The Past—Interesting
The Present—Intriguing
The Future—Bright

A Story of Virginia Electric
and Power Company

Erwin H. Will
"Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization's material progress. As we look backward, let us look forward."

—CHARLES PENROSE
(1886-1958)
Senior Vice-President for North America
The Newcomen Society
for the study of the history of
Engineering and Technology
(1923-1957)
Chairman for North America
(1958)

This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World's Fair on August 5, 1939, when American Newcomen were guests of The British Government.

"Actorum Memores simul affectamus Agenda"
This last half-century has brought many marvelous achievements, and great as they have been, we believe the best is yet to come. Inroads into the frontier of an even better life will be made by men and women of vision and ambition. Only 35 short years remain before the turn of the twenty-first century and in these few years, more progress will be made in material advancement than in the previous one hundred years. Would that our accomplishments in the areas of the humanities and peace loomed as great and as bright!"

—Erwin H. Will

My fellow members of Newcomen:

As one who has spent his entire adult career, spanning some 37 years, with the Virginia Electric and Power Company, it is a great pleasure and privilege for me to be invited to participate in this occasion. We are gathered here to do honor to a great company and to the individual who has done so much to make it outstanding among the utility companies of this Nation.

Erwin H. Will, Chairman of the Board of Directors of Virginia Electric and Power Company, and Chairman of its Finance Committee, through his boundless enthusiasm for the future of his company, and through his tireless and devoted dedication to the task of guiding the destinies of this company, has for many years instilled in his associates and subordinates his own private motto, and I quote—"While we may not be the largest electric company in the nation, we will always strive to be the best."

Under his leadership, I can tell you that his motto has been followed faithfully and that Vepco is now universally respected, not only in the industry but, more importantly, in the financial community.

But what is it about this remarkable individual that has brought him to the pinnacle of success in his chosen field of endeavor; that has placed him among the most respected utility executives all over the length and breadth of this land, and has made him an outstanding citizen of this Community, of this Commonwealth, and of the Nation?

In order not to trespass on his time or yours, I will skip over his early years of life, notwithstanding the fact that they were
quite eventful. I will say, however, that as a young man he became quite interested in engineering, science and other technical subjects. It was probably because of this interest that he decided to settle on an engineering career.

And so, in 1922, Erwin Will was graduated from the Virginia Polytechnic Institute with a degree in mechanical engineering. Shortly afterwards, he began his career with Vepco. He moved rapidly through the ranks and soon became a part of the company's management team.

In those days, Vepco was a subsidiary of a large holding company, and it was about this time that the management of the parent company, recognizing the potential of this promising young man, decided that he should receive additional training in another utility company. Accordingly, Erwin was shipped off to the El Paso Electric Company at El Paso, Texas.

The training period evidently turned out quite well, for he remained at El Paso for 12 years and, in 1942, became President of that fine company.

In 1947, Vepco became an independent company. Just prior to this, it was decided to transfer Erwin back to Virginia Electric as an understudy for the late beloved Jack Holtclaw, who was then President of the company. After his return, he held positions of increasing responsibility until January 1, 1956, when, following the untimely death of Mr. Holtclaw, he became President of the company. Subsequently, he became Vice-Chairman of the company's Board of Directors and, on January 1, 1960, was named Chairman, the capacity in which he now serves.

It is difficult for one to stop talking about a man who has been a friend and colleague for so long; nevertheless, I should like to mention just a few of the honors which have been bestowed upon our speaker.

He is Vice-Rector of the Board of Visitors of his alma mater. He is a member of the Advisory Committee of the Edison Electric Institute, and Chairman of the Ad Hoc Committee on Research and Development in the Electric Power Industry.

He also is a member of the National Industrial Conference Board and the Virginia Advisory Board for Industrial Development and Planning. He is a Trustee of The Newcomen Society in North America and Past Chairman of the Virginia Committee. He is a Past President of the Virginia State Chamber of Commerce, the Carolinas Virginia Nuclear Power Associates, and the Public Utilities Association of the Virginias.

He is a Director of the Central National Bank of Richmond, the Chesapeake and Ohio Railway Company, the Ethyl Corporation, General Public Service Corporation, and Virginia Chemicals, Inc. He holds the degree of Honorary Doctor of Science from Hampden-Sydney College. His memberships in other groups are too numerous to mention.

In closing, let me say that under his leadership, and the legacy he inherited from those who preceded him, Vepco has grown to the point where it now has more than one billion dollars in utility plant. He has successfully organized a management team which is dedicated to following the course he has charted. The loyalty, drive and aggressiveness which he has instilled in his associates and subordinates will, without any question, lead Virginia Electric and Power Company on and on to greater and greater heights.

Fellow members of Newcomen, and guests—the Chairman of the Board of Virginia Electric and Power Company, a close personal friend, a tremendous asset to his company, and a citizen of whom all Virginians may be justifiably proud: ERWIN HOGE WILL.
My fellow members of Newcomen:

It is an honor for me to have the privilege of being the spokesman for a great American utility, the Virginia Electric and Power Company, and it is with humility and appreciation that I accept your tribute on behalf of the Vepco organization.

In a state where pride of ancestry is as natural as the rising of the sun, Virginia Electric and Power Company can point to a long, interesting and varied history. The roots of Vepco’s family tree date from 1787, six years after the surrender of Lord Cornwallis at Yorktown.

It was the General Assembly of Virginia that authorized, by charter, the establishment of the Appomattox Trustees, a company whose original purpose was clearing, improving and extending the navigation on the Appomattox River so that rum and tobacco might be hauled from the highlands to Tidewater and Hampton Roads.

The journals and records of the Appomattox Trustees in our vaults furnish some vivid and intriguing sidelights of our history, with homely daily entries of items as “ten gallons of rum.” A story of employees also is recorded in the entries for us to ponder: “One box of pills for Hampton,” “To Doctor for bleeding Hampton,” “Blankets for Hampton,” “Medicine for Hampton,” and finally, “Coffin and funeral expenses for Hampton”—an example of Medicare by private enterprise.

The Upper Appomattox Company was organized in 1787, and from its beginning the Trustees provided a small barrel of whisky for each directors’ meeting, a formidable custom which has not been carried over to the present time.

Many of their early journal entries record expenditures for items similar to those purchased today: one claw hammer, 2 shillings, 6 pence; one grindstone, 6 shillings. And there appeared a unique entry in 1802, “paid for one pound of salt petre, 4 shillings and 6 pence.” Several weeks later, “paid Doctor Story for curing Alex of venerial bubo, 3 pounds, 12 pence.”

Since the first corporation was established, a total of 235 companies, founded for various and sundry enterprises as water power, real estate, horse shoe manufacturing, ice making, coal mining, laundry, railway, ferry service and street lighting, has gone into the corporate ancestry of the Virginia Electric and Power Company.

As in almost any family tree, if we closely examine the many leaves and branches, we find examples and anecdotes of courage, enterprise and daring, as well as stories of discouragement, failure and disillusionment and perhaps, an occasional suspicion of horse thievery or other unsavory events. For over its long history of 178 years, the story of the men who made Vepco is as colorful and vigorous as the history of the area it serves. One of the earlier companies meant to stay in business when its officials signed a 999-year lease for water rights on the Chesapeake and Ohio Railway Canal at Richmond.

Two early 1800 companies were the Rappahannock Company, organized in 1811 to develop canals and water power along the Rappahannock River, and the Roanoke Navigation Company, to improve navigation in eastern North Carolina. Both rivers have played an important part in the history of Vepco.
But it was the streets of the cities, not the waterways, where most of the activity and development took place.

Tracing the corporate entanglements of the street railway companies in the nineteenth century is a difficult and involved procedure, but the picture is one of ambition, enthusiasm and intense rivalry, as the need for street transportation developed. The Richmond Union Passenger Railway Company, one of the earliest horsecar companies, was established in 1859.

However, the real key to future development was the need to research, invent and develop practical ways of harnessing electricity to serve the public. In 1881, one hundred years after the battle of Yorktown, the City of Richmond was making plans for the centennial celebration. As a novelty, they erected several of the new-fangled street lights developed by Thomas A. Edison, the Wizard of Menlo Park. These lights created such a sensation that several proposals were made to light some of the streets of Richmond.

One prominent Richmond leader at that time was Andrew Pizzini who, in 1883, applied for the right to erect poles and wires to light the streets. His request was vigorously opposed as a dangerous and frightful thing which would kill innocent people. But John Frishkorn, another well-known Richmonder, and a member of the city council, was in favor of the move and argued strongly for the idea. His foresight prevailed and the permit was granted.

One of the earlier uses of electricity was in the operation of the trolley car. Frank Sprague, an early streetcar enthusiast, resigned from the Navy in 1883 to pursue his interest in this new and speedy mode of transportation. In one of his early New York tests, he aroused the interest of Jay Gould, the Wall Street tycoon. Sprague took Gould for a trial run and during the journey, a fuse blew with a startling flash. Gould attempted to leap from the moving car and promptly lost all interest in electric streetcars. However, Gould's son, Frank, later played a significant role in the history of the Virginia Electric and Power Company.

Mr. Sprague was asked to come to Richmond to electrify the trolley system of the Richmond Union Passenger Railway Company. Early in 1888, crowds lined the sidewalks to see this new marvel of transportation. Sprague was getting along fine and was successfully making the first trip until he came to a steep hill. Near the top of the hill the car began to slow down, buck and finally, stall. Sprague turned to his assistants and in a loud voice ordered them to fetch the "instruments" needed to fix the car. His assistants waited until the sightseers had dispersed and then
But, despite these early difficulties, Sprague's street railway was completed and Richmond became the first city in the nation to have a successfully operated electric street railway system.

Franchises in those days were somewhat easy to obtain but were not at all exclusive. At one time there were four separate tracks on Broad Street in Richmond, two electric and two horsecar. In Norfolk, several of the companies had different gauges of track; the better to keep rival companies off each other's tracks.

Time passed and in 1899, the Richmond Passenger and Power Company was organized to acquire rail and electric properties in and around Richmond, and to absorb six other railways. Two years later, the Virginia Passenger and Power Company was franchised to establish and operate electric railways and power plants.

In the Tidewater area, the story was much the same. At the turn of the century, one gas plant was combined with five electric generating plants to form the Norfolk Railway and Light Company.

By 1904, many street railway companies were in financial trouble, and some were in the hands of receivers. Most of the Virginia companies were no exception. In the meantime, Frank Jay Gould had been attracted by these companies because of their potential. He had so much confidence in the future that he also became interested in building a railway from Richmond to Washington and actually built the Richmond-Ashland section, an investment of over five million dollars—which represented a lot of confidence in those days.

Probably the biggest red letter date in our history was June 29, 1909, when the Virginia Railway and Power Company was incorporated to acquire three of the largest railway companies in Richmond. This was the corporate birthday and the real beginning of the present Virginia Electric and Power Company. Two years later, a merger with several Tidewater railway companies took place and the enlarged organization became the purveyors of light and power, operators of street railways and distributors of manufactured gas.

William Northrop, a cousin of the Goulds, became the firm's first president and served until his untimely death at the age of 42.
gear and as he cranked, the car leaped forward, crushing him against a stone wall. He died soon after.

A short time thereafter, the directors, meeting in New York, elected Thomas S. Wheelwright as president.

Mr. Wheelwright was a man of strong likes and dislikes, quick to catch a point and to form an opinion, and equally quick to express himself. He had a very high sense of integrity and was direct in his dealing with others. He always sought the straight line or any possible shortcut to his objectives.

It was such a shortcut that caused quite a furor in Richmond during the period of his administration. The company was attempting to build a streetcar line on its own right of way on Chamberlayne Avenue, one of Richmond's more stately thoroughfares, when the work was brought to a standstill while the question of removing trees was being discussed.

After many meetings and not getting anywhere, Mr. Wheelwright decided on a positive course of action. He arranged with his superintendents to equip fifty men with new axes and set them to chopping down the trees about five o'clock in the morning on a beautiful spring day.

People going to work were so enraged by the sight of the felled trees that they continued straight to the mayor's office to register their loud and angry complaints against the company; not exactly the way to make friends and influence the public.

During this period the company operated streetcars in four cities under franchises that were complex, burdensome and not flexible enough to meet changing demands. After World War I, streetcar fares were woefully inadequate but the cities would not grant the much-needed fare increases. After several years of hearings and delays, the Virginia State Corporation Commission was asked to take jurisdiction and in September 1924, issued an order to that effect.

Naturally, the cities appealed to the Virginia State Supreme Court but the Court sustained the Corporation Commission.

Until the 1920's, transportation was the major segment of the total business of the company, and it was not until 1922 that the pendulum swung from transportation to electric light and power.

A major milestone, probably the most significant in the company's history, came in 1925. With an insight as a result of the valuation study in 1920 in connection with fare and franchise hearings, Stone & Webster, Inc., a New York engineering and consulting firm, had become interested in the potential growth of the Virginia Railway and Power Company and the area it served.

Stone & Webster and four investment firms formed a syndicate to buy the Virginia Railway and Power from Frank Jay Gould, who was the principal owner.

Engineers Public Service, a subsidiary holding company, was then formed to own and manage these and other Stone & Webster properties, and a new and enlightened era began in utility management. The first step was to merge the Spotsylvania Power Company of Fredericksburg with the Virginia Railway and Power Company. The second step was to change the name to Virginia Electric and Power Company, thus de-emphasizing the transportation end of the business. By this merger, Vepco also gained title to properties in North Carolina, mostly along the Roanoke River.

With the entrance of Stone & Webster management, Mr. Wheelwright returned to his former position as an executive of the Old Dominion Iron & Steel Company. He did, however, re-
main a member of Vepco's board of directors until his death in 1936.

The new management brought in as president, Luke C. Bradley, an executive with extensive utility experience, from one of their properties in Texas. Stone & Webster had made a good impression with the public during its valuation survey in the early 1920's and was a welcomed newcomer with new outside money. The new president found the public eager to cooperate.

Bradley worked to organize and consolidate the Vepco system and in the first two years of operation invested twenty million dollars, a sizable sum, to improve and modernize the property. In 1927, Luke Bradley left Virginia to take over the operation of another utility company, and William E. Wood, vice-president at the time, was elected to the presidency.

During the two years Bill Wood served as president, he worked diligently on public relations, especially with respect to the transportation system. After two years as president, he too went to New York as an executive vice-president of Engineers. Later, he came back to Virginia as president of the Virginia Public Service Company. When Virginia Public Service Company was merged into Vepco in 1944, Wood became executive vice-president with headquarters in Richmond.

When Bill Wood left in 1929, Frank McLaughlin, who was vice-president in Norfolk, moved to Richmond as president. He served only a few months, when he heeded the call of the New York office and then went west where he became president of the Puget Sound Power and Light Company. There he overcame many difficult problems and hurdles and was regarded as one of the best utility executives in the electric industry.

In late 1929 just before the depression, Jack G. Holtzclaw was called to Richmond as president to begin an outstanding and illustrious career with Vepco.

The company then had slightly more than one hundred thousand customers and was doing an annual business of eleven million dollars. Jack was only 43 years old but had more than twenty years of utility service when he accepted the office of president, a post he held for 26 years. In 1954, he facetiously remarked: "I'm in a rut. I haven't had a promotion in 25 years."

He thought of Virginia Electric and Power Company as a citizen of the community with a direct responsibility for its welfare. He had a high sense of corporate responsibility and under his able leadership Vepco grew substantially.

Early in 1940, the Securities and Exchange Commission brought proceedings against the Engineers Public Service Company and its subsidiaries under the Utilities Holding Company Act. In September of 1942, the SEC ordered Engineers to dispose of all its investments and holdings except those of Vepco. Furthermore, if Vepco were to be retained, it would have to dispose of all gas and transportation operations.

This divestment procedure extended over a period of several years. In 1944 and 1945, the company reluctantly sold its transportation properties, and Engineers, in face of the SEC order, rather than force Vepco to sell its gas operations, chose to liquidate and dissolve. In 1947, it distributed all of the common stock of Vepco to the common stockholders of Engineers. Thus, in July, 1947, after 22 years as a large subsidiary of a holding company, Virginia Electric and Power Company became an independent, publicly owned utility, with eleven thousand shareholders and four hundred fifty thousand customers.
While these divestment proceedings were going on, Vepco was involved in the first of several contests with the electric cooperatives of Virginia over the issue of private versus public power. This question involved the merger in 1944 with Virginia Public Service Company.

Virginia Public Service Company consisted of a series of isolated systems in northern and western Virginia and in the Hampton Roads area. In 1944, it had approximately one hundred twenty thousand electric and twelve thousand gas customers and a street-car and bus system in several localities. It was not in the best financial condition and was also involved, as a subsidiary of a holding company, in a SEC divestment order.

When Vepco offered to buy the Virginia Public Service Company, a protest was raised by the electric cooperatives of Virginia. These federally subsidized cooperative systems had banded together to form the Commonwealth Co-op, whose purpose was to buy Virginia Public Service, with the purchase to be financed through loans from the Rural Electrification Administration.

Vepco, after lengthy hearings, won the approval of the Virginia State Corporation Commission for the merger, which resulted in Vepco becoming one of the larger electric utilities in the nation, and more than doubled the size of the area it served.

Several years later, in 1949, the controversy with the cooperatives and the issue of public versus private power again was joined, this time with more vigor and force, when eleven electric co-ops in Virginia banded together and formed the Old Dominion Cooperative. Its purpose was to build a large steam power station with transmission lines throughout most of Virginia and to connect with the hydroelectric dam at Buggs Island, Virginia.

Vepco contended it could provide power to the co-ops more economically than Old Dominion and intervened in the hearing before the Virginia State Corporation Commission.

After two years of litigation, the State Corporation Commission denied Old Dominion approval of its loan from REA. Vepco and the co-ops then negotiated and signed new power agreements, with harmony prevailing to the present day.

Between 1949 and 1953, Vepco also was attacked by the public power movement on several fronts. In 1929, the company had obtained from the Federal Power Commission a license to construct a dam and power plant on the Roanoke River at Roanoke Rapids, North Carolina. It had acquired all the land necessary for the project; then came the depression. With cheap coal and steam generation efficiency improved, peaking hydro power was no longer justified and the license was not perfected. After World War II, with the Vepco system six times greater than in 1929 and with fuel costs more than doubled, the development of Roanoke Rapids became economically feasible. The company again applied to the Federal Power Commission for a license to build the hydroelectric project.

The Secretary of the Interior, however, intervened to oppose the granting of the license, saying that the Flood Control Act gave the Interior Department complete responsibility for all future hydroelectric power supply. The Chief of the Power Bureau testified that it would be better that Roanoke Rapids never be developed than that it be developed by a private company.

Here began a long and bitterly fought contest before the commission and the courts. The Secretary of the Interior challenged the whole principle of private hydroelectric development by contentions which would have put an end to any further development of hydroelectric power by investor owned utilities on any river in the nation.

In the end, the license was granted to the company by a unanimous decision of the Federal Power Commission. This decision was upheld by the United States Court of Appeals and affirmed by the United States Supreme Court. The application was filed late in 1948, and the Supreme Court's decision rendered early in 1953. No time was lost in starting the project. It was completed in 1955 and dedicated in April 1956, in honor of Jack Holtzclaw, who guided the case to its successful conclusion.

Unfortunately, Jack Holtzclaw was not there to see the Roanoke Rapids Dam dedicated. In December 1955, he died unexpectedly of a heart attack.
During the 26 years he was president, the company grew from a modest organization serving mainly the Richmond and Hampton Roads areas, to a large utility serving two-thirds of the counties in Virginia and parts of North Carolina and West Virginia.

Many of the problems faced by Vepco over the years required legal guidance through the various state and federal commissions and courts. Someone had to chart and steer a successful course, and the lion’s share of the credit goes to the late T. Justin Moore.

Closely identified with Vepco’s corporate activities following World War I, he later became a vice-president, general counsel and a director, in which capacities he displayed such ability as to be recognized as probably the most outstanding utility lawyer in the United States. Those of us who had the pleasure of knowing and working with him marveled at his untiring energy, his dedication to the task and his genius in legal matters. “Approved as to form” when signed by T. Justin Moore meant approved in every way by a businessman’s lawyer.

I think it appropriate here to mention one of the most distinguished elder statesmen of the electric utility industry, Donald C. Barnes, whose long and outstanding career contributed significantly to a number of Stone & Webster companies.

His financial acumen had previously enabled the Engineers Public Service Company, of which he later became president, to weather the years of the “big depression.” Upon the dissolution of the Engineers holding company in 1947, he brought to Vepco the financial background and knowledge that enabled it to become corporately independent and fiscally sound in a rapidly growing period when large sums of new money were needed for expansion. As Chairman of Vepco’s board of directors from 1947 to 1960 when he retired, his broad utility experience was also an asset of inestimable value. His wise counsel is still sought in his present capacity as honorary chairman of the board.

I had the good fortune to succeed Jack Holtzclaw as president in 1956. You might say that during my administration the company entered the atomic age. During my first year in office, Vepco joined with three neighboring utilities in North and South Carolina to form the Carolinas Virginia Nuclear Power Associates.

A non-profit corporation, CVNPA was organized to research and develop a prototype nuclear reactor of a somewhat different concept from other reactors in operation or under construction. These goals were largely attained, and today this experimental plant is in full operation at Parr Shoals, South Carolina, making a significant contribution to the electric utility industry.

Succeeding me as president in 1958 was my good friend and colleague, A. H. (Pete) McDowell, Jr. Just as I, Pete has literally grown up in the utility business. Last year, the directors added to his responsibilities by appointing him chief executive officer.

Virginia Electric and Power Company has accomplished many notable achievements during Pete McDowell’s brief but very active and successful administration. To name just a few, I include the dedication of our two hundred thousand kilowatt hydroelectric dam on the Roanoke River at Gaston, North Carolina; the commercial operation of the experimental atomic reactor; construction of our mine-mouth generating station in West Virginia; and the building of the first five hundred thousand volt transmission system in this country.

Today, the Virginia Electric and Power Company has crossed the threshold of its corporate second half-century, with almost two centuries of vision and ambition of predecessor companies behind it. In fifty seemingly short years, the company literally mushroomed to serve eight hundred forty thousand customers, with this figure becoming almost one million at the present time. Compare our present gross revenues of two hundred fifteen million dollars annually with the eleven million dollars in 1929.
Today, we have under construction generating plant additions of more than double the total capacity of our system in 1946. By 1970, we will have approximately four and one-half million kilowatts of generating capacity, over ten times the 1946 figure.

In the past ten years, Vepco’s property and plant have more than doubled to one billion dollars, part of which has been supplied by forty-three thousand shareholders in every state in the nation and many foreign countries.

Because of the forecasted large increase in population, along with an expected large increase in new customers, we predict a rise in kilowatt-hour output from thirteen billion in 1964 to about twenty-one billion in 1969, or roughly an increase of 9 per cent annually.

Looking to our future load growth and demands of our customers, two major steps in generating stations already have been taken: the construction of our one million kilowatt plant, sitting almost on top of one hundred million tons of coal in West Virginia, and a new generating unit at our Chesterfield Power Station near Richmond, with a capacity of five hundred fifty thousand kilowatts, to become operational in 1969.

And looking still further ahead, which we must, we have plans for several large hydroelectric pumped storage projects for operation in 1972 and in 1973.

Another step of significant importance to meet future power requirements was the formation in 1961 of the Carolinas-Virginias Power Pool by Vepco and three utilities to the south. Bulk power supply, including large generating stations and major transmission lines, are now being planned under the area pooling concept, and joint operations are scheduled to begin in 1967.

While some people still don’t seem to believe it, we have decreased rates by ten million dollars on an annual basis during the past four years. This in the face of constantly increasing inflation. Economy and efficiency have been bywords understood by our entire organization.

In the valleys and foothills of the Blue Ridge and throughout our sprawling service area, the electronics age is showing its face by the growing number of new and enlarged existing industrial plants. Truly, Vepco and others are fulfilling the vision that George Washington and his associates had when Appomattox Trustees was incorporated in 1787. In the Old Dominion State which gave birth to the concepts of individual liberty and free enterprise, the Virginia Electric and Power Company has been and is still striving to serve the people and to keep those concepts alive and vigorous.

This last half-century has brought many marvelous achievements, and great as they have been, we believe the best is yet to come. Inroads into the frontier of an even better life will be made by men and women of vision and ambition. Only 35 short years remain before the turn of the twenty-first century and in these few years, more progress will be made in material advancement than in the previous one hundred years. Would that our accomplishments in the areas of the humanities and peace loomed as great and as bright!

Since its early beginning, the Virginia Electric and Power Company and its predecessors have never stood still, using in effect the past as an arch upon which to build for the future.

Its dynamic nature is very well expressed by H. G. Wells, who said:

“The past is but the beginning of a beginning, and all that is and has been is but the twilight of the dawn.”

THE END

“Actorum Memores simul affectamus Agenda!”

Presidents of Virginia Electric and Power Company

Mr. William Northrop 1909-1912
Mr. Thomas S. Wheelwright 1912-1925
Mr. Luke C. Bradley 1925-1927
Mr. William E. Wood 1927-1929
Mr. J. Frank McLaughlin 1929-1929
Mr. Jack G. Holtzclaw 1929-1955
Mr. E. H. Will 1955-1958
Mr. A. H. McDowell, Jr. 1958-
"The Father of Our Country" and Virginia's Most Famous Son. This renowned and priceless statue of George Washington by Houdon stands in the Capitol Rotunda at Richmond, Virginia.

Virginia Electric and Power Company

General Officers

Alfred H. McDowell, Jr. President and Chief Executive Officer
Richard M. Hutcheson Senior Vice-President
S. Edward Ratcliffe Senior Vice-President
Miles Cary Vice-President
Arthur L. Clark Vice-President
Eugene B. Crutchfield Vice-President
Walter I. Dolbeare Vice-President
John M. McGurn Vice-President
Ralph Kilday Secretary
Robert G. Schneider Treasurer

Division Officers

Bernard J. Dorsey Vice-President, Northern Division
George F. Duborg Vice-President, Western Division
James B. Hawkins Vice-President, Eastern Division
A. LeRoy Jameson Vice-President, Southern Division

Board of Directors

Erwin H. Will, Chairman of the Board of Directors, Richmond, Virginia
Edwin P. Brown, President, American Package Corp., Murfreesboro, North Carolina
Wm. McL. Ferguson, Attorney, Ferguson and Harvell, Newport News, Virginia
John S. Jenkins, Jr., President, John S. Jenkins & Co., Norfolk, Virginia
Jay W. Johns, President, Atlas Fuel Corporation, Charlottesville, Virginia
Charles W. Kellogg, Queen Anne, Maryland
Alfred H. McDowell, Jr., President & Chief Executive Officer, Richmond, Virginia
S. Edward Ratcliffe, Senior Vice-President, Richmond, Virginia
Clarence J. Robinson, President, Robinson Terminal Warehouse Corp., Alexandria, Virginia
Montelle C. Smith, Richmond, Virginia
Gilpin Willson, Jr., President, The National Valley Bank, Staunton, Virginia
Donald C. Barnes, Honorary Chairman of the Board, Charlottesville, Virginia
Charles G. Wilson, Honorary Director, Richmond, Virginia

The Newcomen Society in North America

In April, 1923, the late L. F. Loree (1858-1940) of New York, then dean of American railroad presidents, established a group now known as "American Newcomen" and interested in Material History, as distinguished from political history. Its objectives center in the beginnings, growth, development, contributions, and influence of Industry, Transportation, Communication, the Utilities, Mining, Agriculture, Banking, Finance, Economics, Insurance, Education, Invention, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The Newcomen Society in North America is a non-profit membership corporation chartered in 1961 under the Charitable Law of the State of Maine, with headquarters on North Ship Road, Uwchlan Township, Chester County, Pennsylvania, some five miles east of Downingtown, Pennsylvania, and 32 miles west of the City of Philadelphia. Here also is located the Thomas Newcomen Memorial Library in Business History, a reference collection, including microfilm, open to the public for research and dealing with the subjects to which the Society devotes attention.

Meetings are held throughout the United States of America and across Canada at which Newcomen Addresses are presented by leaders in their respective fields. These manuscripts represent a broadest coverage of phases of Material History involved, both American and Canadian.

The approach in most cases has been a life-story of corporate organizations, interpreted through the ambitions, the successes and failures, and the ultimate achievements of those pioneers whose efforts laid the foundations of the particular enterprise.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved the way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.


Members of American Newcomen, when in Europe, are invited by the Dartmouth Newcomen Association to visit the home of Thomas Newcomen at Dartmouth in South Devon.
"The roads you travel so briskly
lead out of dim antiquity,
and you study the past chiefly because
of its bearing on the living present
and its promise for the future."

—LIEUTENANT GENERAL JAMES G. HAR Bord,
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)
(1866-1947)

Late American Member of Council at London
The Kestwicil Society
for the study of the history of
Engineering and Technology