material required to remanufacture and upgrade both vintage and recent returned compressors to current OEM specifications.



## 'Super Gopher' eats Greenland ice



Special

Development team members are (from left) Dick Spohn, Ernie King, Bernie Dombrowski, Bill Brownlee and Ed West.





STATE OF GEORGIA  
OFFICE OF THE GOVERNOR  
ATLANTA 30334-0900

July 13, 1998

Ms. Bobbie Bailey  
239 15th Street, N.E.  
Atlanta, Georgia 30309

Dear Bobbie:

As I am sure you know, the 1998 General Assembly passed Senate Bill 569, recreating the Georgia Music Hall of Fame Authority. The recreated authority is comprised of the same members as the Board of Community Affairs, effective July 1, 1998.

With this change, I would like to thank you for your past participation, efforts and dedicated service as a member of the Georgia Music Hall of Fame Authority. The State of Georgia has truly profited from your willingness to accept the responsibility and challenge of serving the citizens of Georgia as an authority member. Please accept my heartfelt thanks for your many contributions to the State, and I wish you well in your future endeavors.

With kindest regards, I remain

Sincerely,

*Zell Miller*  
Zell Miller

ZM/jap





**Audrey B. Morgan**  
Executive Vice President



NOV 23 1981

Congratulations! Best wishes  
and fun wishing you more



Singleton Gorski Morgan

### PEOPLE

Stanton J. Singleton Jr. has been elected vice president and corporate counsel of the Federal Home Loan Bank of Atlanta, the reserve bank for the savings and loan industry in the South Atlantic states. He is a member of the Georgia and American Bar associations and is a captain of the Judge Advocate General's Corps of the U.S. Army Reserves. . . . Atlantic Steel Company has elected Edward J. Gorski as manager of information systems. Atlantic Steel, a producer of steel and steel products, has corporate headquarters in Atlanta with producing plants in Atlanta and Cartersville. . . . **Audrey B. Morgan has been named executive vice president at Our-Way Inc.**, an Atlanta based remanufacturer of commercial air conditioning and refrigeration compressors. . . . James M. Belford has been named senior vice president of Citizens and Southern Georgia Corp, where he is director of public relations. . . . Charles D. Bowen has been named manager of fleet sales at Jim Letts Oldsmobile Inc. . . . Tom Dunn has been named Atlanta regional manager for Bigelow-Sanford Inc., a manufacturer of commercial residential carpet. . . . Augustus H. Sterne, retired chairman of the board of Trust Company of Georgia and current Dean of the School of Business at Atlanta University, will receive a Distinguished Community Service Award by the Atlanta Urban League. . . . Sharyl J. Hess has been named director of public relations for the Atlanta Market Center. . . . Komer and David C. Golby have been named senior consultant in management consulting department of the Atlanta offices of Touche Ross & Co., an international accounting and consulting firm. Patrick G. Rooney, Lynn Lawson, Jeff Getz and John S. Michalek have been named audit supervisors.

November 23, 1981

## Morgan named executive vp at Our-Way



Morgan

ATLANTA, Ga. — Audrey B. Morgan has been appointed executive vice president of Our-Way, Inc., an independent remanufacturer of commercial air conditioning and refrigeration compressors.

In her new position, Morgan will be responsible for the legal, financial, and accounting operations of the company, with additional oversight of data processing and personnel. She will report directly to Bobbie Bailey, president.

Morgan has had more than 20 years of service with Our-Way. Prior to joining the company, she was employed in the legal department of Ford Motor Co., Dearborn, Mich.



## DeKalb Business Briefs

Audrey B. Morgan has been named executive vice-president of Our-Way Inc. of Tucker, a remanufacturer of commercial air conditioning and refrigeration compressors.

Mrs. Morgan will be responsible for the legal, financial and accounting operations of the company, with additional oversight of data processing and personnel.

Mrs. Morgan studied business administration at Georgia State University and Asbury College of Wilmore, Ky. She has been employed at Our-Way for 20 years. Ms. Morgan serves as vice-president of the board for the DeKalb Chamber of Commerce, director of the American Cancer



Society/DeKalb County Unit and council member of the Small Business Advisory.

Mrs. Morgan and her husband, Jac, reside in northeast Atlanta. They have two sons, Lt. Jack E. Morgan Jr., who serves in the U.S. Air Force in Hahn Germany, and Robert Morgan of Atlanta.

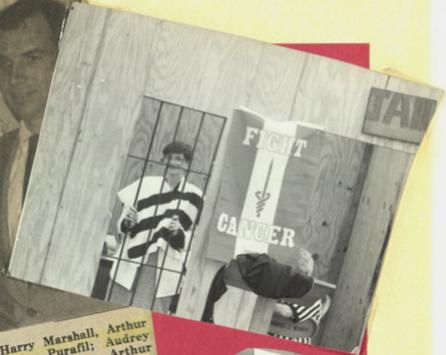
Air Conditioning, Heating & Refrigeration News



# THE CHAMBER FILE



**TAX PLANNING SEMINAR**—Participating in the recent Tax Planning Seminar sponsored by the DeKalb Chamber's Small Business Advisory Council in cooperation with Arthur Andersen & Co. were, from left, Harry Marshall, Arthur Andersen; Georgia Kelley, Puraff; Audrey Morgan, Our-Way; and Bill Fowler, Arthur Andersen.



## Two Workshops For Managers Planned For In Chamber Offices

Two workshops slated for the DeKalb Chamber Conference Room during January will focus on managers, employees and production. The sessions will be offered Tuesday and Wednesday, Jan. 20 and 21, 6:30-9:30 p.m.

The first workshop, "Ten Keys to Personal Success," teaches a step by step process for planning and reaching personal success. The second, "Building Work Teams," identifies the personal style of managers and shows how that style can be used to get more from

employees.

Both workshops are being conducted by Edward Simmons. Regular cost of each session is \$15, but Chamber File readers may register for \$12.50.

Leaflets containing more information about these workshops are available in the Chamber office. To register call Edward Simmons at 469-4929 after 6 p.m. Deadline for registrations is Jan. 14.

## Cancer Society Seeking Ten Most Wanted

Seven of DeKalb County's most prominent business leaders have become part of the "Ten Most Wanted" by DeKalb Sheriff Pat Jarvis to benefit the American Cancer Society, DeKalb Unit.

The executives volunteered to be "arrested" and to raise "bail" money as donations to the American Cancer Society during its annual Jail-A-Thon May 16-18, and at Park Place.

The bail for these high-profile "prisoners" has been set at \$1,000 per person. Contributions help fund the society's continuing pro-patient services.

Volunteer prisoners for the "Ten Most Wanted" include Ridley Howard, Cotton States Insurance Co.; Robert C. McManan, Decatur Federal; Audrey Morgan, Our Way; Darryl Pittillo, Patillo Companies; William R. Probst, Smoke Rise Corporation; and Robert J. Rutland, Allied Systems.

More information on having someone "arrested" is available by calling the American Cancer Society office at 325-0550.



**Audrey 'Organizer' Morgan Charge: Running things too efficiently.**

## Audrey Morgan Elected President of The Board for SCH

Audrey Morgan has been elected President of the Board of the Southern Christian Home for Children. This appointment is in recognition of the many hours and quality work Ms. Morgan has contributed to the Home through the years.

"It's easy to become so involved when the need is so great," says Ms. Morgan who has directed many of the Home's activities such as this past year's "Children Week."

Southern Christian Home for Children is a residential treatment center for 32 children between the ages of 10 and 18. Most of them are emotionally disturbed children who come from hurtful family situations. Trained counselors deal with the problems that face these young people get their lives back in order so they can

Board members for the Home understand the educational, spiritual, physical and benevolent needs of the children. They are kept busy formulating and evaluating policies. They are kept congratulating and evaluating policies. They are kept congratulating and evaluating policies. They are kept congratulating and evaluating policies.



## Congratulations - Mr. DeKalb



Recognizing how important college was for her, Audrey established a private scholarship for students at Bass High School in inner city Atlanta. The administration of that scholarship was later transferred to the Southern Christian Children's Home where she served as a member of its Board of Directors for six years and as its President in 1981-1982.

Audrey Morgan is a deeply caring individual. Any charitable organization would be thrilled to have her support. For more than a decade, the American Heart Association (AHA) has been at the top of her list. When the DeKalb County Division of the AHA needed a new fund raiser, Audrey eagerly accepted the challenge and suggested the Fashion With Heart Gala. Audrey served as chairman of the Fashion Show and Luncheon held each spring in cooperation with Rich's. Audrey served as chairwoman for the first five years of this spectacular afternoon activity which annually raises more than \$25,000. It was Audrey's "we can do it" attitude that elevated the "Mr. DeKalb" event to the premier fund raiser for the DeKalb Division. Since her careful retooling of the event in 1988, the Mr. DeKalb benefit has raised more than \$300,000 for the American Heart Association.

When Audrey accepts a task, she gives it 100% and expects others involved to do likewise—and more often than not—they do. It's that drive and attention to detail that prompted members of the Atlanta Olympics Committee to approach Audrey and a small group of other DeKalb and Gwinnett Counties for their help in raising money to support Atlanta's effort to win the 1996 Summer Olympic Games. In just 90

days, Audrey led a dynamic team to raise more than \$300,000 to assist Atlanta's bid. The activities included a patriotic banquet attended by more than 1,000 people honoring Georgia Olympians, an Olympic Race around Stone Mountain Park and numerous athletic events in cooperation with the DeKalb County Parks and Recreation Department. The group was later told that the money DeKalb and Gwinnett raised enabled the Atlanta Olympics Committee to cross the finish line by paying for its trip to Japan to enter Atlanta in the heated competition.

Audrey's keen style, sophistication and business savvy led her to become the first woman Vice-President of the DeKalb Chamber of Commerce where she served on the board for three years. Throughout the years she has also served on the boards of the DeKalb Private Industry Council, DeKalb Medical Center, DeKalb Regional Healthcare Systems, Inc., DeKalb Historical Society, American Cancer Society and the DeKalb County Junior League Advisory Board.

Of all Audrey's missions for which we honor her, it is her family of whom she is most proud. She has two sons: Lt. Col. Jack E. Morgan, Jr., U.S. Air Force, and Robert E. Morgan of Atlanta and has two grandchildren, Kimberly Jean and Jack Allen.

Audrey B. Morgan...astute business woman, mother, grandmother, leader, advisor, humanitarian, philanthropist...outstanding citizen!



The DeKalb County Division of the American Heart Association will honor **Audrey Morgan** as the second woman in its history to be awarded the "Mr. DeKalb" Citizenship Award at a dinner on May 11 at 6:30 pm. at the Holiday Inn Crowne Plaza Ravinia.

The "Mr. DeKalb" Citizenship Award honors an outstanding DeKalb County resident who has made significant contributions to the community.

Morgan is vice president of Our-Way, Inc., the nation's largest independent remanufacturer of commercial air conditioning and refrigeration compressors, located in Tucker. Morgan began working with Our-Way when the company was founded in 1960.

Morgan's list of community service involvement is extensive.

She is a member of the Board of Directors of DeKalb Medical Center, DeKalb Regional Healthcare System, Inc., American Heart Association and its advisory board, American Cancer Society, DeKalb Historical Society, Private Industry Council, and the DeKalb Chamber of Commerce. She is also a member of the Advisory Board of the DeKalb Junior League.

She is the past president and director of Southern Christian Home for Children. While president of the board, she recommended and started a program intended to bring together all of the various groups and advocates for disadvantaged children into a more focused and cohesive alliance that could more effectively meet the needs of children. For that organization, she also initiated and was honorary chair of Children's Week, held at Lenox Square.

She served as co-chair of the DeKalb/Gwinnett County Olympics Committee, which planned and implemented various fundraising events in DeKalb and Gwinnett counties to support bringing the Olympics to Atlanta, including a banquet honoring Georgia Olympians, and Olympic Race at Stone Mountain Park, and various athletic events through DeKalb County Parks and Recreation Department. These efforts resulted in raising \$300,000 in 90 days. The committee was later told that it was the money raised in DeKalb and Gwinnett counties that enabled the Atlanta Olympics Committee to "cross the finish line" to pay for its trip to Japan to enter Atlanta in the competition.

Morgan also chaired the first auction for the American Cancer Society held at Northlake Mall in connection with Northlake Mall's first anniversary. The event raised more than \$30,000 for the Cancer Society. The auction continues to be the top fundraising event for the DeKalb County Unit.

For the DeKalb Unit of the American Heart Association, she recommended and initiated the first Heart Luncheon/Fashion Show in 1988 and chaired the event for five years. Since its inception, that benefit has raised more than \$200,000 for the Heart Association.

She has been instrumental in the success of the "Mr. DeKalb" award for the Heart Association as well. She recommended that the event be changed from a luncheon



Morgan

to a dinner event in an attempt to have it become a major fundraising event. Since changing to an evening dinner in 1988, the event has raised \$285,000 for the Heart Association.

Morgan was the first woman vice president of the DeKalb Chamber of Commerce, has served on special task forces for DeKalb County government, and worked on various committees and hosted or coordinated fundraisers for many political candidates.

She is a member of the Oak Grove Methodist Church, where she taught Sunday School, served as chair of the Commission on Missions, and is now a member of the Board of Trustees.

She attended Asbury College in Willmore, Ky., and Georgia State University, majoring in business management. She is married to Jack E. Morgan, formerly of Detroit, and has two sons, Lt. Col. Jack E. Morgan, Jr., U.S. Air Force, and Robert E. Morgan of Atlanta.

At the award banquet, Merrill Autrey, Jim Miller, and Karen Lynch will offer special tributes. Robert C. (Bob) Carpenter, will make the official presentation.

The event is chaired by Judy McMahan. Tickets are \$100 and may be purchased by calling the DeKalb Unit of the American Heart Association, 378-3603.

## "Mr. DeKalb" over the years

The "Mr. DeKalb" Citizenship Award was established by the DeKalb Unit of the American Heart Association to honor an outstanding DeKalb County resident who has made significant contributions to the community. Proceeds of the event benefit the many programs of the American Heart Association.

The title of the award dates back to 1963 when DeKalb's residents honored Scott Candler as "Mr. DeKalb." The Heart Association picked up the title in 1983 when Julius McCurdy was honored with its citizenship award, also named "Mr. DeKalb."

In 1986, Lucille Williams McCurdy was the first woman honored with the award. Other honorees are Guy W. Rutland, Jr. (1983), James A. Mackay (1984), Judson C. Ward (1985), J. Davison Phillips (1987), Robert C. Carpenter (1988), Manuel Maloff (1989), Jim Anderson (1990), Pierre Howard (1991), William (Bill) Evans (1992), Robert C. McMahan (1993), and A.W. (Bill) Dahlberg (1994).

Community-minded leader  
Audrey Morgan chosen  
for 'Mr. DeKalb' award

# Lifestyle



## Volunteer of the Year

Our-Way's Executive Vice President Audrey Morgan was recently named "Volunteer of the Year" by the DeKalb County Unit of the American Heart Association. Ms. Morgan has been a member of the Board for almost a decade and recently headed the Steering Committee for the DeKalb Unit's annual "Mr. DeKalb" Citizenship Award Benefit raising more than \$130,000, the largest amount ever raised by a single function sponsored by the DeKalb County Unit.

Previously, Ms. Morgan was named Volunteer of the Year for the American Cancer Society where she served on the board 17 years. More recently, she was appointed to the board of the DeKalb Medical Center which includes DeKalb Hospital with 325 beds and over 2,000 employees.

**Cops And Robbers,  
And All For Cancer**

The food and even the guests, chosen from among DeKalb County's business leaders, were fairly ordinary at a breakfast at the Hyatt Ravinia last week. The hotel's staff provided the most obvious reminder of the reason for the event, the American Cancer Society, DeKalb Unit's "annual Jail-A-Thon. Guests at the breakfast came at the stern invitation of DeKalb County Sheriff Pat Jarvis, and each paid \$1,000 in "bail" to the society for their "freedom. Hotel staffer, left, serves the Cancer Society's Dana Carter and Ed Shaver, while a prison-striped Jervett Nunn, right, brings on jailhouse grub for Audrey Morgan and Bob Patillo.



Audrey Morgan  
Vice President  
20 Years



**Morgan  
Elected**

DeKalb businesswoman Audrey B. Morgan was recently elected chairman of the board of Southern Christian Home.

Prior to becoming chairman, Ms. Morgan was Planning Committee, and chairman 75th Anniversary Committee, and was honorary chairman of Children's Week 1981.

Ms. Morgan is also vice president of Executive Inc. of Tucker, a manufacturer of commercial air conditioning and refrigeration compressors.

In addition to her community involvement at Southern Christian Home for Children, Ms. Morgan served on the board of directors of the American Cancer Society/DeKalb County as past chairman of Public Education and chairman, Auction 80, and is past vice president of the board for the DeKalb County Chamber of Commerce.

Southern Christian Home For Children is a residential center for emotionally disturbed children and adolescents.

8/12/82

THE DECATUR-DEKALB NEWS/LEGAL REVIEW



# The Scott Candler "Mr. DeKalb" Citizenship Award



1995



## "MR. DEKALB" RECIPIENT 1995



Audrey  
Bailey  
Morgan  
has been on a mission.

Each of us here this evening has benefited by her resourcefulness, commitment and integrity. As the 1995 recipient of the Scott Candler "Mr. DeKalb" Citizenship Award, we honor Ms. Morgan tonight for the success of her mission on behalf of the DeKalb community.

With her quiet grace, supreme dignity, easy charm and fierce determination, Audrey Morgan makes things happen because it simply doesn't occur to her that they can't. As Executive Vice President of Our-Way, Inc., she has helped the company grow into the nation's largest independent remanufacturer of commercial air conditioning and refrigeration compressors. As a member of the American Heart Association's Board of Directors for more than ten years, she has been instrumental in planning "parties with a pur-

Ms. Audrey B. Morgan

pose" which have raised hundreds of thousands of dollars to help fund the fight against heart

disease in DeKalb County. As a children's advocate, Ms. Morgan, along with her husband Jack, has established the Morgan Foundation primarily for the support of disadvantaged children.

Audrey's commitment to helping others began when she was just a child. Saved by her brother from a fire that destroyed the Bailey family home in Waverly Hall, Georgia, Audrey was destined to help others as well. With the support of friends and neighbors, Audrey, her parents and seven brothers and sisters moved to Atlanta to begin their new lives. After high school, Audrey was eager to continue her education and received a scholarship to Asbury College in Wilmore, Kentucky, where she met and later married Jack E. Morgan.



P.O. Box 382  
Tucker, Georgia 30085  
(770) 451-9454  
Fax (770) 934-7320  
Composites Remanufacturing  
Specialist

OUR-  
WAY, INC.

Audrey B. Morgan  
Executive Vice President





**Jack E. Morgan, Sr.**  
V. President & General Manager  
Retired





# Our way EMPLOYEE WARNING RECORD

NAME	CLOCK NO.	DEPARTMENT Office	TIME	FINAL
Jack Morgan				

It is necessary to warn you of the following violations of company rules.  
**Excessive Absenteeism & No doctor's certificate.**



Jack Morgan  
Vice President  
20 Years



7/14/83  
(Date)

*Charles Boine* (Supervision)  
*Charlotte Jenkins* (Personnel)  
*Don Hood*

record. The issuance of further warnings may subject  
 I acknowledge receipt of this warning record.

(Signature of Employee)

COPY TO





# CONVEYOR



TUCKER PLANT

JANUARY/FEBRUARY/MAR

## Jack Morgan Retires After 30 Years



The recent retirement of Vice President and General Manager Jack E. Morgan marked the end of an era in compressor remanufacturing at Our-Way, Inc.

"It has always been Jack who researched our tooling needs, purchased the appropriate machinery, and spearheaded its redesign and adaptation to meet the specific and unique needs of the Company," said Our-Way President Bobbie Bailey.

Bailey credits Morgan for the design and development of all in-house tooling and equipment. She says Morgan has always insisted on the highest quality standards.

Morgan, who has been with the Company for 30 years, is recognized as one of the country's top experts in the electrical and mechanical fields. His contributions have exceeded the realm of compressors and manufacturing. Longtime employees know of his personal concern for them and their families.

"Mr. Morgan has always been a gentleman, and I always felt I could depend on him for information about my job. I hope he will continue to come around during his retirement," said Betty Caldwell who has spent 22 years in the Copeland Assembly area.

"Jack Morgan never got upset with the individual or tried to blame someone when there was a problem," said John Durham. "Instead, he would come by and discuss the problem and help the employee work out a solution," said Durham.

Durham, who is a 19-year veteran of the Copeland Assembly area, added that his main

regret about moving into Our-Way's new building was that Morgan's responsibilities did not allow him as much time in the plant as before.

"Jack Morgan taught me a lot about refrigeration. I wish he weren't retiring, but I hope he'll take it easy and come back to visit us real often," said Durham.

Shirley Myers, another Copeland Assembly worker, called Jack Morgan an extraordinary person who will certainly be missed.

"He really knows compressors and he could explain them so well," Myers said.

Myers, who worked with Morgan for 21 years, pointed out that he was the same thoughtful, considerate person the day he retired as he was the first day she met him.

"I wish him the best of health and time to do everything he's always wanted to accomplish," Myers said.

Dumham-Bush Supervisor Jim Bauknight recalled a time long ago when he and Morgan were designing a test board to monitor flow capacity. During the first test, a tube blew out and, luckily, flew right between the two men. It was a close call, but no one was injured. They went back to the drawing board and redesigned the system eliminating the problem of pressure build-up. Shields were installed over the glass flow meters to avoid flying glass.

"I remember in the early days when Jack would jump over the conveyors," said Bauknight. "He hasn't done that recently, but he's stayed the same over the years. You could ask him any question and, if he didn't know the answer right then, he'd find it out and get back to you," said Bauknight.

"I hope Jack will pursue his hobbies, build that plane, and enjoy his new home, and I

*Continued on page 4.*



Jack Morgan





OLYMPIC ARTS FESTIVAL

CULTURAL  
OLYMP

Atlanta 1996

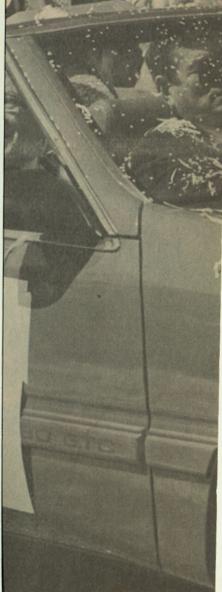


for the Olymp  
CULTURAL OLYMPIAD





**Our-Way Assumes Leadership Role  
In Atlanta's Olympic Bid**



NEWS/ERAphoto By Elm Cook

**DeKalb Represented In Olympic Parade**

DeKalb CEO Manuel Maloof waves to the crowd Monday's victory parade celebrating Atlanta's successful bid to land the Olympics in 1996. Riding on the back of the car are three executives who were instrumental in fund-raising for the Olympic bid: Audrey Morgan of Our Way, Inc., Jim Miller of Fidelity National Bank, and Bobbie Bailey, also of Our Way.





**FIDELITY**  
NATIONAL CORE

October 31, 2000

JAMES B. MILLER, JR.  
PRESIDENT

Mrs. Audrey B. Morgan  
Our Way  
P. O. Box 382  
Tucker, GA 30085

Dear Audrey:

This is supposed to be a "let me count the ways that you have touched my life" letter, but there are too many to recount.

In 1976, I came to Decatur, Georgia, as a director in a little bank in a trailer one block off the Square. I started trying to figure out who was who and immediately heard the names of Audrey Morgan and Bobbie Bailey. The first time I remember talking to you, you called me about the home for children on Briarcliff Road next to Callanwolde. We have never stopped talking since. It turned out that you were one of the most respected persons about politics in the county. Fortunately, we tended to support the same causes and the same candidates. Unfortunately, we were sometimes a minority of two.

There is no way to adequately describe what you and Our Way did in bringing the Olympics to Atlanta. Since it didn't happen in downtown Atlanta, this is a little known part of Olympic history, but the single largest fundraiser for the Olympics ever was spearheaded by you and it literally meant the difference of paying the bills as the Olympic organizers went to Tokyo to make their final case for the Olympics, or going into debt to do so. The evening of music and tribute at the Ravinia was certainly the largest event of its kind ever held in DeKalb County. The ballrooms were all full. Their lobby was full. And, even the entry lobby had tables set up in it to accommodate the overflow crowd from DeKalb, Gwinnett, and Atlanta.

I found out that if you want to get anything done in DeKalb County, you were the person to call. You can organize more people quicker and raise more money for good causes than any person I have ever met. I often wondered if I had your wonderful Our Way staff, could I be half so good. The answer is no. You are indeed one of a kind.

With all good wishes to you and to Our Way.

Sincerely,

*Jim*

## DeKalb/Gwinnett Olympic Committee Cited

At a recent DeKalb County Commission meeting, CEO Manuel J. Maloof recognized the participation of the DeKalb/Gwinnett Olympic Committee in Atlanta's bid for the 1996 Olympics. The DeKalb/Gwinnett Committee raised more than \$270,000 in the effort to bring the XXVI Olympiad to Atlanta. From left, seated are CEO Maloof; Presiding Offi-

cer Robert Lanier and Commissioner-at-Large Annie Collins. Standing are members of the DeKalb/Gwinnett Olympics Committee: Bobbie Bailey of Tucker's Our Way; Jim Miller, president of Fidelity National Bank; and Barbara King of the A.L. Williams Company.

PH 404-510-1501 FAX 404-514-8000

OUR-WAY, INC.



OUR-WAY MACHINE SHOP, INC.



January, 1971

# PLANT MANAGER ADDED TO OUR-WAY MANAGEMENT TEAM



CHARLES R. ASKHAM

To help meet the challenges of continuing growth, Charles R. Askham was appointed to the new position of Plant Manager for both Our-Way, Inc. and Our-Way Machine Shop, Inc. this week.

Charlie comes to Our-Way from Dunham-Bush, Inc. where he has been employed for the past sixteen years in every phase of compressor manufacturing including Design, Research and Development, Project Engineer, and Quality Control Manager.

Charlie is married and has one son, Robin, who is a Sophomore in high school. Before moving South, Charlie's hobbies included snowmobiling but with our sunny climate he will need to exchange this hobby for another to go with his hunting, fishing and photography.

We are very pleased to have someone with such an outstanding and broad background in air conditioning and refrigeration to join us in this newly created and responsible position with our Company.

It will take Charlie a while to get to know each of you personally, so when you see him in the plant, introduce yourself and extend a cordial "Welcome" to the new member of the Our-Way Team.

## CONGRATULATIONS! THREE PROMOTED AT OUR-WAY



On April 23rd, it was announced by Bobbie Bailey that Charlie Askham would be promoted to Vice President of Manufacturing.

Charlie came to Our-Way in January 1971, as Plant Manager. Prior to that, he had spent 17 years with Dunham-Bush. Instrumental in our growth and success, Charlie has been total of 26 years in the compressor manufacturing business make him highly qualified to assume his new duties as a Vice President. Congratulations Charlie!

### IN MEMORIAM

## Charles R. Askham 1930 - 1984



"A life of total commitment to family and friends and to his work."

This was the minister's description of Charles R. Askham, Our-Way vice president of manufacturing, at his funeral service, May 29 at Ward's Glenwood Chapel in Decatur.

"Charlie", as he was fondly known to Our-Wayers, died following a jeep accident near his lake home on the Memorial Day weekend.

With Our-Way for 14 years, Charlie was recognized and respected nationally as an authority in the refrigeration and air conditioning industry. He came to Our-Way with 16 years background in all phases of compressor manufacturing at Dunham-Bush, Inc.

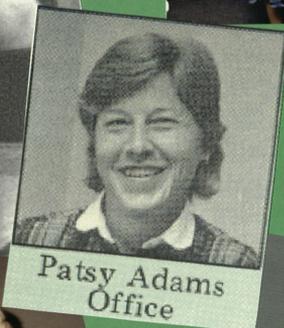
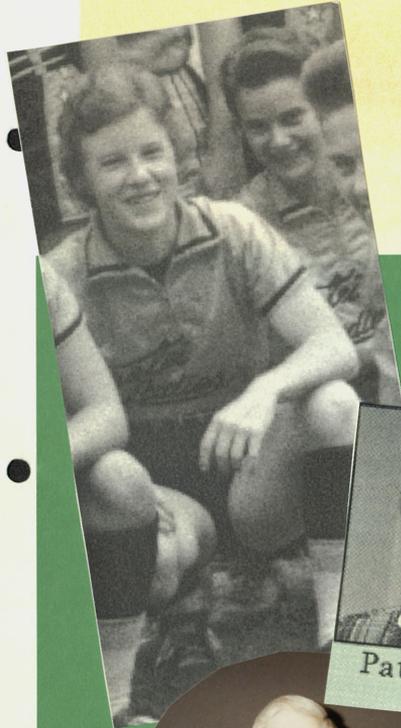
"We lost not only a capable leader but a very close friend," says Ms. Bobbie Bailey, Our-Way president. "He possessed that special blend of philosophy

and ability, dedication to the highest standards in his personal and professional life."

The plant was closed at 11 a.m., Tuesday, May 29, for employees to attend Charlie's funeral service and Our-Way representatives attended his burial service at Ilion, (N.Y.) Cemetery in his home town.

He is survived by Eleanor, his wife of 30 years, and a son, Robin, of Denver, Colorado. He was an Army veteran of the Korean War and a member of White-tail Hunting Club.

"Charlie was a special person to all who knew and loved him," Mrs. Audrey Morgan, Our-Way executive vice president, reminisces. "He leaves his stamp on our lives by his example that man can live by the highest standards and enjoy the 'good life' of the love of his family and friends."



Patsy Adams  
Office

*Patsy Adams*  
8/12/80





Greg Bailey Copeland



**GREG BAILEY**  
**7/27/84**



Frances Caldwell  
OFFICE

**Frances Bailey**  
**Retired 30 yrs.**





Anyone  
You Know?



Peggy & Roy Bailey  
Retired - 20 yrs.



15  
Years



Peggy Bailey  
Accounting





**CHARLIE BAINE  
TAKES THE CHECKERED FLAG !!**

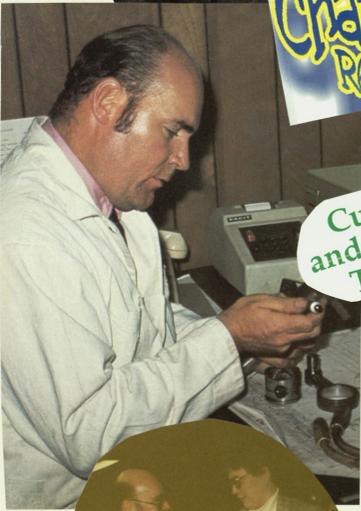
**PLEASE JOIN US FOR A  
"VICTORY CELEBRATION"  
TUESDAY, MARCH 30TH**

**6:30 P.**

**GREEN CONFER  
THE BALSAM RO  
THE MOUNTAIN**



**Charlie Baine  
Retired - 25 yrs**



**Customer  
and In-House  
Training:**



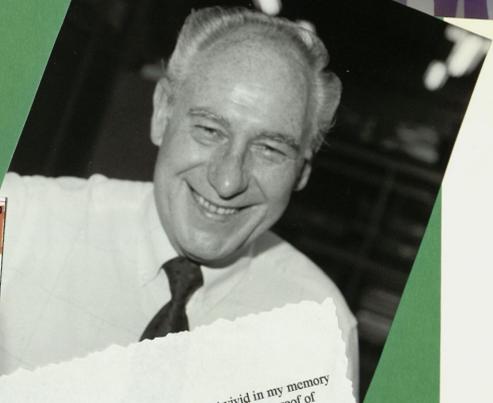
Jim Bauknight came with the company in May, 1959. He began his service with the company as a Technician on the General Electric Contract and then worked with the service company where he did everything from repair refrigerators and air conditioners to make installations. Jim then worked in the Stator Shop a while and then the Hermetic Plant. For the last 10 years, Jim has been working on the Dunham-Bush Contract where he is Superintendent. Another feather in Jim's cap is that he has designed all the test panels and boards at Our-Way even up to the latest ones at the Tucker plant. These test panels are so sleek and simple from outside appearance you might not be impressed. But you should take a look involved - such a mass of wires you have never seen.



Jim is proud of the company and its growth over the years. He has enjoyed his years with Our-Way and feels that he has gained invaluable knowledge in the refrigeration field during his service. To Jim the company is "like one big family, and is therefore different than working anywhere else." He also feels secure with the company since he can remember that even during the hard years, work was found for the Our-Way employees.

Jim was married to Mandi 19 years ago and they have two children and one grandchild. Their daughter still lives at home and their married son lives in the Atlanta area. Jim enjoys hunting during the deer free time putting around the surely the envy of the neighbors.

# Jim Bauknight Retired - 30 yrs.

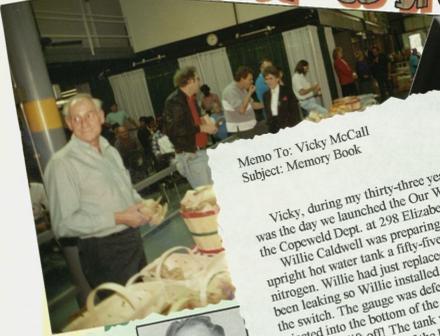


Memo To: Vicky McCall  
Subject: Memory Book

Vicky, during my thirty-three years at Our Way, the event that stands out the most vivid in my memory was the day we launched the Our Way Rocket. With out even a count down, it went through the roof of the Copewald Dept. at 298 Elizabeth Street.

Willie Caldwell was preparing to oil charge compressors, our oil charging rig consisted of a old style upright hot water tank a fifty-five gallon drum of oil and a one hundred twenty-five pound tank of nitrogen. Willie had just replaced the empty drum of nitrogen that had just come in that day. Willie then flipped the switch. The gauge was defective and stuck all the way open, two thousand pounds of nitrogen was injected into the bottom of the tank. While Willie and myself looked on, the bottom of the tank blew out and we had lift off! The tank went right through the roof and about forty feet in air. The tank came down on the roof at the rear of the building. We were fortunate that no one was hurt.

Jim Bauknight



**25 Years**



Jim Bauknight  
Hermetic Supervisor

Jim Bauknight remembers . . .

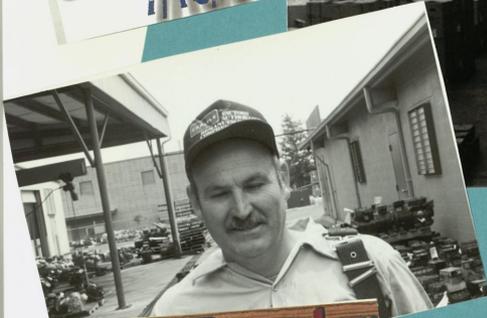
"I can remember when Willie Caldwell launched Our-Way's first and only rocketship. We had just gotten our nitrogen regulator gauge back from being repaired and Willie attached it to a nitrogen tank so that he could charge some compressors with oil. Everything was going fine; the pressure gauge seemed to be functioning correctly. Then, all of a sudden, the bottom blew out of the tank and that tank was launched right through the roof! If Willie had been holding on to the tank a little tighter, he might have been the first man to the moon!"





Clay Beaver  
Receiving  
5 Years

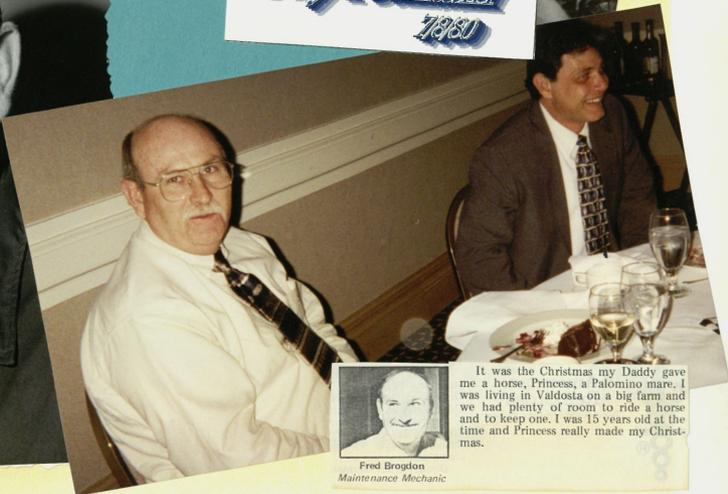
**CLAY BEAVER**  
7/18/91



**Fred Brogdon**  
4/23/79



**Clay Fountain**  
7/8/80



Fred Brogdon  
Maintenance Mechanic

It was the Christmas my Daddy gave me a horse, Princess, a Palomino mare. I was living in Valdosta on a big farm and we had plenty of room to ride a horse and to keep one. I was 15 years old at the time and Princess really made my Christmas.



Our-Way Memory Book

# Norman Bowling 12/3/79



October 20, 2000



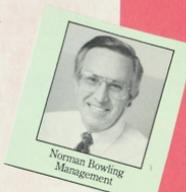
Norman Bowling  
Accounting Department

I had no idea when I accepted employment with Our-Way over 20 years ago that there would be so much variety in each and every job. There are so many memories that I will not attempt to list them. Instead I would like to express my thanks to you, Bobbie and Audrey, for the opportunity I have had to serve as your Controller these many years.

I know your lives will continue to be interesting and busy. Hopefully I can return for an occasional visit after the transition to Carrier to see how you are doing.

I would be remiss if I did not also mention Jack, who was a big part of Our-Way prior to his retirement. His keeping contact with Our-Way as a Consultant was a nice touch.

If I can ever be of help to you please do not hesitate to call upon me.



With best wishes,  
*Norman Bowling*  
Norman Bowling





Bobbie & Audrey

On September 22 1979 (Bill's birthday) I was hired by our way. Job, were not that easy to get. It was the best gift I could have given Bill, I wasn't out spending money we did not have.

This job has helped me support my family, have a better life.

I want to Thank you most of all for being able to be with my family members when they needed me.

~~Over~~ Over the years I have seen what family means to you.

Thank you for helping me when I needed it the most

Sincerely  
Clara Bramlett



Clara Bramlett  
Office



**Clara Bramlett**  
9/21/79

EMPLOYEE OPINION POLL  
"My Favorite Summer Pastime Is ..."

Collecting shells, rare ones with pretty colors, is the favorite summer hobby of Clara Bramlett, data entry operator, and her husband, Bill, and son, Bill Jr., age 13.

"Our favorite shelling spot is Longboat Key on the Gulf Coast," Clara reports. "We've got a houseful but we keep finding new kinds and figuring up and identifying them. We like reading up and identifying them, too. Gives us something to do when we're driving to the beach."



Clara Bramlett





TUCKER PLANT JAN/FEB. 1982

## Dorothy M. (Dot) Brown Celebrates 30th Year



"There's only one Dot."  
"Tells the best jokes in the company."  
"Does the job done and then some."

"And you should see her play 'Germaline,' you know, Flip Wilson's girl friend on TV."  
Co-workers are describing Dorothy M. (Dot) Brown, shipping department supervisor who celebrated her 30th anniversary at Our-Way on January 21, and is one of Our-Way's most colorful and beloved personalities. After three decades on the job, Dot seems to move faster and more out more remanufactured compressors each year than ever.

The pleasant, hard-working little woman was one of the first of her sex to tackle a shipping job in heavy industry in the South and perhaps the nation. Our-Way President Bobbie Bailey believes "Dot's always been willing, even eager, to try new jobs, every job in the plant," Ms. Bailey reminisces to 1952 when Dot joined the small, Our-Way Machine Shop in downtown Atlanta as its fifth employee.

"Yep, I did most everything from sweeping the floors to tearing down machines," Dot jokes. "Wasn't too good at putting them back together again."

The secret of her success? According to Dot, it's always having "the best crew of workers in the company." According to her colleagues, it's Dot's skillful training of her workers plus her knowledgeable supervision. She knows each step of the important job of shipping high-precision compressors from doing each job herself. And she takes pride and is determined

to continue Our-Way's reputation and record of getting units delivered to its customers on time and undamaged.

Her small team of three shipping clerks, one office clerk plus three Our-Way truck drivers handled a record 7300 tons of finished units.

Dot admits she's always liked to try new jobs, whether tinkering with machinery or careful packing and crating of hundreds of compressors, everything except "sitting down work." That's why when she graduated from old Commercial High School in Atlanta, she passed up secretarial and office jobs for a plant job at Our-Way. And she's done a bit of everything in the compressor remanufacturing line since.

It's not unusual to see the shipping department supervisor riding high on one of her three electric fork lifts, when the occasion demands. "But I liked the old gas-powered lifts

better," she confides.

Her workers report she's "tough but fair" and "she'll fight for us when she thinks we're doing a good job," all qualities of a good executive and responsible for her important position at Our-Way.

Her work is her number one hobby, Dot is quick to admit, along with fishing for trout, preferably off the Florida coast. In recent years, she's settled for lake or creek fishing to stay near her mother, Julie, 83-years-old and a stroke victim.

Dot's always been a "family person," enjoying her sisters, Betty Freeman, and Grace Mattox, and brother, W.T. Brown, Jr., all Atlanta-area residents, and her "bunches of nieces and nephews."

She likes to play jokes on co-workers as well as tell them. That's what happened at an Our-Way Christmas party when she appeared as TV's Germaline, complete with curly wig, huge purne and high heels.

This dedicated Our-Wayer almost never complains about working overtime except on Thursday evenings. That's Dot's "hair parlor night," when she not only gets a fresh hair-do but replenishes her supply of spicy jokes.

**REPRESTO congratulates Dot on her 30 years with Our-Way!**



### Dot Brown remembers . . .

"A good while back, we would build or rebuild just about anything that came along. One of the best things, in my opinion, that we worked on was repairing milkshake machines from the Atlanta Dairy. In order to test the machine for correct temperature and consistency, the dairy would supply us with milk shake mixes. All day long we could have our pick of chocolate, vanilla or strawberry shakes! We all were a good bit heavier in those days."



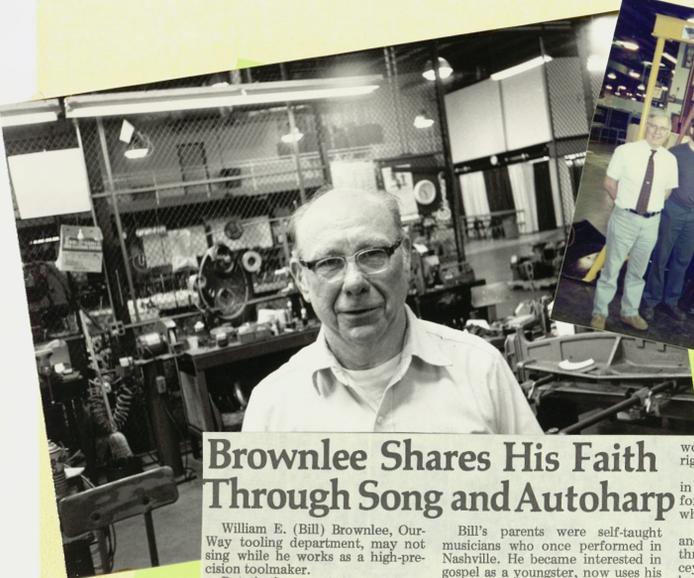


**GREG BROWN**  
10/13/97



**James Bruner**  
3/1/88





## Brownlee Shares His Faith Through Song and Autoharp

William E. (Bill) Brownlee, Our-Way tooling department, may not sing while he works as a high-precision toolmaker.

But that's one of the few times he's not singing gospel as a testament to his faith. He accompanies himself on a guitar or autoharp and his favorite song is "That Same Road", an original composition by a friend.

Bill's parents were self-taught musicians who once performed in Nashville. He became interested in gospel as a youngster, now uses his musical talents to share his faith with all who will listen.

He frequently appears at churches, nursing homes, prisons and in the past on local radio stations.

Bill comes to Our-Way following a 20-year career with the U. S. Air Force which took him all over the world. He was a machinist and sheet metal Specialist E-5 with the "ram team" headquartered at Hill Air Force Base in Utah.

His job was to help repair shot down planes, wherever they fell, so that the planes could fly back to their military bases. If planes were beyond repair, the ram team destroyed them.

Bill's service career (1951-55 and '57-'74) included the Korean and Vietnam conflicts. His work took him to England, France, North Africa, Japan, the Philippines, Thailand, Korea and seven times to Vietnam. Wherever he went, Bill took his love for precision tool-

work and his pride in getting things right.

Bill was born in Atlanta, grew up in Stone Mountain, now lives in Buford with Lois, his wife of 27 years who supports his gospel singing.

His daughter, Glenda Morrow, and granddaughter, Stacey, age three, complete the family. Of Stacey, Bill says, "she's a gift from heaven".

Bill's home church is Fellowship Baptist on Beaver Road in Buford but he has sung at other churches in Norcross, Loganville and Stone Mountain.

He visits prisoners at Gwinnett County Correctional Institution and residents of nursing homes in Lilburn and Buford.

During church revivals, he frequently appears three or four nights a week.

Of the harp, Bill explains: "The harp is a very ancient instrument, mentioned often in the Bible."

King David was a master harpman. He played for King Saul, about 1000 years B. C.

The modern day autoharp consists of 36 strings with low, medium and high octaves, 12 strings in each octave.

Of his hobby, Bill says: "I have received many blessings from my harp and gospel singing."



The Tool Room's Bill Brownlee is retiring on December 31, 1994, after 13 years at Our-Way.



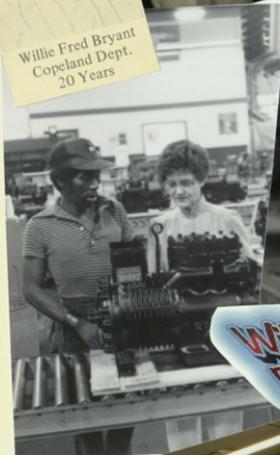
Bill Brownlee makes gospel music on autoharp.

**Our-Wayers Retire**





Willie Fred Bryant  
Copeland Dept.  
20 Years



Willie Fred Bryant  
Retired - 40 yrs



# Stator "Super" Buschman Busy Off Job Flying High

(First in a series on Our-Way's super supervisors and superintendents, a basic link in our winning employee team.)

Orville Buschman, superintendent of our Stator Department, moves even faster on weekends.

That's because he's often flying his Cessna 172 Sky Hawk, usually with his wife, Diana, and children, Ricky and Lisa, as passengers.

"We all love to fly cross country," reports the affable, efficient plant superintendent, though he hasn't flown back home to Meta, Mo., yet. Buschman came to Our-Way less than a year ago with background in plant management for McGraw Edison, Jefferson City, Mo., Prestelite's Electrical Division,

Wagoner, Okla., and K&S Industries, Ft. Worth, Texas.

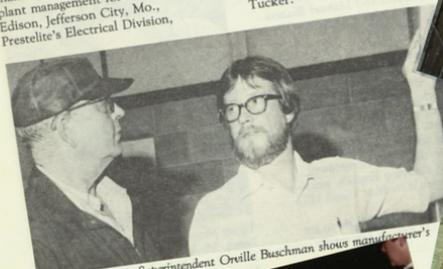
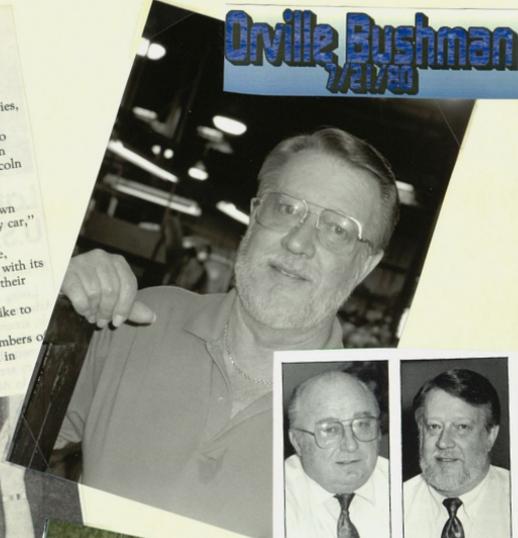
The bearded Missourian has also chalked up hands-on experience in machine making since he left Lincoln University in Jefferson City, as a business administration major.

"I've always liked being my own mechanic with my plane and my car," he explains.

Buschman and his Texas wife, Diana, feel at home in Atlanta with its weather and terrain similar to their native states.

In addition to flying, they like to fish and camp in the Georgia mountains and are active members of Holy Cross Catholic Church in Tucker.

**Orville Buschman**  
7/11/80



Stator Department Superintendent Orville Buschman shows manufacturer's guidelines to William Shepard.



Bernie Dombrowski  
Vice President  
Engineering



Orville Buschman  
Manufacturing Manager  
Motor Division

## Our-Way Growth Brings Promotions

In restructuring the Company to accommodate its recent and future growth, Our-Way President Bobbie Bailey has announced the promotion of Bernie Dombrowski to Vice President Engineering and Orville Buschman to Manufacturing Manager-Motor Division.

In his new position, Dombrowski will be responsible for process engineering, quality control, tool engineering, maintenance, and warranty analysis.

"Bernie's experience and expertise in engineering and quality have strengthened our organization and, with the growth of the Company, we look forward to his contribution in this broader role of Vice President," said Ms. Bailey.

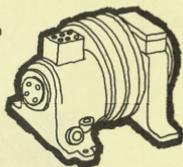
Dombrowski, formerly Director of Engineering, joined the Company in 1986.

As Manufacturing Manager, Buschman, who has 13 years' service with Our-Way, will be responsible for the Motor Division, one of two product lines involved in the Company's reorganization. "His promotion is well-deserved," said Ms. Bailey, "and we look forward to Orville's continued excellent performance in this expanded role."





# OUR-WAY CONVEYOR



If I could give the world a Christmas gift, I would give everyone the gift of love.  
Willie Caldwell, City Driver

SPECIAL EDITION

DECEMBER 1978

## WILLIE CALDWELL

### 30 Years At Our-Way

It's that special time of year and we here at Our-Way are not only pleased the season is upon us but there is a special event taking place, too. At this time of the year, Service Awards are presented to our employees and 1978 is an exceptional year — Willie Caldwell is celebrating his 30th Anniversary with Our-Way. To help give Willie some idea of how proud we are, we have set aside December 14 as "Willie Caldwell Day."

Willie is one of the original employees that started with Our-Way in 1948. His health has been good over the years and "the first time I was ever out was in 1976 for some surgery." Willie feels fortunate that his health has been good and allowed him to work these 30 years. His philosophy is "just let me work" and this also applies to his plans for retirement. Willie plans to work as long as he is able to get the job done.

Willie can name all the different contracts over the years, he has worked them all, and is now serving in a utility position at the Hermetic Plant where he can fill in on the line whenever needed and train new employees since he has "done all the jobs from tear-down to painting, packaging and shipping." John Welch, Willie's supervisor, is glad to have him around with all his valuable knowledge and experience in the compressor field.

Why 30 years? Willie states that he has enjoyed his time at Our-Way, "they have been good years." He reminisces about the days when "Miss Bobbie and I used to spread out our lunch on cardboard on top of one of the dollies. We didn't know what a refreshment area was." The work he does, his fellow employees and Miss Bailey, "she has been good to me," all contribute to his dedication to Our-Way.

Ten years ago, Willie met his wife, Betty Caldwell, at Our-Way. They have been married for eight years and their two daughters are now married and have families of their own. Willie and Betty enjoy babysitting for the grandchildren whenever possible.



One of Willie's and Betty's favorite pastimes is traveling and both are also avid church goers. Last year Willie and his wife went on quite an extensive sightseeing trip from St. Louis to Kansas City to Buffalo and on to Toronto. They are still pondering over where they will vacation next year but Betty is hoping for Washington, D.C. Fishing is another hobby that Willie enjoys quite a bit. He has taken trips down to Pensacola for some deep sea fishing but confesses, "I haven't hooked that big one, yet."

We could go on and on about Willie and his dedication to Our-Way over the years. But what we all really want to say is "CONGRATULATIONS WILLIE ON THIS VERY SPECIAL DAY FROM EVERYONE AT OUR-WAY FOR A JOB WELL DONE."

35 Years



Willie Caldwell remembers . . .  
"I can remember when Miss Bobbie and I used to spread out our lunch on cardboard on top of one of the dollies. We didn't know what a refreshment area was."



**WILLIE CALDWELL**  
RETIRED - 40 YRS.





DAN SAYS



John DeBoalt  
Quality Assurance  
5 years



John DeBoalt  
1/14/91

Charlotte Finley  
Retired - 20 yrs



Charlotte Finley  
5 years





### Our-Way Picks Pair

Bernard Dombrowski, left, and Bruce Oelschlager, former executives with the Carrier and Copeland Corporations, the nation's largest manufacturers of compressors for air-conditioning/refrigeration systems, have joined Our-Way, Inc. Announcement came from Ms. Bobbie Bailey, president of Our-Way, the Tucker-based company which leads the nation in the remanufacture of compressors for air-conditioning and refrigeration systems. Dombrowski becomes Our-Way's director of engineering and Oelschlager, director of manufacturing. Dombrowski, a native of Syracuse, N.Y., has over 34 years background in the engineering aspects of compressor manufacturing and remanufacturing with the Carrier Corporation, based in Syracuse. Oelschlager, a native of Salina, Kan., has a 30 year background in plant management, most recently with the Carrier Corporation, headquartered in Sidney, Ohio. Both live in Sidney, Ohio.

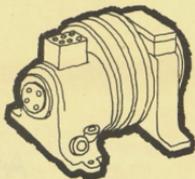
**BERNIE DOMBROWSKI**  
V. PRESIDENT OF ENGINEERING

DECATUR-DEKALB NEWS/ERA  
Thursday, July 17, 1986





# OUR WAY STATOR



AUGUST 1980 EDITION



### RED HAZELRIGS RETIRES

No one thought it would ever happen but it did - Red Hazelrigs retired. Red's last official day was July 31st. Red came to Our-Way on November 7, 1960, and started the Stator Department with three employees - they re-wound 15 to 20 stators per day. With Red's guidance, the department grew to its present size, rewinding 150 to 200 stators per day.

The highlight of Red's last week was a retirement dinner and a luncheon given by the Stator Department employees. There was plenty of good food and fishing gear presented to Red by the employees. Everyone was sad to see him go, but also happy for him and his extended vacation. Red and his wife, Sue, plan to sleep late and fish seven days a week. We'll miss you Red - come back and visit.





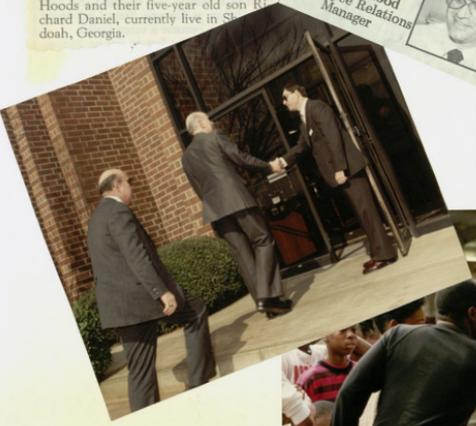
### Don Hood Appointed Our-Way Employee Relations Manager

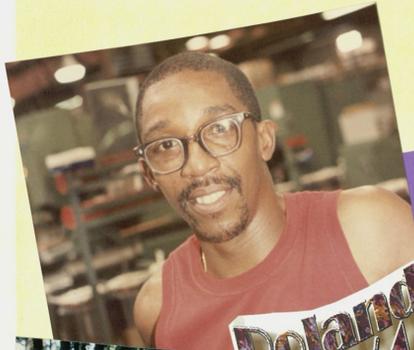
Our-Way, Inc. has always had a strong commitment to the well-being of its employees. A direct reflection of that commitment is the appointment of Donald W. Hood to the newly-created position of Employee Relations Manager.

In his new post, Hood will be responsible for the administration of the company's employee recruitment and training, evaluation and updating of employee salaries and benefits, and employee communications. He will report directly to Audrey Morgan, Vice President/Secretary-Treasurer of Our-Way.

In announcing Hood's appointment, Ms. Morgan stated that the "creation of this new position is in response to the significant growth Our-Way has achieved and reflects the emphasis we place on the needs of our employees — as well as our customers."

A native of Alabama, Hood received an associate degree from Alexander City State Junior College, and a B.S. degree and a Master's degree in Education from Auburn University. His previous experience includes supervisory positions in personnel, medical surveillance, safety and training. He is married to the former Judith Daniel of Rome, Georgia. The Hoods and their five-year old son Richard Daniel, currently live in Suwanee, Georgia.

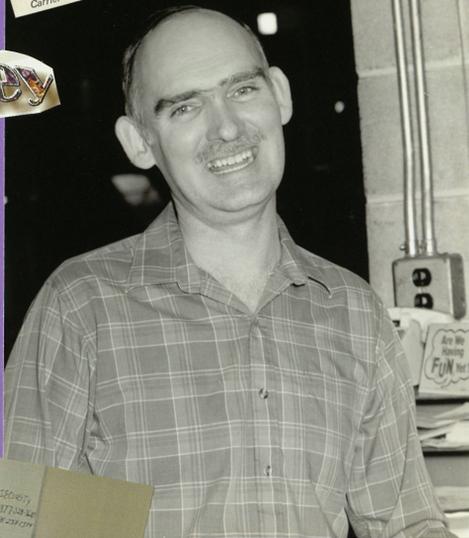




**Roland Piley**  
6/4/80



**Dennis Lee**  
1/30/78

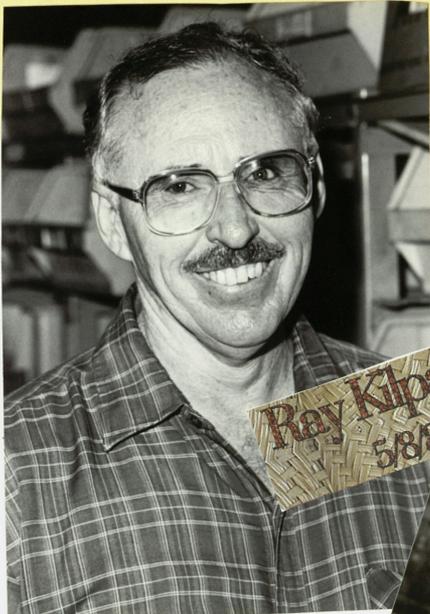


**Tim Wall**  
10/01/91

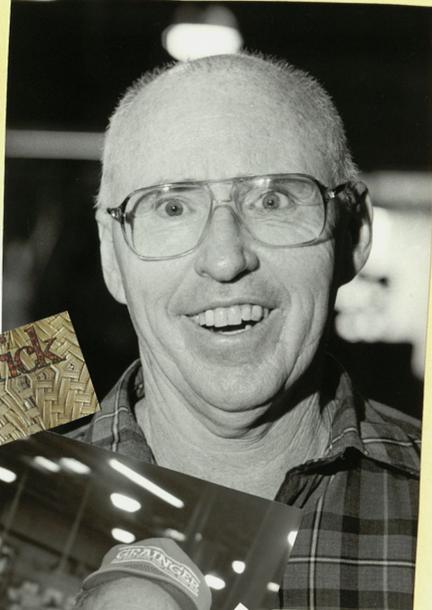


**NEIL JOHNSON**  
6/7/91



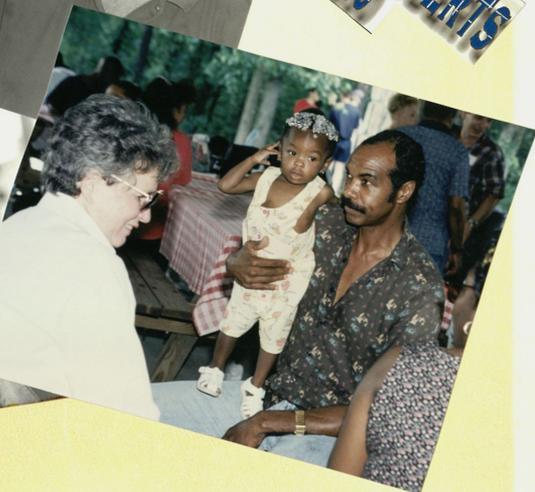


Ray Kibiatck  
5/8/89

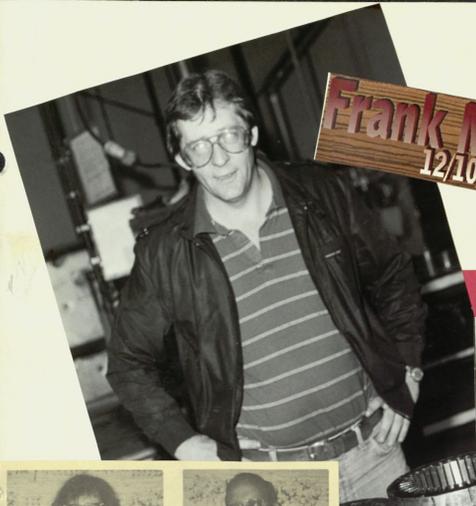


CARLTON ROBERTS  
4/6/80

Lewis Keeton  
"Slim"  
11/20/80



Frank McCord  
12/10/73



To: Ann + To  
Frank McCord



Frank McCord - Supervisor  
Stator Department

Everett Lassiter - Supervisor  
Carrier Department

On March 24, 1980, *Frank McCord* was promoted to Supervisor, Stator Department, and *Everett Lassiter* to Supervisor, Carrier Department. Everett and Frank bring to their new positions a combined length of service of 16 years with Our-Way. Both recently completed an intensive 10-week Supervisory Training course at Georgia Tech. They are a welcome addition to our Supervisory group.





Copeland 4R



**GENERAL OFFICE**  
By Mari Helm and Loree Manahan



*Loree Manahan remembers . . .*  
"I can remember when the office was so small that even two desks made it slightly crowded, not to mention the fact that the 'community bathroom' was located upstairs over the office and the only access to it was a path through the middle of the office. At least we all knew each other on a very personal basis."

**Loree Manahan Retired 20 Years**



Loree Manahan  
Office  
20 Years





Judy <sup>MS</sup> <sub>3/2/82</sub>



Y2K  
**CONGRATULATIONS**

Your Teamwork and "Can Do" attitude resulted in a Successful Conversion.

**YEAH TEAM!!**



**Wayne Meyer**  
5/9/99





25 Years

Shirley Myers Copeland



Shirley Myers Copeland Dept. 10 Years



Shirley Meyers Retired - 30 yrs

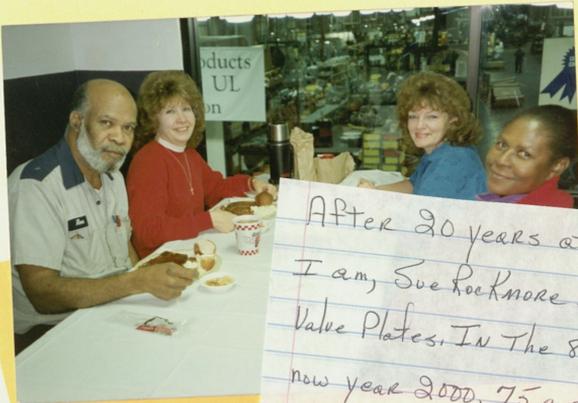


15 Years



Shirley Myers Copeland



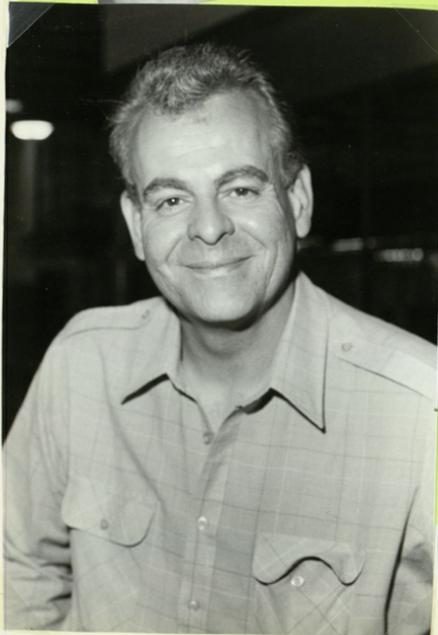


After 20 years at Dor-Way INC., here I am, Sue Rockmore Nix putting on heads and Valve Plates. In The 80's it was 40 a day and now year 2000, 75 a day. I Remember Miss Bailey used to work side by side on The line with us, if There were production problems. I laugh about The Golden Opportunities my Supervisor, Harri's Churchwell gave me. That was a job up to my Elbow's in grease. I Remember being The Reporter for The Dor-Way Newsletter and The Making and wearing of Crazy hats at Halloween and receiving \$75.00 for 6 Months perfect attendance and last, The smell of Roy Bailey's Cigar!

Sue Rockmore Nix  
Carrier Department



**Dave Overly**  
8/13/84



**Lionel Patane**  
6/18/84

# Arne Perttola Retires From Copeland After 22 Years

"Let your yes mean yes and your no mean no."

Arne Perttola, a man of few words, probably isn't the first person to live by this rule, but he could be according to long time associates.

"You always know just where you stand with Arne," said Our-Way V.P. Jack Morgan. "Through the 22 years of our association with him, we've found he says just what he means. He's a real straight shooter."

Arne Perttola, Copeland's "straight shooter" for 26 years recently visited Our-Way to conduct his last quality audit before retirement. While talking about his friends at Our-Way he said, "I've been with these people so long I feel like one of the family."

In fact, Arne was the one to introduce Ms. Bailey to the people at Copeland who later decided to let her handle a portion of their

remanufacturing. "My job was to locate remanufacturers in different regions and Bobbie was by far the most capable from her area."

A retirement party was held for Arne in Sidney, Ohio where his friends in the business gathered to wish him well. Retirement plans for Arne call for a lot of fishing in Deltona, Florida where he and his wife have built a new home.

All of us will miss seeing Arne at Our-Way but we hope that everything in the future will go his Way!



## Our-Way Welcomes New TEAM Members

*Charlie Reese*  
11/09

Virginia native Charles Reese, joined the company in January in the position of Manufacturing Manager-Compressor Division. All compressor manufacturing product lines report to Reese and he reports to Bobbie Bailey. Reese brings to Our-Way over 25 years' experience in all phases of manufacturing management, including compressor manufacturing.

Other new members of the Our-Way team include Carole Ebert, materials analyst, and Vicky McCall, personnel assistant.



Shown here is the new Manufacturing Manager of Our-Way's Compressor Division, Charlie Reese.



20 Years



Ann Piper  
Office



Ann Piper  
Administrative Dept.  
5 Years

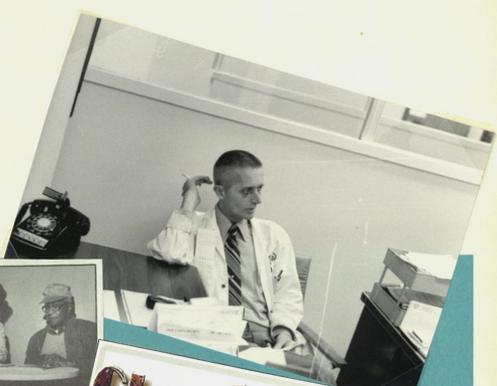


10  
Years

Ann Piper  
Office



**Ann Piper**  
2/25/74



Long-timers Claude Rhea, Loree Manahan, Willie Caldwell remihaco.



Claude Rhea  
20 years

# Claude Rhea



In August of 1959, I went to Our-Way (on Elizabeth Street in Atlanta) for a job interview with a "Miss Bailey". The office was in a brick house with a large front porch. Seated about on the porch floor were several guys eating lunch. They stared as I "shyly" walked by & when I tried to open the door, they started laughing -- the door was locked. Before I could run away, someone inside mercifully let me in. It was time to meet this "Miss Bailey" and after what I had seen, I decided she would be a prumpy, stern-faced, white haired old lady. Instead, in walked a pretty, well-groomed young woman, who immediately made me feel at ease. What a relief! She hired me - wrote my name & Social Security number on a torn scrap of paper - asked if I could start working that afternoon - & told me to call her "Bobbie."

That was my first day at Our-Way --- the beginning of many years of service

Joyce Rhea (former secretary to: Bobbie Bailey, Claude Rhea & Bernie Bombrowski)

## I Remember When...

Claude Rhea remembers . . .

"When I first heard of Our-Way I was an air conditioning salesman working out of Wichita. I had just been given the Southeastern territory and was looking through my predecessor's customer files, when I saw attached to the Our-Way Machine Shop file a note which read:

". . . Our-Way implies exactly what it means - Bobbie Bailey's way or no way at all! . . ."

Joyce Rhea { former secretary to:  
 Bobbie Bouley, Claude Rhea &  
 Bernie Dombrowski

The best thing that ever happened to me at Our-Way was meeting Claude, who first became my best friend & later my husband.

Together Claude & I totaled more than 50 years of service with this company. Working long hours, many above the call of duty, Our-Way was a way of life for a number of years. We enjoyed our work & remained loyal to Bobbie & the company throughout those years, never seeking recognition.

Claude assisted Bobbie in Management in the early years and together they obtained the Carrier contract and the Duham-Bush contract.

Service Years - Claude 1961-1985  
 Joyce 1959-1964  
 1970-1997

plus part time Jan. July '98



Joyce Rhea  
 Retired - 25 yrs





Kay Richards  
1/21/85





Please join us as we celebrate  
Margaret Robinson's Retirement  
Tuesday, March 29th, 1994  
Six o'clock p.m.  
Evergreen Conference Center  
Stone Mountain Park

Rsvp  
Brenda Thompson (491-9494)



# TOOL DEPARTMENT EXPANDS Advancing Our Manufacturing Processes



Dick Spohn, right, Toolroom supervisor, discusses new equipment with toolmaker, Jeff Beach and Bryan Rogers, machinist.

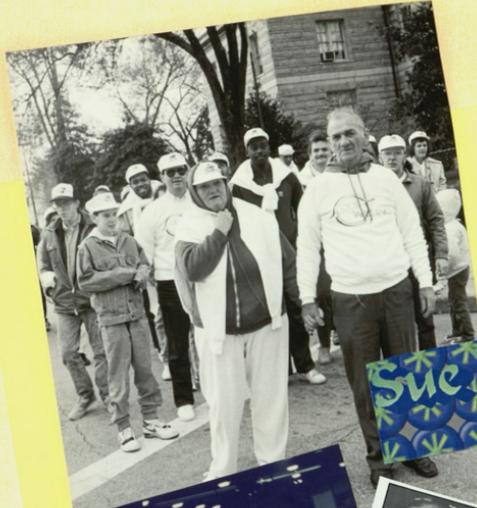


**DICK SPOHN  
Retired - 15 yrs**



Dick Spohn  
Tool Room



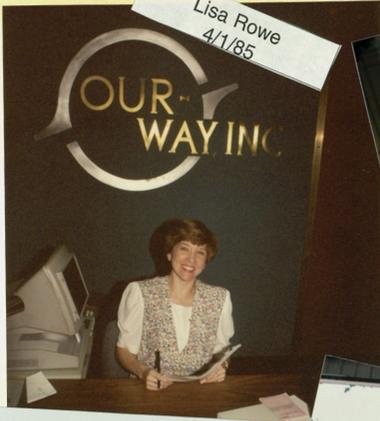


Sue Wilson  
1/8/82



COPELAND/  
DUNHAM-  
BUSH  
By Sue Wilson





Lisa Rowe  
4/1/85



Fran Phillips - 3/3/97  
Norma Hearn - Retired



Louis Harris  
Retired



Martha Blough  
9/21/92



Mafalda Negron  
2/7/80

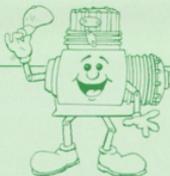


Cleo Torok



Dale Zingleman  
Retired

# EMPLOYEE APPRECIATION DAY



Our-Way celebrated Employee Appreciation Day this year with an outing at Six Flags Over Georgia. All employees and their families were invited to the October 22, 1994, event.

**Six Flags**  
**OVER GEORGIA**  
A Time-Warner Affiliated Company



*Cheryl Bell (Executive Office Staff) and her husband George at lunch with a Six Flags character.*



*"Pssst. Dad, it's that rabbit again," whispers young Hope to her father, Tom Smith, Copeland.*



*"This one's for you!" says Gwenita Blackwell to her son Robert (R) while Anoline (L) searches for his dad, Anthony Blackwell of Receiving.*



*The Six Flags character and husband Carlos persuade a reluctant Helena Morales, Stator, to pose for the camera.*

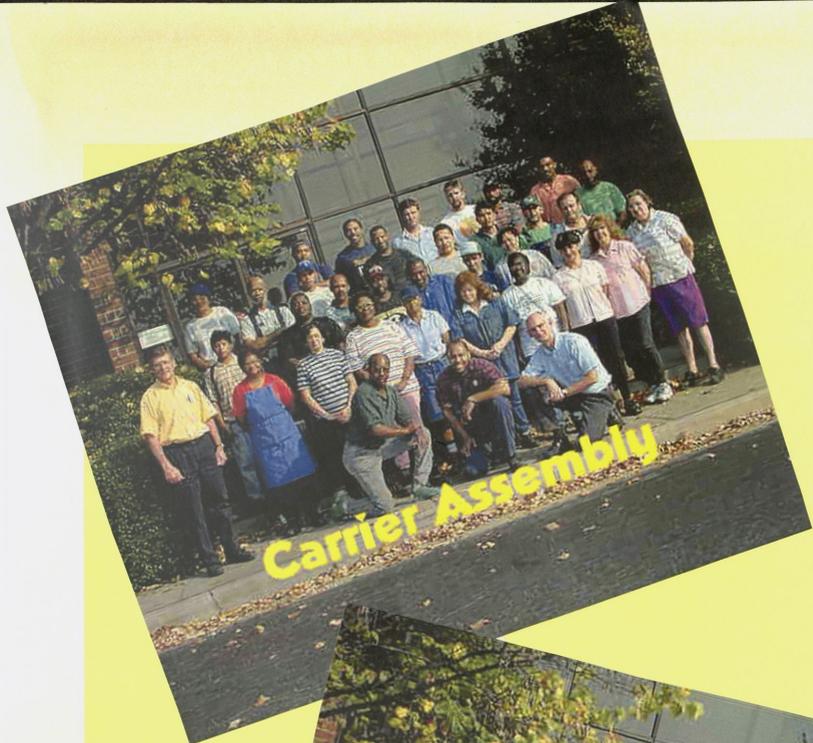


*"So what's a bunny rabbit doing at a barbeque?," asks Khanh (L) of his sister Ngoc (R). Their father Bao Mai works in the Carrier Department.*

**Thank You For Your Dedicated Service!**



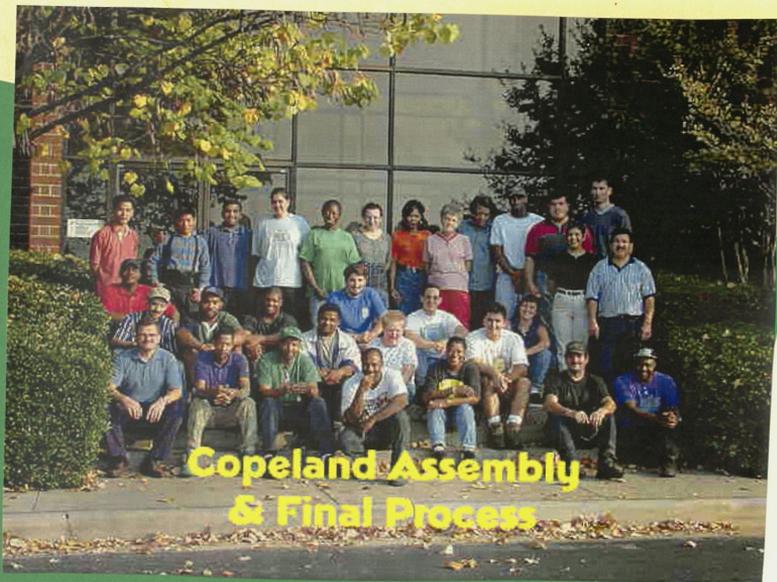


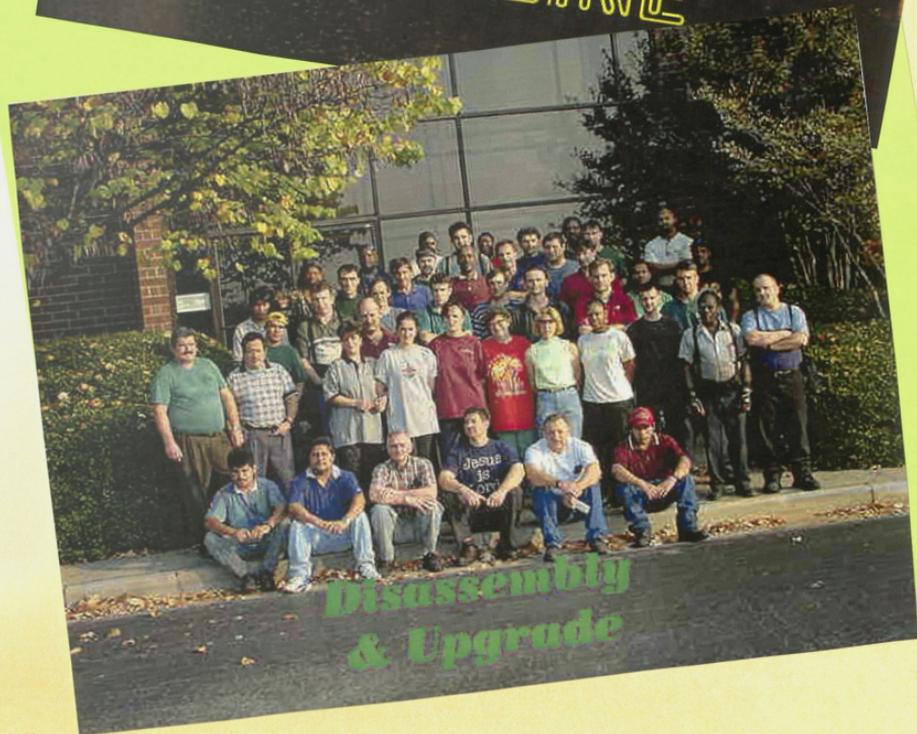


**Carrier Assembly**



**Carrier Machining**





# Stator Rewind



# Stator Iron Processing



# WARRANTY DEPARTMENT



# RECEIVING DEPARTMENT



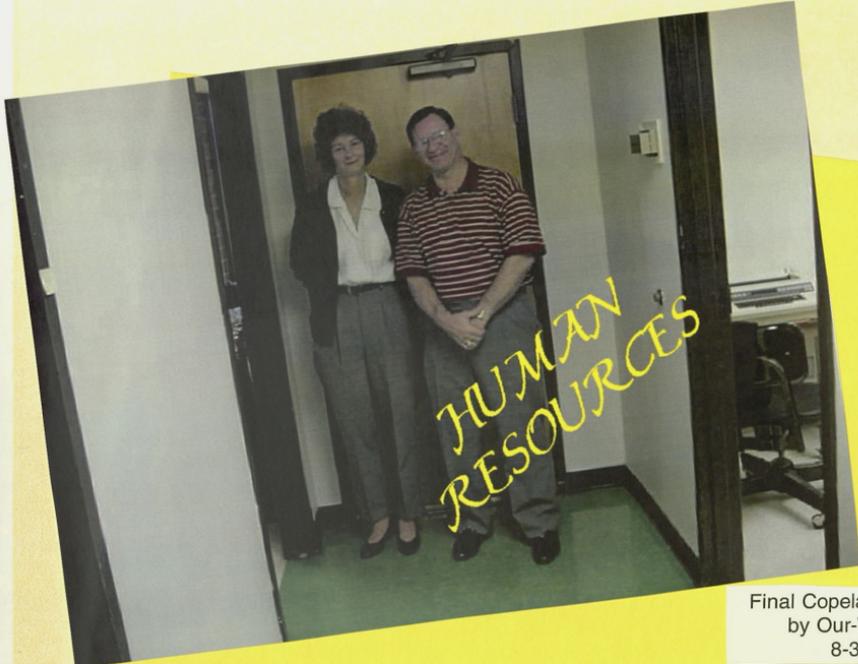


**Maintenance  
Department**



**TOOL ROOM**





Final Copeland produced  
by Our-Way, Inc.  
8-31-00



M.I.S. Department



Entertainment Resource  
Services, Inc.