

Special Sparkman Edition

A New Era Begins for MICOM

Redstone Rocket

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MICOM's new home a living memorial to late senator

Skip Vaughn

The John J. Sparkman Center for Missile Excellence is officially open for business.

Army and civic leaders and family members of the late Sen. Sparkman dedicated the massive office complex Monday morning. More than 500 invited guests attended the dedication ceremony which was held in the auditorium of the new complex.

"Welcome to the new home of the United States Army Missile Command, and welcome to the beginning of a new era for the United States Army missile team," said Brig. Gen. James Link, commander of MICOM and Redstone Arsenal. The center is a campus-style complex, consisting of 686,790 square feet in buildings.

"Today our world class missile team has a world class place in which to work," Link said. He received the ceremonial key to the facility from Centex-Rooney Construction Company, the Fort Lauderdale, Fla., firm which is the construction contractor.

Speakers during the ceremony-- who included Alabama's two senators, the governor, the chief of staff of the Army, and the commander of Army Materiel Command -- praised the late senator, who is credited with bringing the Army to

Biggest plus of center is consolidation

A capacity of 2,500 workers. A total of 686,790 square feet. An 8,500-square-foot fitness center. ATM machines. A jogging track. A snack bar to support the huge training center. Real break rooms. Sinks that sense the approach of hands and turn water on automatically.

Those are the things we keep hearing about. Those are the things the media delights in telling everyone else about.

But those things are all secondary to the real advantage of the John J. Sparkman Center for Missile Excellence. That advantage is what the Army Materiel Command asked for all those years ago: consolidation.

Workers can now walk to the people they need to

Redstone Arsenal. "It is entirely fitting that this complex at Redstone is named for him," Sen. Howell Heflin said.

"I'm proud and excited to see this living memorial to a great Alabamian and American, the John J. Sparkman Center for Missile Excellence, become a reality," Heflin said.

Sen. Richard Shelby called the dedication "a great occasion not only for the Army and what it stands for here at Redstone, but for the Sparkman family" as well. As the armed forces downsize, Huntsville is a great place for future consolidation, he said.

Gov. Jim Folsom Jr., making his first visit to Redstone Arsenal, expressed his appreciation. "It is a great honor for me to be here and a privilege," Folsom said. Sparkman was "one of the nation's finest men," the governor said.

The Army is proud to have this facility located at Redstone Arsenal, said Gen. Leon Salomon, commander of AMC. "Sen. Sparkman would be proud of the accomplishments of the north Alabama missile team."

Gen. Gordon Sullivan, the 32nd chief of staff of the Army, lauded Sen. Sparkman's vision for the future. "We can take inspiration from Sen. Sparkman's vision and hard

see, not drive or ride in a shuttle or taxi. There are 17 floors of work space, apart from the common-use areas that have received so much hype.

Lighting, furniture placement, even a noise masking system, were all designed to make it easier and more pleasant to work in this place than in so many of the downright dismal places people once worked in.

If ever we live up to our self-proclaimed "World Class" commitment to our customer, the American soldier who does his job in the dirt and discomfort of the battlefield, it had better be now.

It truly is the dawn of a new era for the Missile Command.



SPARKMAN PORTRAIT-- A portrait of the late senator is unveiled at the end of the dedication ceremony.

work," Sullivan said. "His great vision will carry us into the next century."

A portrait of the late senator was unveiled by Mrs. John Sparkman, his wife; Mrs. Tazewell Shepard III, his daughter; Tazewell Shepard III, his grandson; and Link. "The family is

here and is very appreciative and honored as my grandfather would be if he could've been here," said Tazewell Shepard III.

The \$58.4 million complex is designed to hold about 2,500 people, some of whom began moving in Aug. 1. It includes a five-

story structure, building 5300; two three-story structures with a basement, buildings 5302 and 5303; two three-story structures without basements, buildings 5301 and 5304; a one-story cafeteria attached to 5302; a one-story auditorium/conference center

attached to 5304; and a one-story central plant building, 5306. An open house for the entire MICOM community-- including current and retired workers and their families -- will be held Saturday from 10 a.m. to 3 p.m.

Alabama's senior senator was critical to project approval

Sanda Martel

"Sen. Sparkman was the person responsible for what we know as the modern Redstone Arsenal. The Army established a presence here during World War II, but ceased operations after the war," Senator Howell Heflin said in a telephone interview from his Washington office a few weeks ago.

"Sparkman was the person responsible for giving it new life. And it's appropriate that he's being honored for that."

Heflin spoke of his efforts over the years to get the Army to name something at Redstone Arsenal for Sparkman.

"I started years ago trying to add Sparkman's name to Redstone Arsenal. I proposed renaming it Redstone-Sparkman Arsenal, but the Army had a problem with that. They would have had to change so many things, you know," Alabama's senior senator said.

But the right time finally came. Several years ago when Redstone officials were trying to get

funding approved for a new administrative office complex, Heflin told them if they'd name it after the late senator, he thought he could garner enough support in Congress to expedite approval.

Heflin is delighted that the administrative megacenters carries the name of



Heflin

his mentor, with whom his association goes back to his high school days at Leighton and Sparkman was serving in the Congress.

"He came to speak to my high school group and I was impressed with him, that such a busy man would take time to visit

high schools in Alabama to inspire our youth."

Heflin went on to manage one of Sparkman's reelection campaigns in Colbert County, served as Chief Justice of the Alabama Supreme Court, and finally when Sparkman decided to retire, he asked Heflin to run for his seat, Heflin recalled.

Heflin took his seat in the Senate Jan 3, 1979, replacing the retiring Sparkman

Heflin believes the Sparkman Center will have a positive effect for Redstone, making it a defense against future base closure and realignment action.

"With the Sparkman Center here, we ought to be a receiver rather than a loser (for personnel and functions). I believe Redstone Arsenal is now a prime candidate for future AMC (Army Materiel Command) consolidations."

The Redstone Rocket

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Commander's view: Sparkman Center will mean more productivity

Pam Rogers

The Sparkman Center is the long-needed solution to the Missile Command's problem of overcrowded, outmoded working conditions, according to its commander.

"There is a pressing need to provide the best possible environment for the work force," said Brig. Gen. James M. Link during a recent interview with the *Rocket*.

"As we downsize, we're left with a smaller, very talented, very precious work force. We must achieve the most effective use of people possible," he said.

The Sparkman Center, with its modern, well-lit office space, state-of-the-art communications interface, and numerous amenities under one roof, is what MICOM needs to ensure a productive work force in the future, Link said.

Link is aware that there have been questions from both inside and outside MICOM relating to the prudence of building such a facility during a time of downsizing.

"The military construction dollars that are tied to this are separate from military pay. This facility is in the best interest of national defense and MICOM. The money to build it was appropriated three years ago. The dollars invested will pay back in increased efficiency and productivity, and increased customer service. I think it is a wise investment.

"We have enjoyed about

all we can from the World War II and post-World War II buildings. Many have come to the end of useful life. We will be able to take out of service 321,000 square feet of office space that we would have to heat, light and maintain. This will save the taxpayers' money," he said.

Link has had the advantage of seeing the Sparkman Center project both at different stages in its progression, and from different points of view. He was acting director of what is now the Integrated Materiel Management Center for eight months during the late 1980s when the plan was still on paper, and served as deputy commander of MICOM from 1992 to 1993.

"I recognized early on that one of the major organizations we needed to consolidate was IMMC," he said. The organization had been spread out in 15 different buildings.

"As deputy commander I was more directly involved. I conducted the initial briefing to the contractors for the request for proposals," he said. He found the process fascinating, especially after the contract had been awarded.

"When I left MICOM for Germany in 1993, it was just girders and holes in the ground. I was really amazed to come back this June to see the progress that had been made," he said.

Now, as commander, he has yet another perspective of the center.

"Obviously where you

stand on any given issue is often a function of where you sit. My interest is much broader now. I see it not just in the functional sense of an office building, but as a symbol of what we are all about—excellence in missilery. This is our signature building."

Perhaps one of the most important advantages the complex will bring to MICOM is not the improved working conditions or the amenities or the need for less heated, lighted space, but the dynamics produced by bringing the work force together.

"One of my challenges is to organize the Missile Command for success in a downsizing or rightsizing environment of significantly constrained resources. The Sparkman Center gives me another tool to do that.

"By centrally locating the major critical functions, I will be afforded a synergy—a nucleus of expertise and talent that hopefully will allow me to do more with fewer resources," he said.

Even though the Sparkman Center will be the flagship building of the command, Link pointed out that it will not result in an ivory tower mentality.

"It's important to recognize that the move into the Sparkman complex is just one part of a much larger shifting of people and offices around the arsenal. My focus will not be solely on the Sparkman complex, recognizing that the majority of MICOM and



MOVING IN - Link prepares to set up command in his new office.

Defense tenants do not reside there," he said.

"I feel personally very honored as the 15th commander of the U.S. Army Missile Command to be the first commanding general to reside in the

Sparkman complex," he said.

He doesn't consider the center something MICOM needs to live up to, but rather a facility that is worthy of the people who work in it.

"The importance of that building is not stone and steel and glass; it's flesh and blood. That will be the lasting legacy, the legacy we all leave: the reputations we build in the future."

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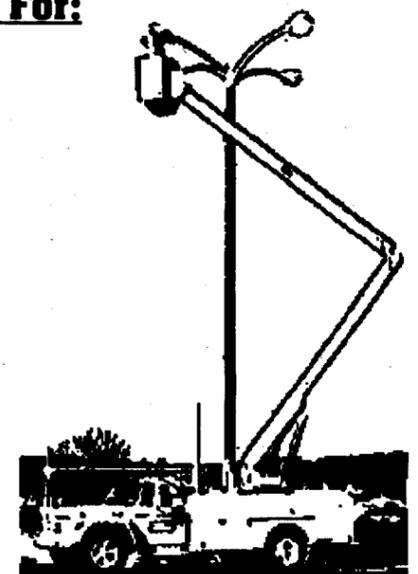
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Sparkman was friend to Redstone, Army

Editor's note: the following article was provided by the MICOM Historical Division.

Senator John Jackson Sparkman was born near Hartselle, Alabama on Dec. 20, 1899. He earned numerous degrees from the University of Alabama and a degree from Auburn University. Sparkman married the former Ivo Hall and they had one daughter, Julie Ann (Mrs. Tazewell T. Shepard, Jr.).

Sparkman began his career as a lawyer in Huntsville from 1925 to 1937. Elected to represent the 8th Congressional District in 1936, he was instrumental in encouraging the U.S. Army to locate a chemical munitions plant near Huntsville in 1941 that would be named Huntsville Arsenal.

Throughout World War II, Sparkman took a personal interest in Redstone Arsenal. When the Army implemented plans to turn operations at Redstone Arsenal over to a contractor, Sparkman interceded on behalf of the employees, convincing the Army that government employees would work harder for the Army than a contractor. Sparkman was right. Employees of Redstone Arsenal won the Army-Navy "E" Award (for outstanding production in war equipment) five different times. When additional



SPARKMAN - This portrait of the senator will hang in the lobby of building 5300

housing was needed for the arsenal complex, Sparkman introduced legislation to fund it.

Elected to the U.S. Senate in 1948, Sparkman once again played an influential role in convincing the Army to locate its new missile and rocket research efforts here at Redstone Arsenal.

In later years, he would visit Redstone often, always supportive of the Army's efforts in the field of missile.

But Sparkman's interest

in the Army didn't just reside at Redstone Arsenal. He is credited for personally writing four of the most important pieces of legislation for all of those in uniform: the G.I. Bill of Rights, the Korean Veterans Act, the G.I. Bill for Vietnam Veterans and the Soldiers and Sailors Relief Act.

Sen. Sparkman completed 42 continuous years of service in Congress in January 1979.

He died on November 19, 1985.

Contractor was major player in partnering concept

The contractor's project manager for the Sparkman Center says it couldn't have been done without the innovative concepts employed for the construction of the facility.

George Koos, an operational vice president for Centex-Rooney Construction, Inc. of Fort Lauderdale, Fla., was impressed with the way the Missile Command and the Army Corps of Engineers worked with his company. Centex Rooney was one part of the design-build team. The other was Smallwood, Reynolds, Stewart, Stewart and Associates, an architecture firm in Atlanta.

The Sparkman Center was Koos's first experience with the design/build concept, and with the partnering agreement drawn up between the Army and its contractors.

"An essential part in the success we've had here is part partnering and part attitude," he said.

"I've never been with a group of people so dedicated to the success of a project. We developed individual goals and then set com-

mon goals. We have solved all problems amicably and as fairly as possible," he said.



Koos

The concept of design/build which entails building and designing a structure at the same time, shaved about a year and a half off the building schedule, but it made things tough for Koos.

He had to keep up with what the architect was doing or risk losing sight of the design responsibilities and getting bogged down in the construction.

"We started construction in the first of December of '92. The design wasn't complete until '93 or '94. Being contractually tied to the architect allowed us to do that," he said.

There were some mistakes that resulted from the design/build method, and it was Centex-Rooney's responsibility to go back and correct them.

"I would like to do it differently next time, to learn from our mistakes. We

could have done better if we had been more attentive to the architect earlier on.

"The architect toured the project a few months ago, and noticed that the doors in the stair towers in (building) B4 didn't meet codes," he said. The building will house the training center, where there will be more people than in other buildings and the fire codes call for larger doors.

"So we tore out the doors and put the correct ones back in."

A setback came when a water pipe burst and flooded one of the buildings.

"The leak was dramatic," but more frustrating than serious, Koos said, since it happened the day before the building was to be turned over to the Army.

Koos will be leaving next month for the next project the company assigns him to.

He said the Sparkman Center is one of the more enjoyable projects he's worked on, because the people here were enjoyable to work with.

"There's a heck of a staff here," Koos said.

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Ten-year dream finally becomes a reality

Pam Rogers

Sam Fields knows what it's like to have his ideas laughed at. After all, he was one of two people who came up with the original idea for the Sparkman Center.

The other person was John Fulda. Both men worked in the Master Planning Division of what is now the Directorate of Public Works. When they talked about their concept of putting the majority of the Missile Command's workers into one centralized facility they were met with apathy, scorn and outright ridicule. People in their own organization called them Park Avenue engineers and told them they were crazy.

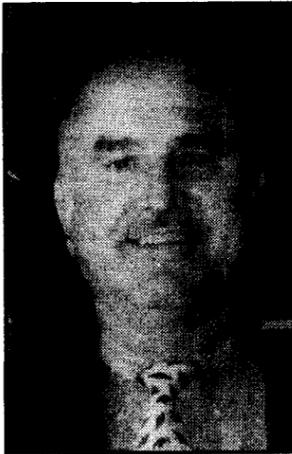
Today, Fields could be excused from doing a little chuckling himself if he wanted, but he's too busy putting the finishing touches on the result of his "crazy" idea: the John J. Sparkman Center for Missile Excellence, the 686,790 square-foot complex designed to last 50 years.

The Sparkman Center has been called a dream come true, but the place actually is the solution to a nightmarish problem, according to Fields.

As far back as the 1970s the need for more administrative space at Redstone Arsenal was evident. Two projects, one called Readiness Modernization and Improvements, and the other, Command Support Modernization, were conceived as a way to provide more space. Both flopped when they didn't receive support at the Army Materiel Command level, Fields said.

"By 1983, Redstone was in desperate need of space," he said. People were working in old warehouses and World War II-era poison gas manufacturing and shell-filling buildings. The buildings were expensive to heat and cool and didn't readily support automatic data processing equipment. More and more people were being moved into trailer space that was intended as temporary, but it was evident that the trailers were becoming permanent fixtures around the post. Just as many people were working in leased space off the Arsenal.

In the early 1980s consolidation and energy conservation were the top priorities for the Army. Fields



Fields

and Fulda, frustrated with their task of planning for more space on post and anticipating another failure, finally went to AMC to ask just what the higher headquarters would support. The answer: total administrative consolidation.

That meant bringing together thousands of people who were currently scattered in hundreds of buildings, on post and off. Fields and Fulda met with representatives of all the organizations (18 in all) that would be a part of the consolidation to decide what would be needed. They came up with a name that was a combination of the two earlier, failed concepts: Command Readiness and Support Improvement Modernization, with the unlikely acronym, CRASIM.

Based on the input of the group, the initial plan called for 905,000 square feet, enough work space for 4,300 people. They had an artist's concept drawn: a small central building connected by covered walkways to four taller buildings. Early renderings even contained a mag-lev train connecting the complex to the Research, Development and Engineering Center.

They worked up an economic analysis for the project and found that in the long run it would actually save the government money.

"Older facilities were using 273,000 BTUs per square foot per year, while the new standard for design was 50,000 BTUs per square foot per year," Fields said. And because so many people who had been spread out would now be working in one place, MICOM could reduce its fleet of government-owned vehicles and save on gasoline. The project would also allow for the destruction of over 300,000 square feet of World War II-vintage buildings, thus elimin-

inating costly maintenance, heating and cooling.

In September of 1984 Fields presented the package to the Installation Master Planning Board, chaired by RASA commander Col. Dahl Cento. When the board gave its unanimous support to CRASIM as the command's top priority Military Construction-Army project, Fields knew the first hurdle had been cleared.

The project continued to gain support within the command when Maj. Gen. Jerry Max Bunyard, MICOM and Redstone commander, gave his vote of approval.

"CRASIM would become the main thrust to accomplishing Redstone Arsenal's Long Range Land Master Plan. This project would accomplish the consolidation of operational support functions into the best possible physical environment to perform our mission at the least cost to the government," Fields said.

The next step was to gain the support of AMC. Unfortunately, early on in the process of trying to win AMC approval, Cento retired and Bunyard moved on to another assignment. Without strong support back home, the project languished and was not approved by AMC. The news wasn't all bad, however. The reason AMC gave for not supporting CRASIM was the shrinking of MCA dollars. Mission-essential projects had to be funded before administrative space. The idea was a good one; it would just have to wait until money was available.

At the same time, the concept of third-party funding was starting to gain support throughout the Defense Department. All branches of the military, strapped for cash for building projects, began to look into the idea of design/build/lease-back, which involved having a contractor design and build a facility, then lease it to the government for a period of time, at the end of which the facility would belong to the government.

It looked like the way to go. Fields revamped CRASIM as a third-party funding idea and took it back to AMC. In 1986 AMC accepted the idea of design/build/lease back; and included CRASIM as a candidate for the Congressional

Green Book of projects supported by the Army.

It began to look more and more as though CRASIM would become a reality when it was lost in the scramble for third-party financing.

Everybody in DoD was pushing lease-purchase ideas. The Navy even wanted to lease ships. It turned out there wasn't even a law on the books allowing for lease-purchase of military projects.

Fields didn't give up.

"The Directorate of Public Works kept prodding, coming up with variations of third party ideas, trying to gain support. A lease-purchase avenue was being developed, but it was a major undertaking to document how a lease-purchase venture was more cost-effective to the government than using MCA program dollars," he said.

During this time other projects demanded attention. Fields was removed from CRASIM to work on the refuse-fired steam plant and a new central waste water treatment plant. Fulda left DPW to work at the RD&E Center. Then, in August of 1987, Fields was involved in a near-fatal automobile accident and was out of work for several months.

In the meantime, Keith Kirksey and Dwain Elder, two other workers from Master Planning, were brought in to work on CRASIM, along with the other two major projects (the steam and wastewater plants).

In 1988 support for CRASIM began to grow again. Maj. Gen. August Cianciolo, MICOM commander, liked the idea, and directed his deputy, Brig. Gen. Larry Capps, to make getting the complex his top priority.

With renewed command support and support in Congress, the project seemed to take on new life. Capps helped to open doors—and minds—that were previously shut. Once the project had a friendlier name—the John J. Sparkman Center for Missile Excellence—the Alabama Congressional delegation worked on legislation allowing the services to acquire facilities through lease-purchase.

Once again the journey for approval began and in

December of 1989 the package had been approved at the Department of Army Level and was ready for submission to the Office of the Secretary of Defense. The project again hit a snag when the DoD comptroller refused to support it. An agreement was made to relook the project if MICOM could come up with more documentation.

In one weekend Fields, along with a team made up of Joe Davis, Valerie Shippers, Kevin Meyer and Roger Schwerman, put together a justification package that satisfied DoD.

Just as it looked as if everything was in place—laws, Congressional and DoD support—for the dream to become a reality, the Office of Management and Budget stepped in, deciding that no service would be allowed to use third-party financing. The decision was made in anticipation of future Base Realignment and Closure impacts.

The OSD was already sold on the idea, though. And the Sparkman Center

was included in the FY '92 MCA program, but on a reduced scale. Instead of the original 905,000 square feet, funds were set aside for a 543,500 square-foot complex.

When the budget went to Congress it was passed with an interesting change. Language was written into the bill that allowed the Army to get as much space as possible for the money set aside (\$58.4 million), eventually adding more than 100,000 additional square feet to the project.

A contract was awarded and ground was broken for the complex in late 1992, and although Fields has been involved in the entire process, it's the telling of that decade-long fight to make his dream a reality that he likes best.

He's built a house on his old family farm on Brindley Mountain, and from his back porch he can see the Sparkman Center in the distance.

"I can sit back there in my rocker, years from now, and tell my grandkids the whole story."

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Journey to Sparkman Center was beset with difficulties

Dave Harris

It looked like Mission Impossible.

"I didn't give it much of a chance," Larry Capps recalls the early days of the Sparkman Center with a smile for the visitor taking notes in his Huntsville Office.

"It was admin space and the first thing you learn as an action officer on the Army staff is that admin space goes to the top of the hit list in the annual budget drills. Chances of getting new admin space through the Army and Defense and the Congress was roughly zero."

That's what he was thinking when his then boss, Maj. Gen. Gus Cianciolo, commander of Redstone Arsenal, turned to his then deputy, Brig. Gen. Larry Capps and told him he was now officer in charge of getting the Sparkman Center. What he said was "Yes, sir."

Oh, the Sparkman Center was a good, even grand idea with all kinds of sound logic behind it. But the same could be said of all the other good ideas carried into the Pentagon in the briefcases of those seeking money every morning and carried out in the trash every night. The Pentagon, Capps knew was a place where just about everyone could and did say "No" and almost no one could or would say "Yes."

He had been there, both as a staff officer and as a salesman for a lot of good ideas. He even sold a couple; giving Patriot an anti-missile capability in time for the Gulf War was one, getting Patriot on a multi-year production contract



Capps

was another. It wasn't easy, but at least he knew how. You walked the halls, met with everyone involved with the process, convinced them you were right, and went back often to make sure they stayed convinced.

His practical experience in how the military built permanent structures had been accumulated while serving at Ft. Jackson, S.C. There was a sudden need for a new training building. The one ultimately built at Ft. Jackson happens to bear a striking resemblance inside and out to another at Ft. Stewart. That's because Capps and his junior officers and NCOs got the blueprints from Ft. Stewart, pencilled in the changes for what they needed, and cut months off the normal building design process.

Admin space was a whole new ball game, but Capps had a new twist: third party financing. The package he and Redstone engineers put together on the Sparkman Center proposed contracting the job with someone who would build it, then lease it to the Army and let the Army pay it off in 25 annual installments.

When the Redstone guys first proposed it, third party

financing was a brand new idea. A lot of people jumped on board. A few said it was nutty:

"There's no builder who will sign such a contract," they'd tell Capps.

"Here's 25 who will," he'd reply, producing the list of companies that responded to a MICOM market survey.

Then he met someone who said: "The law says you can't build admin space that way...just post offices." Capps read the law.

The guy was right. "I'll be back," Capps said.

A couple of months later Capps was back and the law said something else. Thanks to the Alabama Congressional delegation, Senators Heflin and Shelby and then Congressman Ronnie Flippo and their staffs, third party admin space was now just as legal as Christmas.

It took about a year, but Capps almost pulled it off. The proposal had been blessed by the Corps of Engineers, AMC, DA and all but the last stop in DOD. By then MICOM's neat idea, third party financing, had become everyone's all purpose solution.

The Air Force was ready to third party finance cargo planes. The Navy wanted to third party finance some new ships. Everyone had a brief case full of third party building proposals.

The Office of Management and Budget took a hard look at the long line stretching behind Larry Capps and the Sparkman Center and said in effect: "Forget it guys. We're out of the third party financing business as of now." A formal directive saying pretty much the same thing fol-

lowed. That, Capps decided, was that. Good try but goodbye Sparkman Center. Just about everyone who had helped him along the way reacted the same way. Not Senator Heflin.

Remembering it, Capps smiles broadly before telling the story, setting the stage carefully for what he believes now was the crucial moment in the Sparkman's Center trip from good idea to a brand new work place for 2,500 MICOM people. Senator Heflin had heard about this proposed new headquarters building on Redstone and asked about it.

Capps met him in downtown Huntsville and briefed him on the project which everyone at Redstone called CRASIM in those days, short for Command Readiness and Support Improvement Modernization or something equally nonsexy.

The Senator listened, made a face, said "You Army folks sure

use funny names," when Capps said "CRASIM" and then began to talk, not of the building project, but instead about his late friend and mentor, Senator John J. Sparkman. "It sure would be nice to name this building for Senator Sparkman," Senator Heflin said. "What do you think? Capps thought it was just fine and agreed on the spot. From that moment on, it was the Sparkman Building or the Sparkman Center or as it evolved: The John J. Sparkman Center for Missile Excellence.

So when OMB said no third party financing and everyone else kissed it off, Howell Heflin headed for the Pentagon. Capps says he has no knowledge of where the Senator went or who he talked with. He heard what happened when a senior Army official called from Washington and described what roughly equates to a miracle.

DA had heard from DOD: The Sparkman project

would proceed. Paid for not with third part financing but with military construction funds. Because DOD would be downsizing by about a third, the Sparkman project would be reduced proportionately. The Army wanted 900,000 square feet, 600,000 ought to be about right. The Army wanted about \$90M. It would get about \$60M.

The Alabama Congressional delegation got language into the Defense Authorization Act which told the Army to get as much building as it could for the money. That boosted the final size of the Sparkman Center by almost 100,000 square feet.

Capps, who retired in 1991, and became an executive in Raytheon, sums up: "The key to the whole project was Senator Heflin's support and advocacy. We were lucky. The timing was right. If it had not gone through when it did, right then, we'd have waited another thirty years."

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Portrait a challenge to local artist

Pam Rogers

It wasn't easy, trying to portray the personality of a son she never knew and having only photographs to work from.

But Lisa Fricker seems to have accomplished just that with the portrait of Sen. John J. Sparkman that will hang in the lobby of building 5300—the main entrance to the Sparkman Center.

The portrait is rendered in pastels, rather than oils.

"Oils tend to be heavy, dark and traditional. The thought was to go in another direction with this," she said, "finding that the pastel treat-

ment gives the portrait a more contemporary feeling.

Fricker, a native of Nashville who moved to this area from Connecticut in 1983, has painted and sculpted many local people and she occasionally does posthumous portraits. In the case of the Sparkman portrait, she didn't even have color photos to work from.

She was able to locate a color campaign poster, and a portrait that was photographed, but after researching Sparkman's coloring, she decided the artist must have also worked from black and white photos.

She did as much research

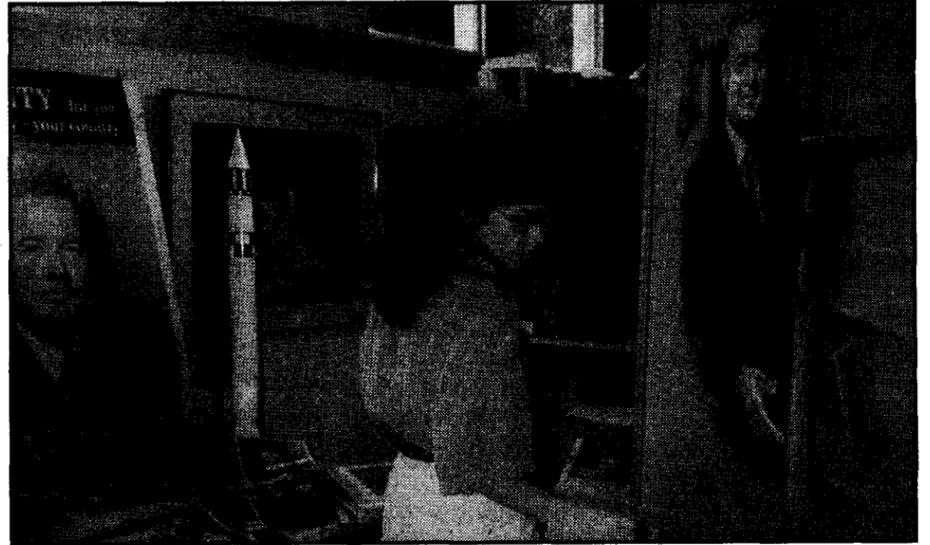
as she could, talking to people who knew Sparkman, and collecting all the photos she could find.

"I took descriptions so I can visualize him dimensionally," she said.

She met with Tazewell Shepard III, Sparkman's grandson, who has the same coloring as his grandfather, and she talked to Sen. Howell Heflin to get his recollections.

"Everyone I've spoken with told me what a friendly person he was—a people person," she said.

It is that person she has captured in the portrait—a smiling John Sparkman in his late 60s, with his right hand extended in a gesture of welcome, nearly touching



IN THE STUDIO - Fricker works on the Sparkman portrait.

a model of the Redstone rocket on a table before him.

"Senator Heflin told me how analytical, logical and intelligent he was.

I feel I'm getting to know

him."

That's something she likes to do with everyone she paints, so that the essence of that person comes through the portrait.

"I don't just want to copy photographs. You can have a machine do that. Otherwise, I would be obsolete, wouldn't I?"



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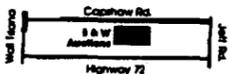


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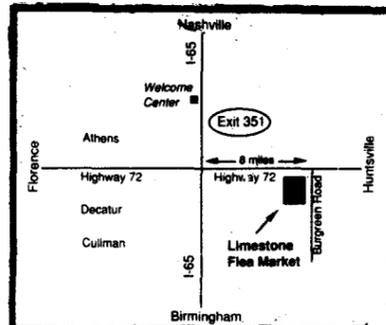
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The operative word when it came to planning Sparkman conferencing and video-teleconferencing was "usability."

"We tried to make it simple so people would use it. We wanted something not too high-tech, but still have good quality equipment," Don Banes, chief of Training and Services, Corporate Information Center, said.

The auditorium is a one-story structure on the southwest corner of the Sparkman complex and is connected to building 5304 by a covered walkway. It has a seating capacity of 700 and the chairs are the same type as those in the Rocket Auditorium. The seats are arranged in tiers and form a semi-circular wedge around a podium/stage area in a pit below. Up until now the largest auditorium/conference room available to the Army on Redstone was the Rocket Auditorium, which seats 438.

The auditorium can be partitioned off by dividers that roll away when not in use. Seven separate areas can be created, each seating 100.

The projection system is capable of having a Macintosh or PC compatible computer projected onto it. The sound system is equivalent to what exists in the Rocket Auditorium, which was upgraded two years ago.

The auditorium has already been booked through March 1995, Banes

said.

A video-teleconferencing room will be located in building 5304 and can seat 40 people, up to six people at a table. A gallery behind it seats up to 33; the one in building 5250 has a seating capacity of 16.

Buildings 5301, 5302, 5303 and 5304 have 40-person conference rooms. These conference rooms will be available for use by Sept. 1, Banes said. There's also a commander's conference room adjacent to his suite in building 5300.

Scheduling for the conferencing/video-teleconferencing facilities in the Sparkman Center will be the same as it is now; by calling 876-1504.

Other amenities that will be available to everyone, not just those who work there, when the Sparkman Center is fully operational include:

- a "service center" with laundry and dry cleaning dropoff, shoe repair, jewelry repair, package delivery and stamps; break rooms on each floor equipped with vending machines, microwaves and refrigerators

- an 8,500 square-foot fitness center with Cybex workout equipment, free weights, 10 treadmills, 6 stationary bikes and an aerobics studio; an outdoor running-walking track that runs adjacent to the ring road

- automatic teller machines for First Alabama Bank and Redstone Federal Credit Union

- a convenience store
- a branch of SATO Travel

- a snack bar that serves the auditorium and training center

- a cafeteria with inside and outside dining areas that can serve 2,000 people per meal.

There is no word yet on the menu for the cafeteria, but Lee Hicks, chief of RASA's Community Operations Division, promises that it will emphasize healthy eating.

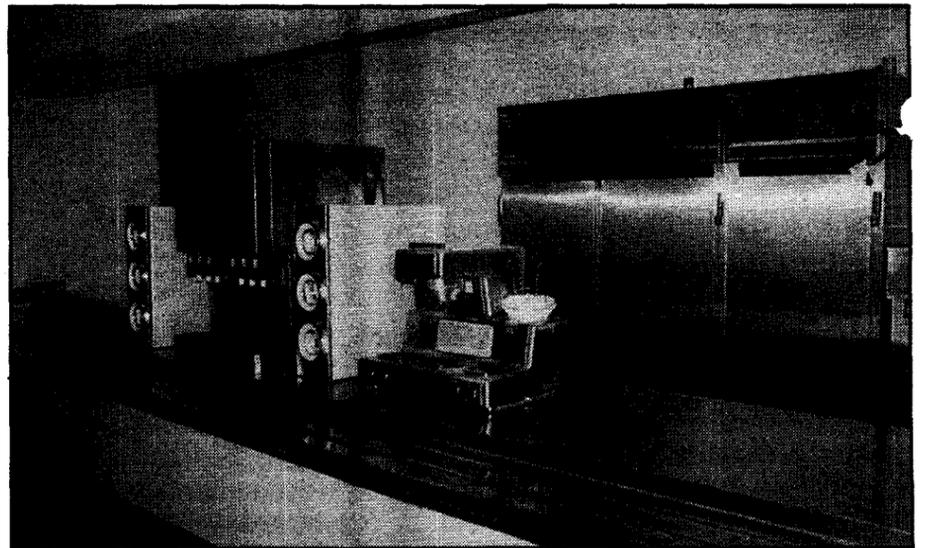
"We're going to make a real concerted effort toward taking care of customer needs and desires, and serve low-fat, healthy items.

"We're going to try to be all things to all people—short orders, full meals, a salad bar and specialty food bars," he said.

The kitchen features the latest in high-tech wizardry.

"The back of the house is phenomenal—state of the art. Almost all of it is electronically controlled," Hicks said.

In addition to the cafeteria, there will also be a snack bar between the auditorium and the training center that will stay open in the late afternoon and evening hours to serve students at the training center.



The snack bar will serve fast food items until 4:30 p.m. every day.

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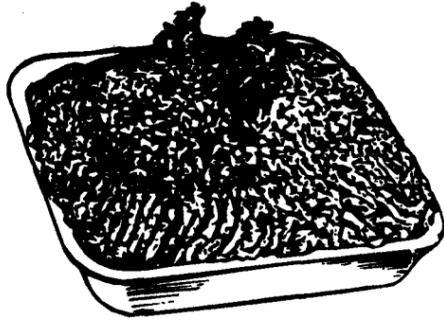
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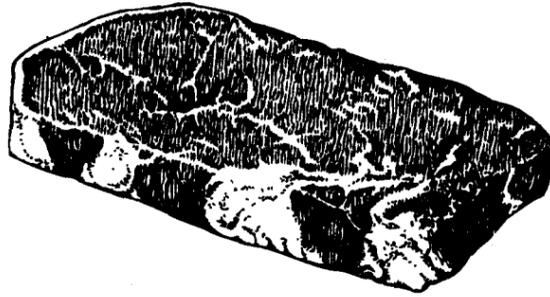


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When mag-lev almost came to Redstone

Pam Rogers

What did happen to that mag-lev train?

If you worked here ten years ago, you remember the one—it snaked into the top of the architectural rendering of CRASIM on its elevated rail drawn between the RD&E Center and building 5250.

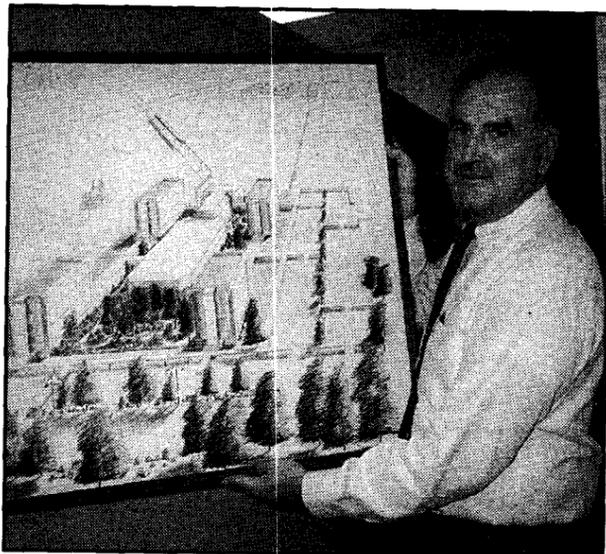
And if you worked here then, you probably joined in the almost universal snickering and jokes about Disneyland and Mickey Mouse.

And if you worked here then, you probably remember that it suddenly disappeared from the artist's concept, replaced by a suspicious-looking smudge.

What you may not know is that it came awfully close to becoming a reality.

Early plans for the four or so miles of Martin Road west of Patton called not only for the CRASIM administrative complex, housing 4,000 people, but for construction of buildings for the Space and Strategic Defense Command and the Huntsville Division of the Corps of Engineers. Also included in the plans were the widening of Martin Road and the construction of a civilian child-care facility nearby (of all the planned projects, only the Sparkman Center, or CRASIM, as it was once called, became a reality).

"We were planning on moving a massive number of people to Martin Road. We were trying to find some means of transportation to move people from building to building," said Sam Fields, project manager for the Sparkman Center.



EARLY CONCEPT - Fields holds original artist's sketch showing mag-lev train.

"We had a route from the Sparkman Center (CRASIM at that time), to 5250, to 4488, to 5400, to TMDE and back, with a test track to be funded by the Department of Transportation," he said.

Back in the early 1980s Boeing had a contract from DOT to develop a prototype mag-lev train. Fields and John Fulda decided to go out to Seattle and take a look, thinking that the Army might be interested in providing space for a test track.

After seeing—and riding on—the prototype, they decided the mag-lev could solve Redstone's impending transportation crunch, and while they were there, Boeing even gave them a briefing on how mag-lev might be employed to launch guided missiles.

Initially the concept was supported at MICOM and on up the chain through DA. The location of the test track, between buildings 5400 and 5250, was determined. The problem came when DA expected MICOM to go to DOT to

ask for the test program to be sited at Redstone. The project died when the folks at DOT, who apparently liked the idea, were nevertheless reluctant to release the funds for further development of the train itself, and when it lost favor within the MICOM command group, according to Fields.

"The biggest thing MICOM missed out on was getting something that would enhance our missile delivery capabilities," he said.

The idea of mag-lev is far from dead, however. The city of Huntsville once looked at the possibility, and Fields regularly receives unsolicited proposals from a company that promotes building a mag-lev train around Huntsville, and across the Arsenal, to ease the city's traffic problems. Mag-lev has also been mentioned as a part of the planned Memphis to Atlanta corridor.

So keep your mouse ears handy. We may all be riding the monorail sooner than we think.

Chronology for the John J. Sparkman Center for Missile Excellence

Building codes during construction phase:

A - 5300, B1 - 5301, B2 - 5302, B3 - 5303, B4 - 5304, central - central plant, B2B - cafeteria, B4B - auditorium.

• **Sept. 2, 1992** - Contract award to Centex-Rooney.

• **Sept. 22, 1992** - Notice to proceed given to Centex-Rooney.

• **Oct. 1992** - Began tree cleaning on NW corner of site.

• **Nov. 5, 1992** - Groundbreaking.

• **November 1992** - Mobilized; began stripping topsoil.

• **December 1992** - Rerouting of 12" natural gas line for excavation of basements.

• **January 1993** - B3 and B4, fill material compaction

• **February 1993** - A - excavation complete; footings and basement wall work begin.

B1 - Excavation complete

B2 - Excavation complete; footings begin.

B3 - footings completed

B2B & B4B - base compaction begins.

• **March 1993** - A - basement columns complete, B2 - basement wall began, B3 - pad poured, B4 - footings poured.

• **April 1993** - A - 1st and 2nd floor poured, B1 - Footing completed, B2 - Basewall's footing completed, B3 - structural steel erection begins, B4 - Pad placed, C - footings completed.

• **May 1993** - A - 2nd and 3rd floor concrete placed, B1 - basement walls completed, B2 - structural steel and deck work underway, B3 - Structural steel erection & floors poured.

• **June 1993** - A - concrete placement completed for all floors, B1 - roofing and precast erection begins, B2 - structural steel erection begins, B3 - structural steel erection begins, B4 - steel & floor construction completed, C - floor & structural steel

erection completed. Ring road layout begins.

• **July 1993** - A - roofing work completed, B1 - structural steel erection completed, B4 - roofing started and precast panel erection begins, B3 - window installation begins and precast complete; dry wall interim work started, B2 - precast & roofing completed, C - roofing and precast completed. ring road and parking compaction work continues.

• **August 1993** - A - precast work starts, B2B - structural steel and roofing complete, B4B - structural steel work begins plaza wall and roof placed connecting walkway construction begins. Base for parking lots and Ring Road started. Bldg. 5250 parking lot relocated.

• **Sept. 1993** - Base on 2/3 parking lots. Precast complete. Windows in roof installation 3/4 complete.

• **Oct. 1993** - paving started curb & gutter. Roofing complete except "A." Cooling tower installed.

• **Nov. 1993** - all roofs complete. Curb and gutter ongoing.

• **Dec. 1993** - Interior work progressing

• **Jan. 1994** - Parking lot base course complete. Curb and gutter complete.

• **Feb. 1994** - Landscaping began. Asphalt topping coat on.

• **March 1994** - Interior fit up for power.

• **April-August 1994** - Interior work continued. The buildings were completed and turned over to the Army in the following order:

- B3 - May 18, 1994
- B1 - June 15, 1994
- B2 - Aug. 3, 1994
- B4 - July 27, 1994
- Central Plant - Aug. 15, 1994
- A, Cafeteria & Auditorium - August 17, 1994

• **Aug. 22, 1994** - Dedication ceremony

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Landscaping plays integral part in corporate look of complex

In many building projects, landscaping is the last thing done, with whatever money is left over.

"What usually happens is that by the time the building is finished, the money has run out so nothing gets done," Jesse Horton, Redstone's forester, said.

Not so with the Sparkman Center. Landscaping was an integral part of the design to create a first rate facility - a showplace for the Army.

The design, the plants and the lawn all add to the aesthetics. Berms were incorporated to break up flat lawn areas and add interest; they also block the view of vehicles from the street and present a clean, unobstructed view of the building from Martin Road.

The landscaping requirements were developed by Horton and the Army Corps of Engineers. Landscape architects with Smallwood, Reynolds, Stewart and Stewart designed it, and Centex-Rooney, Sparkman prime contractor, issued a subcontract to Scapes, Inc. of Atlanta, Ga. for the actual work.

An irrigation system, designed and installed by Aqua Irrigation Systems, Inc., will provide water to everything growing, Horton

said. Underground PVC throughout the site is fed by an industrial water line bringing in untreated river water. The 78-acre site is divided into zones and the system can be programmed to irrigate specific portions of the grounds.

Two retention ponds, a 3-acre one on the corner of Martin and Patton, and another 1-1/2-acre pond at Burose and Martin, were built to collect drainage water before emptying it into storm drains and eventually directing into drainage ditches. The ponds have fountains which aerate the water and keep it from becoming stagnant.

The retention ponds were a requirement for building, since the site lost its ability to absorb water when acres of fescue grass were replaced by asphalt, Joe Davis, Department of Public Works, said. All delivers to the Sparkman Center will be received at a hidden loading dock on the north side of the complex, the basement area of building 5302.

The 78-acre site boasts 1,500 shade trees, another 442 accent trees, more than 5,000 evergreen shrubbery, a million square feet of seeded Bermuda and 120,000 sq. ft. of sod,

according to Horton.

"We tried to get variety into the plantings, something that will give us color in all seasons," Horton said.

"There's redbud, cherry and Bradford pear for spring color, crepe myrtle and southern magnolia for summer, maples and oaks for shade in summer and color in fall, and various hollies and other evergreens to lend color to the winter landscape.

"These are just a few of the many varieties there," Horton said.

Ease of maintenance was one of the concerns in developing the plan, Horton said. Building security was planned by not placing plants against the building and the parking lots are broken up with curves and



LANDSCAPING PLANTS - Rex Maxwell, civil engineer with the Army Corps of Engineers, and Jesse Horton, Redstone Arsenal forester, check out some of the evergreen shrubbery being planted at the front of building 5300.

turns so that a vehicle wouldn't be able to speed in and get away fast.

There's a helicopter pad

on the north side of the site, an approximately 75 feet x 75 feet plot.

A ring road encircles the

complex, and there are approximately 2,100 parking spots, including 33 handicapped spaces.

A new look for the Rocket

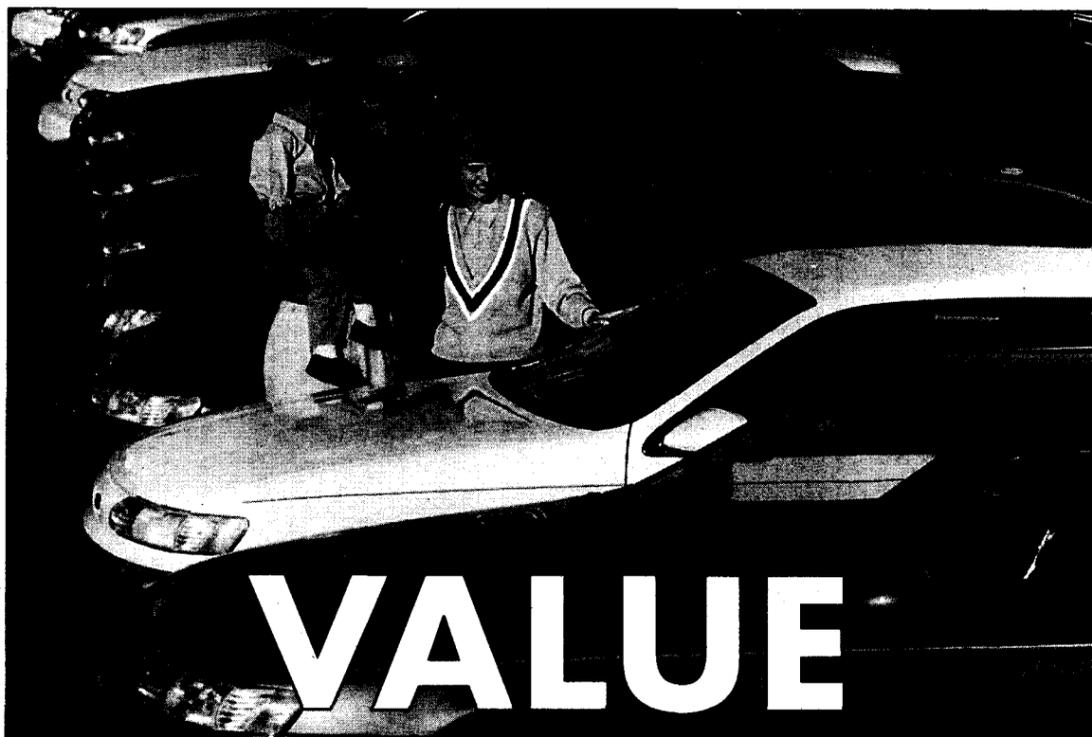
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Our new publisher is the Advertiser Company of Montgomery, Alabama, which already publishes two award-winning military newspapers, the *Fort Benning Bayonet* and the *Maxwell-Gunter Dispatch*.

We have enjoyed 10 good years with our previous publisher, Sara Grant and associates, and look forward to a good newspaper becoming even better.

Stay with us. Some of the things you commented on in the survey last winter will be the things you see first.

As we settle into our new format and learn our way around desktop publishing, you will undoubtedly see more changes. As always, we welcome your comments and suggestions.



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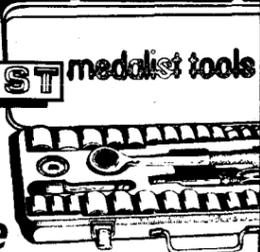
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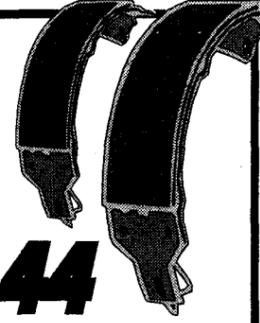
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Project success due to timing, partnering and good people

Joe Davis was project engineer over construction for the Directorate of Public Works, and was MICOM's primary point of contact with the Corps of Engineers and the contractor during construction of the Sparkman Center.

A former Corps employee, Davis has been at DPW for eight years, six of which have been spent working on the Sparkman project. He's also been involved with most large building projects on Redstone during that time, primarily with the \$30 million expansion to facilities in the Thiokol area.

"This one has had totally different guidelines than other projects I've worked on," Davis said, referring to Sparkman.

Other than the design/build differences, Congressional language written into the approval allowed the Army to get as much square footage as it could for the dollars allocated, Davis said. This, too was something new.

"Also, the partnering aspect was something new



Joe Davis of DPW was project engineer

for us. We had a contractor who was working with a fixed budget, an architect who was trying to accommodate us to create a facility with a nice look, and the government who was trying to get the most quality square footage possible for the money," Davis said.

In the end, a project is judged successful if everyone feels like he came out ahead, and Davis believes that happened on the Sparkman project. The contractor made money, the designer gave us a

quality facility that he can be proud to have his name attached to, and the complex definitely meets the users needs.

"We were fortunate. The contractor did an excellent job and was very cooperative in making the changes we asked for. The Corps of Engineers, Mobile District and the area office, were in the middle. They did a good job of mediating, of keeping straight the cost of the changes we made and making sure our needs were met.

"The MICOM community has been supportive of what we've done. We know there are some people who didn't get what they wanted, but they understood because they knew the money wouldn't allow it."

Davis said this project would not have been as successful as it was had it not been for the quality recommendations from all elements contacted and their input.

"Not one person alone is responsible for the Sparkman Center. It's an across the board effort," Davis said.

Davis said he had enjoyed coming to work every day since this project began, but now that it's over there'll be more chances to do equally exciting projects. He mentioned that very soon construction on the Logistics Support Activity building will start.

"I hope in my future career at Redstone I'll see an even bigger building than Sparkman go up," Davis said.

Consolidation plus for chief of Education and Development

Dr. Delia Black remembers the day 28 years ago that she reported to work at Redstone as a GS-7 employee development specialist.

"I was interviewed in a quonset hut that has now been destroyed, and I had to report in a fire station. That was the training center," she said. The building was on Mills Road, and had not been converted for use as a training center. The only things missing were the fire trucks.

"Our large classroom was the bay where the fire trucks had been parked," she recalled.

"I heard even then that they were going to build a beautiful building on Martin Road and we were very cynical about it ever happening," she said.

Since that time quality space has not been easy to come by for the Personnel and Training Directorate's Education and Development Division, which Black now heads. Training areas have been spread out in 10 locations from Redstone's northern boundary to the Tennessee River, in old warehouse buildings, and leased space off post.

Some of her headaches in the past involved a key roofs and an over-abundance of non-functioning electrical outlets, not to mention the day-to-day dilemma of having operations scattered over a 60-square-mile area.

Although some of the facilities of the division will remain in place for the convenience of their customers, most will be consolidated in the Sparkman Center, according to Black.



Black

Included in the Sparkman Center will be a computer-based learning center, an electronic meeting systems room, satellite-based education, closed-circuit television, and Black is working on a system that will enable workers to take learning center courses on their desk-top computers.

The training center will take up roughly half of one of the three story buildings of the complex. "It offers a wonderful opportunity which we have not had in a single location before," she said.

The training center will take up roughly half of one of the three story buildings of the complex. "It offers a wonderful opportunity which we have not had in a single location before," she said.

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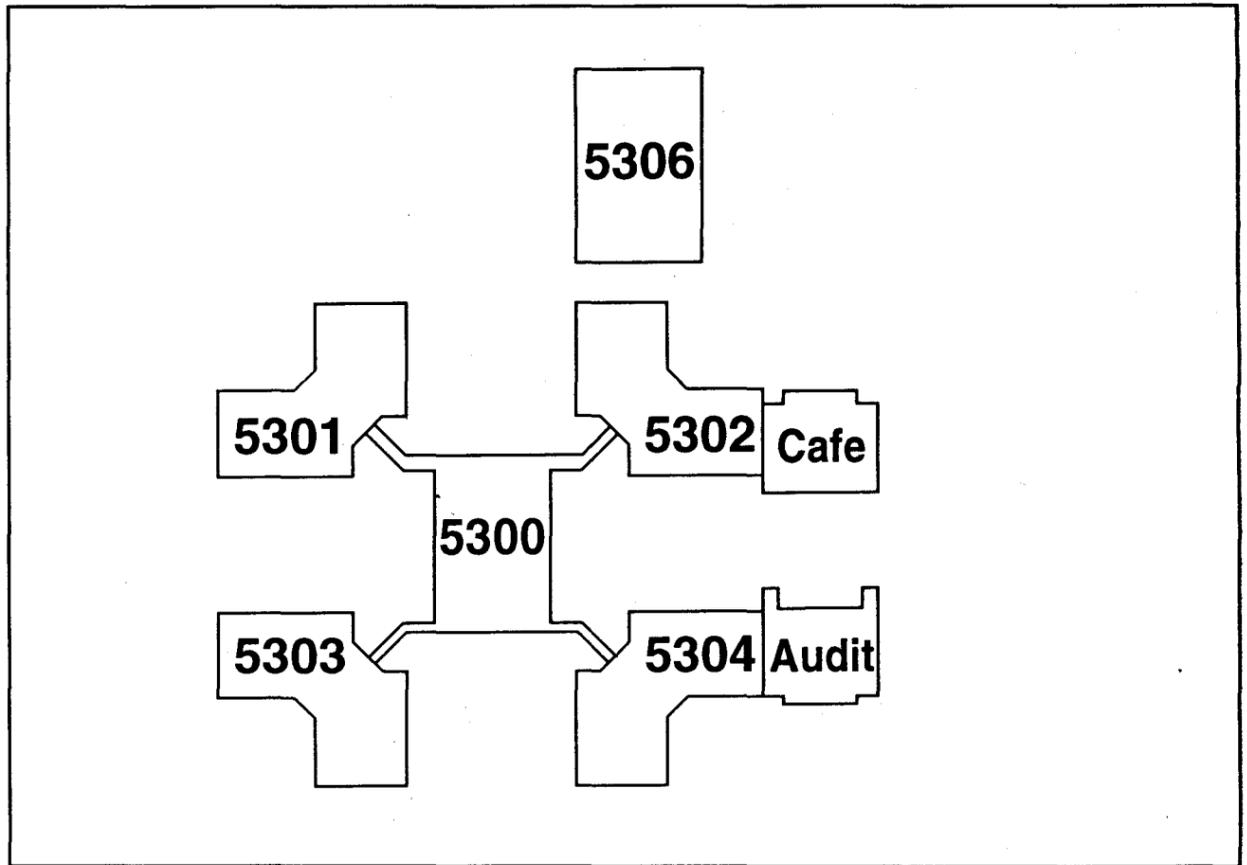
Guide to organizations located in Sparkman Complex

Here's a list of organizations occupying space in the Sparkman Complex:

- Building 5300:**
 Basement: Special purpose space housing personnel assigned to the Emergency Operations Center, Corporate Information Center, a special project and the Communications Center.
 • Floor 1 - Intelligence and Security Directorate, Sparkman Management Office, Equal Employment Office, Public Affairs Office, Admin Services, Historical Division, Ombudsman.
 • Floor 2 - Command Analysis Directorate, Lead AMC Integration Support Office, Internal Review and Audit Compliance, Librarian and intra-service Liaison Offices.
 • Floor 3 - Security Assistance Management Directorate.
 • Floor 4 - Resource Management Directorate and Legal Office.
 • Floor 5 - Resource Management Directorate front office, Personnel and Training Directorate front office, Legal Office front

office, Protocol, Secretary of the General Staff and the Command Group.

- Building 5301:**
 Basement - CIC personnel
 • Floor 1 - Integrated Materiel Management Center and Safety Office personnel.
 • Floor 2 - IMMC personnel.
 • Floor 3 - IMMC personnel.
Building 5302: Floor 1 - IMMC, Total Quality Management Office, SATO Travel, Fitness Center, bank automatic teller machines, service center.
 • Floor 2 - IMMC personnel.
 • Floor 3 - IMMC personnel.
Building 5303: Floor 1 - Weapon Systems Management Directorate and IMMC.
 • Floor 2 - WSMD personnel.
 • Floor 3 - CIC personnel.
Building 5304: Floors 1, 2 & 3 - Civilian Personnel Office and Education and Development Division (Personnel and Training Directorate)



SPARKMAN BUILDINGS - Building 5300 is the 5-story headquarters building. The auditorium is attached to building 5304 and the cafeteria is attached to building 5302. Bldg. 5306 is the Central Plant.

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DPW Chief part of team that brought Sparkman Center to RSA

Sanda Martel

Most of the people who worked hardest to make the Sparkman Center a reality will not get to work there.

The Directorate of Public Works, a part of the Redstone Arsenal Support Activity, will be relocating from their current home at building 7613, but not into the Sparkman complex. Instead they will move to building 111, where RASA is consolidating its operations on the north end of the arsenal.

Dr. David Branham, director of DPW, said on one level he understands the rationale. RASA needs to organize its far-flung operations on the arsenal to a more centralized location.

But in another sense, since RASA supports the entire 38,000 acre facility, it would make more sense to have them centrally located in the middle of the arsenal, not on the extreme north or south end.

"And Sparkman is almost in the middle of the post," Branham said with a wry smile.

But any disappointment

he and his people may feel about not getting to work there is overshadowed by the good that Sparkman brings to MICOM and Redstone Arsenal, Branham said.

Branham's role: Branham said he views his role in the project as revolving around two facts: One, that he was manager of the group that dreamed it up, and two, that he advised Brig. Gen. Capps not to take the Army's first offer and urged him to accept the second.

In 1984 Branham was chief of Master Planning Construction and Environmental Office when two action engineers for construction, John Fulda and Sam Fields, formulated plans for an administrative complex at Redstone Arsenal.

"They came up with a proposal they had been working on for a year and not getting anywhere. They sold me on the idea and we decided to pursue third party financing. We sold Paul Hancock (director of Directorate of Engineering and Housing at the time)

and he agreed to let us run with it," Branham remembers.

The ups and downs of the project are now historic, and in 1988, after Branham himself succeeded Hancock, a couple of things happened to solidify his role as part of the team that made Sparkman happen.

Branham tells the story: "Brig. Gen. Capps, (MICOM deputy commander) and I met with Sen. Heflin and briefed the senator on the project. Heflin made his pronouncement that if we'd name it after Sen. Sparkman he thought he could get the support needed to push it through. Capps ordered me to get an appropriate name for the project so I got with my guys and named it. It was still third-party financing at that time.

"That was the turning point," Branham said

"Afterwards we got a call from the staffers at the office of the deputy Assistant Secretary of the Army for Installation and Logistics and were told not to pursue third party financing.

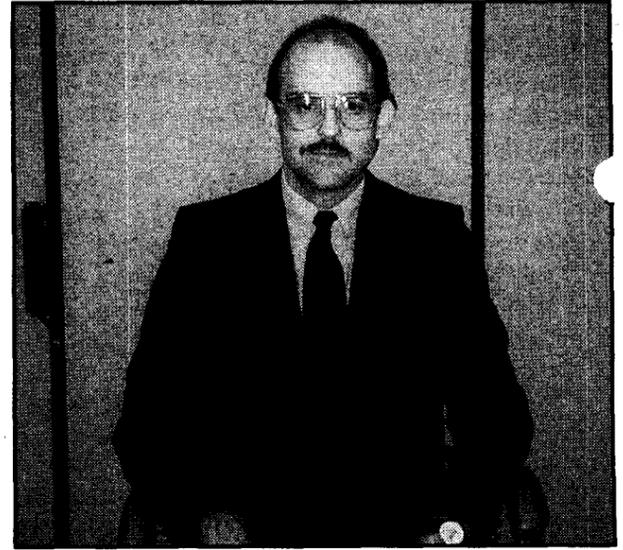
"Capps was told, 'The Army wants to support your project. Drop your third party financing plan and we'll program it in the Military Construction-Army (MCA) budget.'

"I told Capps I was afraid they'd find a way to kill it and encouraged him to hold out and not play."

"So we kept the pressure on for third party financing. The Congressional delegation was supporting us. When another call came from the Assistant Secretary's office and said OSD (Office of the Secretary of Defense) was proposing approval for a smaller (2/3 the size requested) complex under MCA, my advice to Capps this time was take it, and that was exactly what we did."

Branham said there's some relief now that the project is coming to a conclusion.

"It has definitely increased our workload. It has stressed us, but it's been such a good project that it's hard to let go. But we're looking to the future. We're not going to sit on our lau-



Dr. David Branham, director of DPW

rels."

He said we're well positioned for "beyond Sparkman," and it remains to be seen how much of the arsenal's total master plan will become a future reality.

The next project is the Logistics Support Activity (LOGSA) building which will be constructed at the Sparkman site. It's now in the design phase and construction will begin soon.

"We're working to get our infrastructure in place. Our water, sewer, electrical, and roads systems are capable today of handling an

additional 2,000 people — 2,000 more with no additional cost to our infrastructure.

"With the buildings we'll be closing down (with the Sparkman opening) with the capability of immediately opening them back up to house new functions that could be brought here, it makes wildly good economic sense to look at Redstone Arsenal for accommodating future Army consolidations.

"Political sense is something else, though," Branham added.

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Fulda helped dream up plan for MICOM Admin building

John Fulda recalls that during 1982-83, when he was working as a master planner in Department of Engineering and Housing (now Directorate of Public Works), he and Sam Fields were struck by the fact that no land use plan for Redstone Arsenal existed.

The realities were:

- A shortage of administrative space had existed for many years; the last significant administrative facility was constructed in 1960; many offices had moved off-post into leased office space and as costly repairs were needed on old buildings a stop gap method seemed to be moving trailers in to substitute as office space.

- There was a need to consolidate administrative space; the majority of the operation support personnel were located in converted ammo loadline or warehouse-type facilities built during World War II; many were located on the southern end of the arsenal where test ranges were located.

Fulda and Fields set about changing that, to put together a cohesive plan and decide what the arsenal should look like in the future.

"We needed to give the ranges more flexibility for

expansion for their flight testing and we needed to consolidate support personnel to eliminate intra-arsenal travel," Fulda said.

But it wasn't easy, Fulda remembers. People were ready to tell them that it would be impossible to get a large office building approved under Military Construction-Army (MCA) and they were told not to waste their time.

Not discouraged, however, they started coming with ideas in 1984.

"They were right. No one would support our ideas. They'd get killed right there in DEH," he said.

But they didn't give up. Fields and Fulda took trips to places like Rye, N.Y., Phoenix, Ariz., Colorado Springs, Colo, Houston and Mobile to look at buildings, to talk to building managers about good and bad points about each design, and to formulate their ideas of what the arsenal project should be like.

"We wanted a concept, a picture; an image that would capture people's attention and get them behind the project," Fulda said.

They enlisted the help of the Graphics Department to come up with a futuristic

painting that would capture all the elements they envisioned the arsenal complex to be.

"We didn't want to go for 'early Army ugly,' as so many of our buildings are. (Buildings) 4488 and 5250 are prime examples of this. Army buildings are utilitarian, free of accoutrements because the traditional thinking has always been that the taxpayer wouldn't accept fanciness; that government employees are not supposed to be comfortable (in their work environment)," Fulda said.

The name given to the project was CRASIM (Command Readiness and Support Improvement Modernization). The first drawing, which still hangs in Sam Fields' office, shows a 5-building complex all interconnected and linked to other arsenal buildings by a monorail.

Looking at that painting now, one is amazed at the resemblance it bears to the Sparkman complex that came to be built.

"People made fun of it, laughed at us, called us 'Park Avenue engineers,'" Fulda said.

But the RASA commander, Col. Dahl Cento, liked it and gave us the go-ahead, although the psyche in the

DEH environment at that time was still negative, Fulda said. Little roadblocks were put in the way, to the point where Fields was reassigned to other duties and in his frustration Fulda took a different job, in the Energy Office.

CRASIM, a 905,000 sq. ft., third-party financing project, was still alive, and as word got around that such a project stood a chance of being built, people in the building world started calling in and asking about it.

"The political environment had already started moving it along, Sam came back to his old job, and by that time I had gone on to another job outside DEH," Fulda said.

Fulda said he has good memories of the early work he did on the idea for an administrative complex that would finally come to be built on Redstone Arsenal.



John Fulda was one of the early innovators of the Sparkman concept.

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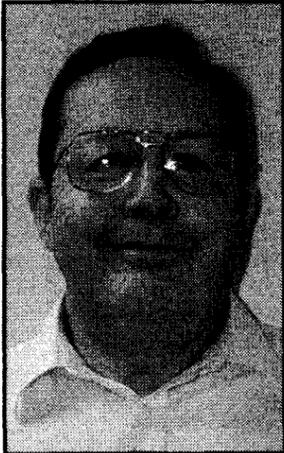
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COE on-site

Sanda Martel

As some Army employees prepare to move to the Sparkman Center, others, those with Army Corps of Engineers, are vacating the site.

The North Alabama Area Office, COE, Mobile District, has a permanent Redstone Arsenal office at building 3213, and during the Sparkman construction has also main-



Stevens

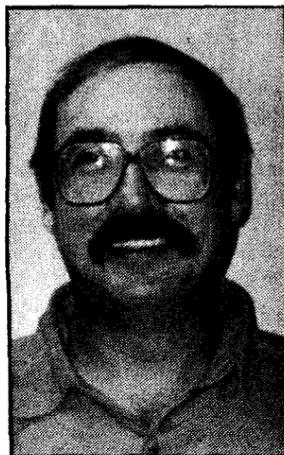
tained an on-site presence at the construction site.

Jimmy Stevens heads the permanent office and has served as administrative contracting officer during the construction.

Working for him at the Sparkman site has been resident engineer Rick Kendrick, who began setting up offices in trailers adjacent to the site in September 1992.

"It's been great to get to see the project go. This is where the rubber meets the road," Kendrick said. Once the contract was awarded, it was his responsibility to be on site and administer the design and construction of that contract.

Sparkman is the largest design/build project the Corps



Kendrick

has ever done stateside for the Army, and Kendrick said he had heard, prior to project inception, many cautions voiced about design/build.

"My concerns were that we'd never get a facility to meet the users' needs in terms of aesthetics and functionality, "but to my surprise it's been a good project. I'm now a proponent of design design/build," Kendrick said.

"I can't say enough about Centex (Rooney, the contractor who built Sparkman). They've been great, and we've worked closely with Mobile District

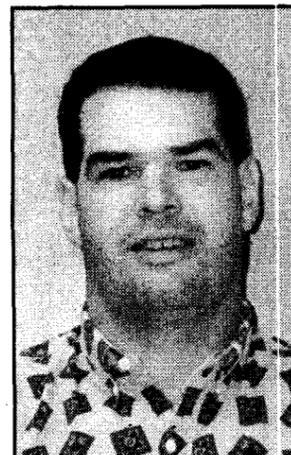
throughout the project," Kendrick said.

Other on-site personnel: A civil engineer with Mobile District, Rick Maxwell had the responsibility of looking at all structural aspects of the buildings - earth work, asphalt, drainage, structural concrete, steel and interiors, including architectural features including drywall, wallpaper, carpet, ceilings, tile and woodwork.

"The most memorable thing for me is how fast it went up. On 1 Feb 93 the first footings were dug and by the end of June we topped out, or reached the highest point on the building. Five months. That's pretty fast," Maxwell said.

Bobby Tucker, electrical engineer, agrees. He said he'd never witnessed a building go up at the speed Sparkman did. It's the first time that he, too, has worked a design/build contract.

"It's hard to get used to. It works well if you know up front what you want. That way you can funnel the contractor into that thinking," Tucker said.



Maxwell

"On a project like this one, it's like hitting a moving target. You've got to lead, fall or get out of the way. The contractor is moving forward and you've got to give answers right then," he added.

Tucker talked about the five levels of backup power the facility has that practically ensures the complex will never completely be without power, a tremendous improvement over the current set up.

Tony Lloyd, a field office assistant, handled many of the administrative details for COE at the construction site after she came on board November 1992. She checked and logged in the mountains of drawings as contractors submitted them, scheduled labor interviews and generally kept the COE office running.

"This is the first construction job I've worked on and it's been a lovely experience. I'll feel a sense of loss when I leave. I've seen all the changes, experienced all the headaches. They showed me an empty field when I came here and I've seen the buildings go up. It's been great to see it happen right before my eyes," Lloyd said.

Other COE players who were there but have already

Continued next page

Mobile District COE played major role in Sparkman

Sanda Martel

It was a unique project - different from the beginning.

The Sparkman Complex is the largest military construction project that Tom Clinton, Sparkman project manager, Mobile District, Corps of Engineers, has been involved with. Its uniqueness has made it a gratifying project to work on.

"It's been different in three ways - technology, construction method and size," Clinton said.

A maximum of 543,500 square feet was the amount originally set by the Army for the administrative complex at Redstone. But when Congress approved the project, they wrote language into the authorization that allowed the Army to get as much quality square footage as it could for the amount approved to build it (\$58.4 million). This was a very unusual provision on a project of this type.

The Corps decided to use design/build for the Sparkman project under limited authority granted by Congress. Normally, the Corps designs a project and advertises for a construction contract and makes an award to the lowest bidder," Clinton said.

On the Sparkman project it was different. The Corps worked with the Missile Command to put together a package of technical requirements and issued a Request for Proposal. Contractors submitted proposals based on how they envisioned the project.

The RFP specified conceptual site planning and aesthetic requirements, minimum acceptable floor space, maximum building height, maximum floor plan size, area and technical requirements for specific functions and organizations, design codes and specifications, number of parking spaces, traffic access routes, construction cost limit, maximum construction period, and evaluation criteria.

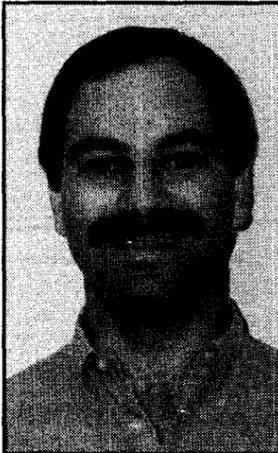
"All specifications indicated the minimum standard. We gave them the opportunity to give us something better," Clinton said.

Joe Davis, Directorate of Public Works, gave an apt description of what the RFP generated: "It was like asking someone to build a car based only on the features you wanted in a car, and everybody came back with a car design, with four wheels and an engine. But some were Corvettes and some were Volkswagens."

Design/build: Interesting, Clinton said, because it speeds things up, particularly with the fast-track provision which allows the contractor to start building while working on the design.

"We're beginning to see

more design/build projects since Congress in 1984 passed the Competition in Contracting Act that estab-



Kalifeh

lished two kinds of contracting: Invitation for Bid (IFB), which awards contracts to the lowest responsible bidder, and the Request for Proposal (RFP), the route we went," Clinton said.

The Corps had been allowed to award only three RFP contracts each year until FY92, when the Congressional restriction was lifted. Now the Corps has the opportunity to do more design/build projects.

"Customers like design/build. They get more bang for the buck if it's used correctly. You're allowing the contractor to use his expertise, schedule his work to maximize his strengths and efficiencies. He can do more for you when you tell him what you want instead of how to do it," Clinton said.

Building codes: The Corps of Engineers has its own specification and design manuals, but for Sparkman these were waived in favor of standard building codes, and that speeded up the process as well.

"It goes faster because there's no 'learning curve.' The architect/engineer who's designing the project, and the construction contractor, are more familiar with these. It's easier for a contractor to adapt," Ron Kalifeh, Engineering Manager, Mobile District COE, said. Kalifeh worked with the government's engineers and coordinated with the contractor's designers.

Partnership: The partnership that worked so well throughout the project between the Directorate of Public Works and the Corps started while the RFP was being written, Clinton said.

Normally the Corps' goals are these: design the project scope of work within the programmed dollars and award a construction contract in the authorized fiscal year. The installation, the customer, wants to get the nicest facility it can, Clinton said.

"We worked our goals together. Sam (Fields) had spent a lot of time establish-

ing the criteria for what Redstone wanted. So we sat down for several days with a facilitator and forged a partnership agreement to accomplish all of our goals together."

The RFP went out for proposals on Jan. 10, 1992 and in February a meeting was held for all prospective/interested contractors. About 200 contractor representatives attended the meeting at the Post Theater.

"It wasn't just prime contractors, but subs, designers and suppliers as well. This project generated a lot of interest," Clinton said. Some 253 questions were asked and answered as a result of that session.

The COE/DPW team thought they'd be lucky to get six proposals. After the Post Theater session they thought maybe 12. They got 16.

It was a "cream of the crop response," Clinton said, from major companies all over the country.

Some of the interest may have had to do with the sluggish economy at that time, but the two parties prefer to believe what they heard from several contractors:



Clinton

That it was one of the best written RFPs they'd seen.

Evaluations: Next came the 10-12 hour days, 6-7 day work weeks to complete the initial evaluations of bids. DPW folks went to Mobile to participate in the process. The selection board consisted of five people, including Sam Fields and David Branham of DPW, and the Mobile assistant chiefs of Engineering and Construction Divisions, and chaired by the Deputy District Engineer for Project Management, Clinton said.

All 16 proposals were evaluated and deficiencies noted and all 16 contractors were called in to discuss those deficiencies. Then the contractors were given an opportunity to go back and correct their proposals.

The government asked for "best and final offer" and again, all 16 contractors responded.

With the end of fiscal year 1992 rapidly approaching, the pressure was on to select the most advantageous proposal to the government and make an award

before the fiscal year ended.

That happened on Sept. 2, 1992, when Centex-Rooney of Fort Lauderdale, Fla. was awarded the contract, and given notice to proceed on Sept. 22. The contractor proposed 585 days to complete the project.

March 1995 was originally given by DPW as the date required for occupancy, but the speed at which the project has progressed with design/build made delivery to MICOM possible by August 1994.

"This represents a significant dollar savings," Clinton said, realized by vacating other buildings more rapidly and saving on the costs of operating them or paying for leased office space.

After the contract was finally awarded, Centex-Rooney was brought into the partnership, and the lines of communication were kept open among all three parties, Clinton said.

"In an undertaking of this size, it's easy to assign blame if there are problems. But we got into how to solve problems without assigning blame," Kalifeh said.

Challenges: "With design/build on a fast track, everything is happening all at once - buildings, heating, ventilating and air conditioning, electrical, roads, parking lot, landscaping.

"Our biggest challenge was keeping up with the contractor. We had to meet his schedule and make our people available all the time.

"I'm proud of the Mobile District because as things progressed we had to get our people up here on short notice, sometimes the next day, when the contractor was ready for us to look at something. That helped build our credibility with the contractor," Clinton said.

Future: One RFP requirement was that proposals address the entire 180-acre complex Master Plan - not just the 78-acre site that the current Sparkman project occupies, but Redstone's vision for all future constructions on the site.

Kalifeh said Redstone is well-positioned with an ongoing plan should the go-ahead ever be given in the future to proceed with other buildings, such as the recently awarded LOGSA facility.

Pride: Clinton sums up the entire Sparkman journey as a "tremendous success," and believes all Army employees involved in it and those who occupy it, can feel proud.

"You'd have a hard time finding fault with the looks of it, its layout, the quality of materials used to build it, and its energy efficiency.

"Redstone planners were looking for something with a corporate look. When you stop and think of Redstone, it is like a major corporation,

WWII buildings to be closed

Editor's note: the following information was provided by the Real Estate Branch, Directorate of Public Works, Redstone Arsenal Support Activity.

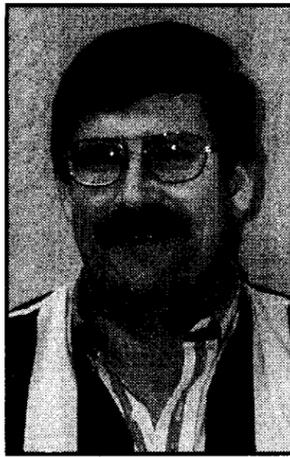
With occupancy and backfill of the Sparkman Center, the command will be able to demolish World War II wooden structures. Additionally, other structures that have deteriorated over time will be demol-

ished as funding permits. A total of 321,000 square feet will be demolished as a result of the construction of the Sparkman Center. Other substandard facilities will be taken out of service. Approximately 30,240 square feet of relocatable buildings will be turned in and 132,512 square feet of leased space will be cancelled.

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COE brings in other players

Continued From page 18 --- departed include Morris Daniel, a mechanical engineer



Tucker

with Huntsville Division, Millard Bratton, a quality assurance representative from Arnold Air Force Base, Tenn. who was here on TDY for an extended time and Fred Wilson, who works out of the North Alabama Area Office, Columbus, Miss.

Other players: In the very early stages, when the project was still being pursued as build to lease, Donald Burchett, chief of the Real Estate Division at Mobile District, was the agent who worked

with DWP to formulate the concept.

"We visited an Air Force building at Wright Patterson AFB, Ohio, where they were doing a similar project. The legislation was in place to authorize third-party financing, but when the project got to DOD, it was a dollar issue. They said if we do lease-purchase and pay out over a 20-year period, we would have to show that we have the money up front before we begin. That defeated our idea.

"The project was so sound and was needed so badly, yet the politics of it was they didn't want to 'mortgage the future,'" Burchett said.

Interior Design: Aleta Greenspan knows that most interior designers never get the opportunity to work on something like the Sparkman Center.

The sheer size was one thing, but integrating all the various elements to create a oneness, while making some areas unique, was a challenge that many interior designers never get.

Greenspan works out of the Mobile Division, and she authored the interior design portion of the Request for

Proposal.

It was very complex writing because there were so many facets to the complex: high profile command suite, admin area, dining facility, a secret-



Lloyd

level operations center, auditorium.

"We wrote the specifications room by room, wall by wall. The requirements were both technically and artistically driven," Greenspan said.

"We established a level of quality - top of the line carpet for durability and ease of maintenance, walls that are durable and easy to clean," Greenspan

said.

The customer, MICOM, wanted the flexibility to reconfigure office space in the future, so "smart flooring" to hide ADP, phone and electrical was the answer, Greenspan said.

The theme she worked with was "naturalistic," not high-tech, not chrome and glass and not a new-age look.

"I wanted a color scheme that is similar to the environment - the colors you see when you look at Redstone Arsenal and toward those mountains that are there. That's reflected in the exterior by the green exterior glass and the sand color of the pre-cast concrete. Interior blues, hunter green, rust, plum - these look like a natural, woody environment," Greenspan said.

She said the toughest thing for her was getting engineers to understand that interior decoration - finishes, texture and pattern - are not so much the pretty side of life, but selections that impact maintenance and environment.

"We don't just pick out for "pretty"; we make selections for aesthetics, technical soundness, durability and quality," Greenspan said.

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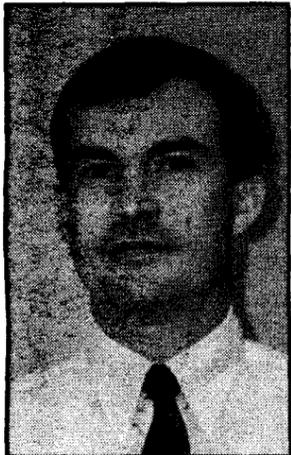
Teamwork made Sparkman Center possible

Mike Hubbard

It took five months for a technical team to review the proposals for construction of the Sparkman Center submitted by construction companies from across the country. The initial RFP garnered 16 proposals, which were reviewed and discussed with the bidders. Then a call went out for best and final offers. Those were reviewed and sent to the board in charge of making a final decision.

Mike Hubbard, chief of the engineering division in the Directorate of Public Works, was there for the entire five months, and the worst part, he said, was being away from home. The team had set up an office in Mobile across the street from the office of the Mobile District of the Corps of Engineers.

"We became our own chamber of commerce—



Elder

experts on local cuisine," he said.

Hubbard's responsibility in the review process was to look over the heating, ventilating and airconditioning along with the energy conservation and utilities portions of the proposals. He was also the overall leader of the technical team.

Other team members included Scott Purcell, Rick Lusk, Marshall Stout, Dick Watkins, Bobby Noles, Joe Davis and Ed Krolikowski. Hubbard and Joe Davis were there for the entire five months that it took to go through the proposals, discuss them with the bidders and then get the best and final offers.

"It was difficult, because we had a number of outstanding proposals," Hubbard said. The team knew that the winner would be the one that could provide the most square feet for the money the Army offered.

"One of the driving factors was square footage. Centex-Rooney had the largest, nicest, plushest facilities, with the square footage, of the 16 proposals," he said.

"I had never done any-



Hubbard

thing on that large a scale before. It wasn't more complicated, it just took longer. There was a lot of information asked for, and a lot received. It took some time to get through it."

Dwain Elder

Dwain Elder remembers how he and the rest of his co-workers reacted to the idea what is now the Sparkman Center when they first heard of it.

He was new here in 1983 when Sam Fields and John Fulda came up with the concept.

"It was right after I got here. They wanted to push a new administrative building. A lot of us gave them a real hard time. We called it a pipe dream and called them Park Avenue engineers. They went out and got an architectural rendering with a monorail. We told them we would do the real work and they could keep playing. None of us ever thought it had a real chance," he recalled.

Fields and Fulda kept working on their project until 1987, when what Elder calls "a big shuffle" took place. When it was over, Fulda had left, Fields was on another project, and Elder ended up with CRASIM.

To say he was reluctant is probably an understatement.



Sparks

It seemed to him that he spent most of his time either rejustifying economic analyses or on the road between Washington, D.C. and Huntsville. The entire time he was on the project it was kept in the Military

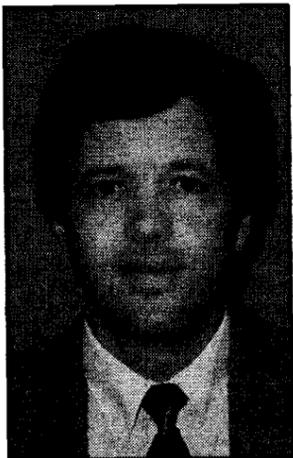
Construction-Army arena, but also being pushed as a third-party financing concept.

He and Keith Kirksey went to innumerable briefings at AMC and DA and were always scheduled last, after just about everyone had gone home.

The idea just never seemed to get the support it needed at the higher levels, until the name was changed and the Alabama Congressional delegation threw their support behind it.

After that the John J. Sparkman Center for Missile Excellence seemed to pick up speed. Elder had long before become enthusiastic about the project, and now it looked as though it might become a reality.

When Fields came back to work after recuperating from severe injuries sustained in an automobile



Kirksey

accident, he was put back on the Sparkman Center project, replacing Elder.

"When the time came to turn it over to Sam, I wasn't real anxious. I had put a lot of blood and sweat into it. I felt like it had a chance of going by then."

These days Elder is an acting associate director for the Directorate of Public Works, and he still teases Fields.

"I always kid Sam that all his wild dreams are coming to fruition."

Carol Meekins

Carol Meekins has worked on the Sparkman Center almost since its concept, and will continue to ensure that day-to-day operations in the sprawling center run smoothly.

It was her job, back when the complex was just a proposal, to gather information on the amount of space needed by all the organizations that were scheduled to move into it when it was finished.

"The consensus of the employees and managers then was that the Sparkman Center (then CRASIM) was a dream. It really was a dream of Sam Fields and



Meekins

John Fulda," she said.

The skepticism on the part of people who were in charge of submitting numbers to her made her job of collecting data that much more difficult.

"It was very difficult to get information because they did not take it seriously. They either didn't submit requirements or if they did they didn't take it seriously," she said.

When the project was approved and requests for proposals were sent out, Meekins was part of the evaluation team that went to Mobile to sort through the 16 proposals that were received.

Later she was part of the design team, working mostly on the aspect of interior layout.

Now she has been selected as the building manager for the Sparkman Center. Her office will oversee all facilities management plus supply, mail, visitor reception, loading dock and library functions.

"It will be a very efficient and effective way of operation, but it will be a major challenge to implement. The size of the complex and number of people serviced will make it a major undertaking," she said.

David Sparks

Think of it as a great, complex puzzle—the move of 2,400 people, their furniture, their phones, their computers and their office supplies from dozens of locations into the new Sparkman Center.

The man who is working that puzzle seems to have it all firmly in hand. David Sparks knows exactly where each person will sit, what their phone numbers will be, whose furniture they will get, and who will get their old furniture.

"It's a terrific scheme," said Sparks, chief of the Strategic Planning Office of the Integrated Materiel Management Center.

The interior design plan of the center calls for each floor to have color-coordinated modular furniture.

There are eight different colors of modular furniture spread about the present offices of the people who are to move into the center.

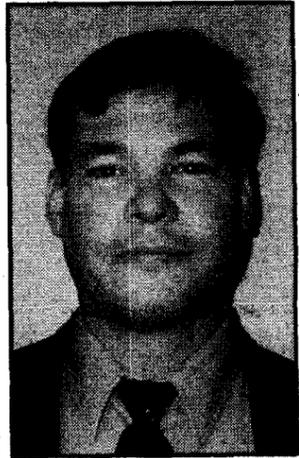
"When people vacate an area a crew shows up to tear down the furniture and move it to the next location people will move to," he said.

Figuring out who moves when is the fun part, according to Sparks.

"It's like a Rubik's Cube, getting the right people move out in the right sequence so you can have the right color," he said.

To help him in his quest for a smooth move with minimal down time, Sparks has a 32-foot time line, filled with impressive-looking, color-coded arrows and cryptic notations.

"We have a move sequence of events and each move will be choreographed. Each workstation



Meyer

or office has a unique number. Each person knows his or her location before the move. Those numbers will be used on boxes when packing up," he said.

Roger Schwerman

After what he terms his "wild ride" as the chief of the Red Team in charge of moving all 2,400 people into the Sparkman Center is over, Roger Schwerman said he would just like some time alone with his family for a change.

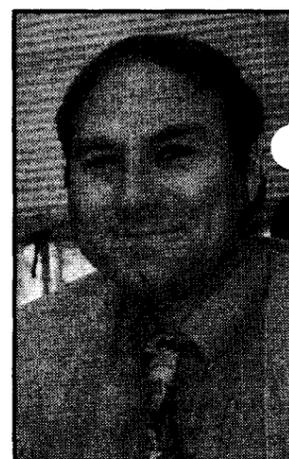
Schwerman came to work at the Missile Command from private industry just before the Sparkman Center project was approved and has worked on it ever since.

"People had heard about me and I was offered a temporary position. I helped them rework the RFP—the one we eventually used," he said.

It was tough, he said, trying to get a quality building that also met Army energy conservation standards, but they did it.

"We always tried to look at it from an employee aspect—how can we make it better for employees?"

In the end, everything, from the computer-con-



Schwerman

trolled climate system to the lavatories that automatically turn on when they sense hands under the faucet, is designed for employee convenience and energy conservation.

Schwerman's latest job was to purchase and place all new furniture that is going into the complex. He worked closely with the Corps of Engineers interior designer to determine what would work best in each area.

The team, which also included David Sparks, Terry Yancey, Col. Jack Culberson and Gary Reas, worked together to make sure furniture, automatic data processing and phone lines, and people were in the right spot so that there will be minimal interruptions in work.

"It's interesting that we've taken a group of people to do a major relocation in most cases not really relieved them of their other responsibilities. We've asked them to do something normally done by outside experts," Schwerman said. He added that when the move is over he will be happy to go back to his usual job as chief of real estate in DPW.

"I've found out that I can actually handle three phones at one time, but the fact is I've put on hold a lot of personal and family time to be immersed in this...I would like to be able to go back into the fold and be forgotten for a while."

Keith Kirksey

Keith Kirksey was chief of the Master Planning and Major Construction Division/Environmental Office from November 1986-September 1990.

He was most active in the Sparkman project August 1987-June 1989 when Sam Fields was out of work due to a serious car accident. As division supervisor, Kirksey was responsible for all actions during that period on the building project.

Continued next page

Teamwork

Continued from page 20 —

"During Sam's absence I worked with Dwain Elder to continue refinement of the economic analysis and I went to Washington with Maj. Gen. Thomas Reese, MICOM commander at that time, to brief Larry Kelly, deputy Assistant Secretary of Defense, Installation and Logistics, the Corps of Engineers and others.

"We were trying to sell the project as third party financing - having a builder fund and construct a facility and lease it to the government for a number of years and then have ownership revert to the government.

"They were about ready to let the project die and I felt that perhaps my briefing kept the project alive for awhile.

"Sam came back to work in June '88 and picked up the lead again and if it wasn't for Sam Fields the Sparkman Center wouldn't be there today.

"When everybody else was saying it would never happen, he had the foresight and vision to believe it would become a reality.

"He could sell refrigerators to Eskimos. He missed his true calling; he should have been a salesman.

"Had it not been for him initially and throughout the stages it would have died, but he wouldn't let it die. But that's what it took for a project of that magnitude.

Kevin Meyer

A rewriting of the arsenal's master plan and land use plan in 1979 resulted in the vision that all administrative facilities should be along a Martin Road corridor and a dream was born.

It wasn't until 1987 that Meyer became a part of the project, when he was tasked to prove the claims the economic analysis made regarding monies the government would save by building an administrative office complex:

- That energy consumption would be reduced by 25 percent when old buildings no longer had to be maintained and operated.

Result: Some 150 buildings on post have been tagged for either demolition, gutting and closure or locked up for future use. This effort will continue through the decade.

- That transportation costs would be saved by consolidation; the cost of operating vehicles between the arsenal's widely dispersed buildings.

Result: In 1985 various MICOM elements committed to give up personnel slots - some 100 total - that wouldn't be needed once consolidation became a reality. These were positions required because of the travel required around post (messengers, mail runs, drivers, etc.).

Meyer said Department of the Army will be looking at us closely to see how we realize the savings we promised.

"They'll be looking to see if we realize the energy savings we said we would and if there are reduced man-hours related to travel time between buildings," Meyer said.

Meyer now works in the Programming area of the Master Planning Division in DPW.

Sparkman Center Open House

The entire Redstone family, including retirees and family members, are invited to an open house at the Sparkman Center Saturday, August 27, from 10 a.m. to 3 p.m.

Announcements

Lost property —

A class ring was lost about Aug. 10 in the Col. Hudson Recreational Area. "It's a University of Florida class ring.

I'm offering a reward," said Ron, who can be reached at 882-8328.

Flying activity —

The Redstone Arsenal Flying Activity will conduct a Ground School course starting 5:30 p.m. Sept. 12 at the Activity, building 4828, at the Airfield on Hale Road. The course will last about four hours every Monday night for 10 weeks. Price for non-members of \$180 includes an \$80 supply kit. For members the charge is \$140, kit included.

For more information, call Bill Porter 880-9495 or Dorothy Hudgens 881-3980.

95th Maintenance Company —

All are invited to the 95th Maintenance Company (TMDE) change of command ceremony at 9:30 a.m. Sept. 9 at the Recreation Center, building 3711.

For more information, call 2nd Lt. Monaghan 876-3900.

PX news —

The Military Clothing Sales Store (MCSS), building 3479, will operate with the following new hours effective Aug. 27: 9 a.m. to 7 p.m. Monday through Friday, and 9 a.m. to 5 p.m. Saturday.

"Frank's Franks" hot dog stand, in the PX food court, is expanding its hours as follows: 10:30 a.m. to 2:30 p.m. Monday through Saturday; and closed Sunday.

Retiree Activity Day

The Redstone Arsenal Military Retiree Advisory Council, in conjunction with the Missile Command, will hold its annual Retiree Activity Day Aug. 27 at the Challenger Club. The event will begin at 8:30 a.m. and run through 2 p.m.

Retired Brig. Gen. Jerry Walker, chairman of the Redstone Retiree Council, is to serve as master of ceremonies. Brig. Gen. James Link, commander of the Missile Command and Redstone Arsenal, is to provide opening remarks. The scheduled guest speaker is retired Maj. Gen. James Pennington, president of the National Association for Uniformed Services; he is to provide an update of congressional actions affecting military retirees and their family members.

The club will have lunch available for a nominal charge; and there will be drawings for door prizes. All military retirees and their family members, regardless of branch of service, are encouraged to attend.

Representatives from various organizations will be on hand to answer questions.

Community activities — Bowling Center

On Aug. 27, from 9 a.m. until noon, all children of active duty military, retirees, federal employees and DoD contractor personnel are invited to a Youth Bowling Party at the Bowling Center. "We will treat you to free food and beverages, and the bowling is free too! Instructors will be on hand."

For more information, call 876-6634....

Fall leagues are forming; for information call 876-6634.

Youth services —

Tennis instructor Frank Morales will teach tennis to military family members, ages 6-16, beginning in September. Classes are one-hour per week at \$30 per month. Equipment will be available.

"Instruction is limited to 15 students, so sign up quick!" For more information, call 837-6026.

Sparkman Fitness Center —

Active duty

military and Redstone Arsenal civilian employees interested in joining the wellness program at the new Sparkman Complex fitness center are invited to tour the complex 9-11 a.m. every Wednesday and Thursday.

The tours are scheduled Aug. 24 through Sept. 15. During this period, individuals receive membership information on the screening process and health history questionnaires. The new fitness center is located in room 2121, building 5302.

For more information, call the Civilian Wellness Center 955-6844.

Sparkman Center open house —

The following are tour highlights for the Sparkman Center open house, scheduled 10 a.m. to 3 p.m. Saturday. Building 5304-- first floor: Civilian Training Facilities; building 5303-- first floor, Sparkman Furniture Layout; building 5300-- fifth floor, Command Suite; building 5301-- basement, Corporate Information Center; building 5302-- first floor, Physical Fitness Center; and building 5306-- Central Plant.

Hunter safety for youth —

A Youth Hunter Safety Class will be conducted at the Recreation Center, building 3711, starting Aug. 29 at 6 p.m. This course is required for youth born on or after Aug. 1, 1977 in order to purchase a hunting license. The course will be two hours per night Aug. 29, 30 and 31 and Sept. 1, 3, 6 and 8 plus eight hours on Sept. 3.

For more information, call Bill Kerlin 882-0944 or Outdoor Recreation 876-4868.

Officers wives —

The Officers Wives Club invites all newcomers to a coffee at 10 a.m. Aug. 30 at Quarters 1. This will be a social time to

meet the OWC board and other new arrivals to the Huntsville area.

RSVP by noon Aug. 26 to one of the following members: for last names beginning with A-L, Mary Jane Johnson 882-1856; or for last names beginning with M-Z, Mary Ellen Myers 464-0583. Child care is available.

Military Personnel Office —

On Aug. 25, the Military Personnel Office will be closed from 2 p.m. until the close of business. This time has been set aside for participation in organization day activities.

PX news —

Redstone Arsenal Main Exchange, building 3220, will be operating with the following new hours effective Sept. 6, 9 a.m. to 10 p.m. Monday through Saturday, and 10 a.m. to 6 p.m. Sunday.

LAISO picnic —

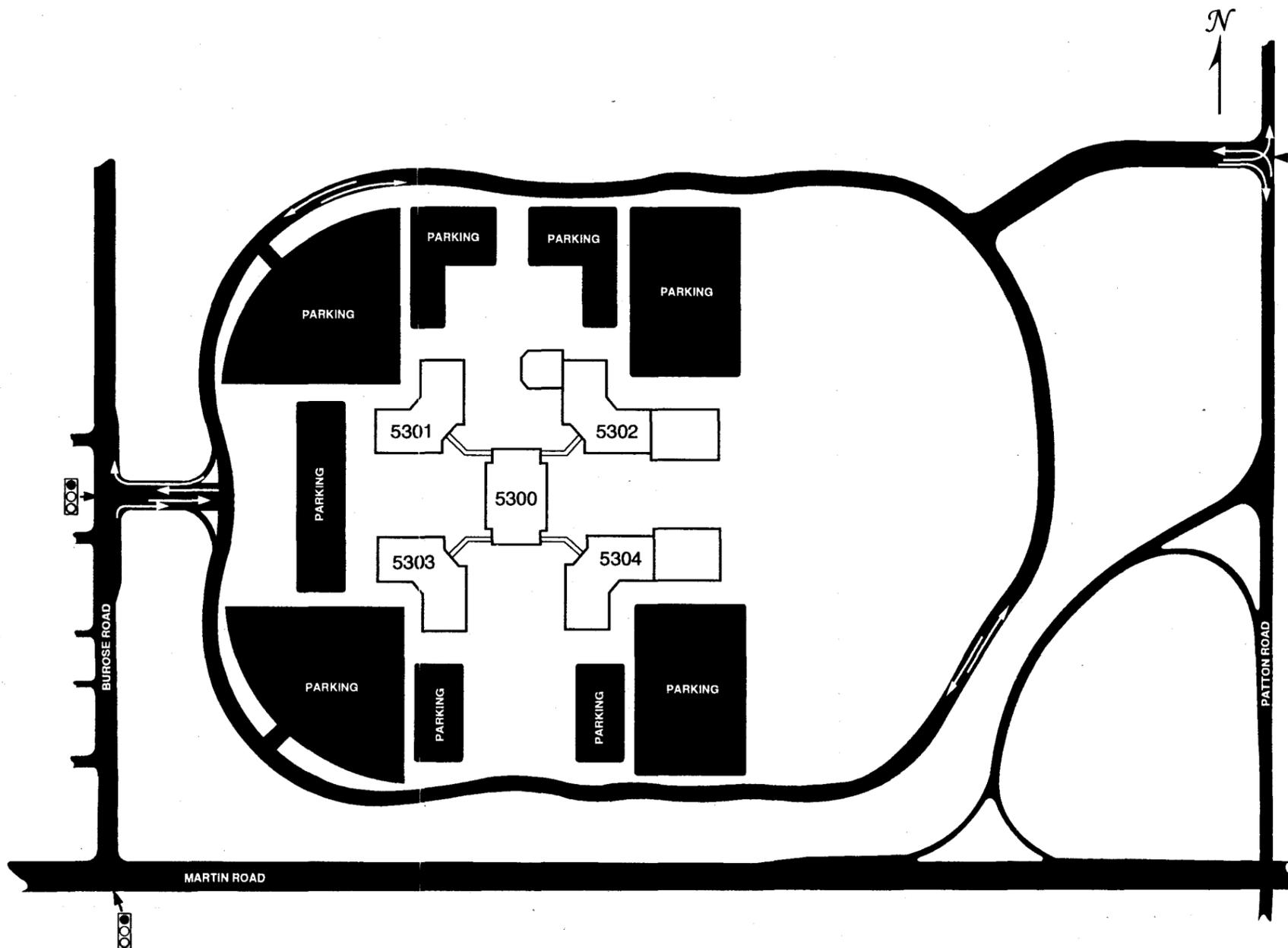
The Lead AMC Integration Support Office (LAISO) will have a picnic, the first of what is to become an annual event, at 11 a.m. Sept. 7 at Col. Hudson Recreation Area. Games will include a softball challenge between the Integration team and the Headquarters personnel, and other activities. All LAISO personnel, and all former LAISO employees, along with their spouse/guest are invited.

For more information, call 955-7182/8723. "Picnic will be held rain or shine."

Post Theater movies —

Thursday -- "I Love Trouble," rated PG, 118 minutes. Friday -- "I Love Trouble." Saturday -- "The Shadow," PG-13, 112 minutes. Sunday -- "The Shadow." Tuesday -- "Maverick," PG, 129 minutes.

All shows begin at 7 p.m. Admission for Tuesday is adults \$1.50, children \$1. Admission for all other shows is adults \$2.50, children \$1.25.



SPARKMAN SITE MAP

SITE MAP - The John J. Sparkman Center for Missile Excellence site occupies a 78-acre tract bounded on the West by Burose Road, on the south by Martin Road and on the East by Patton Road. The complex faces West, is accessed from Burose and Patton with

entries connected to a ring road that encircles the site. The ring road keeps traffic circulation to the exterior of the site. Parking areas have been designated so that no one has to walk more than 400 feet to get to a building.

Priority Code: D

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Federal law makes it illegal to advertise any preference, limitation or discrimination in housing based on race, color, religion or national origin. The Redstone Rocket will not knowingly accept advertising that is in violation of the law, and readers and advertisers are hereby informed that all listings advertised in this paper are available on an equal opportunity basis.

According to the Inspector General, the use of office phone numbers in classified advertising is contrary to regulation. Please submit home phone numbers only.

Amigo electric mobility cart. Fits in car trunk for easy transportation. New \$2,700, asking \$1,200. Medicare often covers portion of cost. Local rep. 881-4532.

China cabinet, black with birdseye maple, matching table, \$400. VCR stand, solid black, holds 2 VCRs, \$200, black bookshelf, \$100, black side table, \$50, black CD stand \$40 OBO. 895-0301.

Christmas Candler with 5 lights for window decorating, 2 sets, \$5 each, Christmas tree lights with 100 miniature, multicolor, flashing lights, 6 sets, each or \$30 for all. 883-6951.

Dining set, walnut table, 6 chairs, china cabinet, \$750. 837-5405.

Graco infant/child stroller, convertible to bed with reversible handle, \$25. Graco infant bathtub, \$1. All like new. 539-0533.

Kenmore Sewing Machine, in wood cabinet, \$25. New baby stroller, \$60. 739-9845.

Lawn chaise lounge chairs, good cond, \$5 each, computer table with shelves, exc. cond., \$49, Toastermaster deluxe oven broiler, continuous cleaning, brand new, hardly used, \$29. 883-6951.

65 Mustang V8 289 engine, Warner T-10, 4-speed coupe, vinyl top, 90% complete on 100% restoration, have all receipts. \$8,400 obo. 230-6470.

74 El Camino, new dual exhaust, new paint job, white/red strip, runs great, motor clean, overall good condition. \$1,650 obo. 881-1810 after 6 p.m.

'87 full-size customized Chevy van. New paint 3.5 ton Hell air conditioner. 379-2371.

88 Pontiac Firebird, V8, black, new paint, loaded w/ complete electrical package, exc. cond. \$5,000. After 6 p.m. 615-433-2323.

'88 Pont Grand Prix, original owner, 3.8L (231), clean, 115K miles, new exhaust, starter, water pump. Well maintained, ace certified mechanic owned. PCS must sell \$2,700 or best offer. Call 430-0271.

'89 Acura Integra, 2 door, red, hatchback, 39,000 miles. Like new inside and out, one of consumer reports most reliable. \$7900. Call 772-7858 leave message.

92 Pontiac Grand Am SE, 4 door, V6, maroon interior, beige exterior, A/C, power locks & windows, automatic, AM/FM cassette, cruise ABS brakes, 44K miles, warranty to 60K miles, \$8,950. 830-6881.

'77 Baretta, 16ft, V hull, open bow, 165 Merc Cruiser with power trim, bucket seats, radio. Color is silver/maroon. Gauges include fuel, temp, voltage, oil pressure, and speedometer (all work). Accessories include set of skis, small

slom, ski biscuit, ski rope, 2 life vests, 2 floating cushions, paddle, fire extinguisher, 2 anchors. Everything ready for the water. Boat runs great. \$3800 obo. Call 753-2762 (Arab), ask for Randall.

'85 Honda Goldwing 1200 Interstate. 23,000 miles am/wm cassette. Super clean. Garage kept. Call 882-1408.

'93 Nissan 240SX Coupe, red, 5 speed, a/c, sunroof, head-up display, loaded. Viper 660 alarm system installed. Beautiful car \$15,000. Call 650-5784.

58 gallon oceanic aquarium with stand, hood, light and all accessories. \$450. 883-9758.

Crete carpet piece, 8' X 12' for \$25; Beige carpet piece, 8 1/2' x 12' for \$30. Perfect for housing. Call 837-7609.

2 Century 200 car seats, \$30 each; gerry potty chair, \$8; Miscellaneous toddler toys, all in excellent condition. Call 837-2301.

20' 1993 Smokecraft pontoon boat with an Evinrude 40hp motor, approx. 10 hours use. Motor has trim. Accessories include trolling motor, trailer, life jackets, radio and 2 live wells, \$7400. 728-5460 after 5:30, ask for Wesley Fagan.

RCA 19" color TV, excellent condition, \$119. Call 883-6951.

Storm windows with one fixed glass panel and one sliding glass panel with screen, fits windows 3' by 4.5', dark brown color frame, excellent condition, \$49 each. Call 883-6951.

Tires—one 205/75/R15, Uniroyal; one 205/75/R15 Uniroyal Tiger Paw, \$16 each. One spacer tire mounted on wheel for full size GM cars, \$35. Call 883-6951.

Panasonic 24 pin impact dot matrix printer, hardly used, excellent condition, \$159. Emerson 14" VGA color monitor with tilt & swivel stand, hardly used, excellent condition, \$159. Call 883-6951.

Twin size mattress and box spring, brand new, hardly used, \$89. Call 883-6951.

BICYCLES FOR SALE - Brand new men's Giant Farrago hybrid bicycle, 18 speed, 24 inch frame, \$45. Women's Schwinn Collegiate 10

speed, \$30. Girl's Huffy 24 inch shell 10 speed (like new)\$35. girl's 20 inch wheel (like new), \$25. Call 461-7523.

89 Toyota Camry, 5-speed, loaded, low miles, fresh brakes and tires, 30+ mpg, excellent condition, \$7,750. Call 883-5309 after 1800.

Sears electric leaf shredder, used on season, \$75 obo. Call 883-5309 after 1800.

Stereo, Marantz (tuner, cassette deck, and amplifier) in glass front case, like new with original cartons and manuals, \$250 obo. Computer table, \$55 obo. Call 883-5309 after 1800.

Exercise bike, Tunturi Executive Ergometer, Consumer Reports best buy, like new. \$275+ new, sell for \$150 or best offer. Call 883-5309 after 1800.

John Deere bush hog, works well. 5' cut, \$400. Call 828-3218.

FREE PUPPY - Quarter chow, quarter blue heeler, half unknown female, black and white. FREE. Call 828-3218.

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Golf Clubs - irons: Ping Zing clones 3 through 9, PW, LW, (10). Dynamic gold shaft \$200. 1" extra length. \$175. Call 881-5795.

Crosby tri-hull 15 ft. fishing boat, 35hp Johnson w/trailer \$1000. Sofa with matching chair \$75. call 498-2611 after 4 pm.

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VCR stand solid black (holds 2 VCRs) \$200. Black bookshelf \$100. Black side table \$50. Black CD stand \$40 of best offer. Call 895-0301.

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AFFORDABLE Madison townhome w/master down! No association fee, great starter home, assumable note. Approx 1500 SF w/privacy fence in backyard. Great location w/easy access to 1-565. John Valentine 772-7759. (3630)

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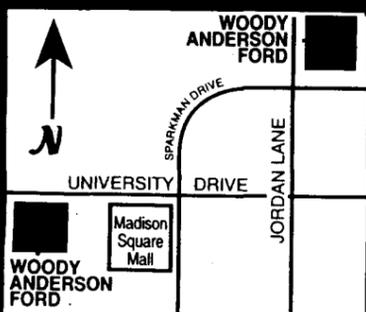
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<p>'93 HONDA ACCORD <small>4-Door, Auto., Air, AM/FM Cass., Power Windows/Locks, Tilt, Cruise, Pwr. Sunroof & More!</small></p> <p>\$15,995</p>	<p>'92 FORD RANGER SUPERCAB <small>XLT, 5-Speed, Air, AM/FM Cass., 6 Cylinder, Sport Buckets & More!</small></p> <p>\$10,888</p>	<p>'94 FORD CROWN VICTORIA <small>10K Miles. 1-Owner. Dual Airbags, ABS Brakes, Pwr. Seat/Wind./Locks. Tilt. Cruise. AM/FM Cass., Alloy Wheels.</small></p> <p>\$18,999</p>	<p>'94 NISSAN KING CAB PICKUP XE <small>5-Speed, Air, AM/FM Cass., Slide Rear Window. 1-Owner</small></p> <p>\$229 A MO.* <small>\$11,225 TO FINANCE. 60 MONTHS AT 8.25%.</small></p>

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