

# PLANT 8 CLOSURE

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## Introduction

This paper documents the end of an Information Technology (IT) Legacy epoch, i.e. the closing of an engineering facility in Eagan, Minnesota. The epoch began the fall of 1967 as the UNIVAC Division of Sperry Rand opened their Twin Cities' 8<sup>th</sup> local facility. The epoch ended in March 2013 as the last resident, Lockheed Martin MS2, handed over the 'keys' to the building's owners.

Located at the northwest corner of Pilot Knob Road [right] and Yankee Doodle Road [bottom] this facility once was the 'work' home of a few thousand defense industry employees. The building will be razed to make way for a shopping mall and small business offices.



This paper contains written items contributed by several former employees, identified within the individual sections. Thanks to all of them, *LABenson* editor.

## The End of the Epoch

Today [March 19, 2013] concludes the Eagan Site Shutdown activities that were begun with the announcement of the closure of the Eagan Site in November 2010.

Jim Morris and I participated in the final walkthrough of the Eagan site with the landlord today. The landlord, CSM, was represented by Tom Palmquist, VP Commercial Development, Brad Kittleson, VP Property Management and members of their staffs. The building was completely empty of furniture, equipment and any Lockheed Martin equipment. There were zero deficiencies identified during the walkthrough.



We will be handing over the keys to the building at 0800 on Friday, Mar 22 to the landlord and will have no Lockheed Martin employees in the building thereafter. We are exiting the building a week before the scheduled expiration of our lease. Mr. Palmquist will be documenting his acceptance of the building using the format provided by LM Properties...

**Bob Engel**

Eagan RAA Program Manager<sup>i</sup>



I got a note from Mike Eischens, Facility Manager, saying he turned over the keys to the building to the new owners this morning [3/22]. The picture on page 2 is one of several pictures that Mike's team took just this week. Additional snapshots are on pages 7 and 8. If anyone wants \*.jpg files of all of them, contact me or Lowell.

Regards, *John Westergren* <sup>ii</sup>

## Start of this Facility Epoch

The epoch began just over 45 years ago. Company publications then referred to it as Plant 8, the only plant name known to many UNIVAC veterans who left or retired when Burroughs bought Sperry to form UNISYS. When UNISYS sold the defense division to Loral, then when Loral sold to Lockheed Martin – the building was known internally as their Eagan facility.

*Sept 6, 1967  
Report - Reister*

### \$3 Million Facility Dakota County Site of New UNIVAC Opening

The UNIVAC Division of Sperry Rand next week will open its latest facility in the Twin Cities area.

It is a new, two-story, 214,000-square-foot building in Eagan Township of Dakota County, south of St. Paul. Construction, which began last August, was completed this week.

More than 800 of the company's newly 10,000 Twin Cities area employees will occupy the facility in a series of moves beginning Monday and continuing throughout September.

The \$3 million building, which can accommodate 1,100 personnel, is set in a 60-acre portion of a 214-acre site the company has designated "UNIVAC Park."

The facility is located four miles south of the Mendota Bridge, immediately west of Pilot Knob Road between Dakota County Roads 26 and 28, near the projected interchange with Interstate Highway 35E.

The company said present personnel will transfer from existing St. Paul plants into the new facility, so the move will have no immediate effect on the firm's local employment total.

#### Twin Cities 8th

It will be the eighth UNIVAC plant in the Twin Cities area, seven are facilities of the UNIVAC Federal Systems Division, headquartered in St. Paul, and one houses a key manufacturing engineering complex of the Data Processor

ing Division in suburban Roseville.

Cecile G. Pichot of Menasha Heights, vice president and general manager of the Federal Systems Division, said the building "reinforced the position of UNIVAC to remain in and grow with the Twin Cities area, contributing to its role as one of the nation's leading electronics centers."

The UNIVAC Park building, located six miles south of the Federal Systems Division headquarters at 2750 W. 7th St., St. Paul, will house offices of some of the division's key organizations — market ing, systems programming, financial operations and contract administration. About half of the employees in the initial move are assigned to two technical departments — Advanced Systems & Programming and Navy Systems.

Also included in the plant are a large computer center and simulation laboratory for Federal Systems customer contract work.

A communications network is installed, and there are complete facilities for central station and other modern communication services. The entire building is air-conditioned.

Certain wall construction was used on the 275-by-300-foot building exterior. It features deep bronze aluminum fins and ceiling-high tinted windows alternating with opaque glass panels. The finish rises vertically 30 feet from ground level to roof line.

Fifteen acres of lawn and shrubbery surround the building. Parking areas to the north form an arc which follows the natural contours of the site. Access to the main lobby and reception area is from a circular drive at the south entrance. The parking lots accommodate 1,277 cars.

The power plant — a separate structure to the west — and the main building foundation are a dark bronze color.

#### Design

Architectural highlights of the interior is an 8,100-square-foot landscaped courtyard with a glass-enclosed ceiling, rising 37 1/2 feet above the third floor and 11 feet above the second-story roof line. The courtyard will be used for product displays, employee activities and business meetings.

Facing the courtyard is the computer center. Also on the first floor are a library, an auditorium seating 160 persons and an employee cafeteria seating 225. The cafeteria overlooks landscaped areas to the south.

Architects were The Cargy Associates, Inc., St. Paul and Minneapolis. Standard Construction Company, Minneapolis, was general contractor.

#### Mechanical and electrical contractors

were Rodden L. Anderson-Cherns, Inc., Minneapolis, and Hunt Electrical Corporation, St. Paul.

#### Residents

Options on the property were announced in November, 1963, and ground was broken the following August. UNIVAC purchased the 214 acres of land from Arthur, Joseph and Martin Quisla, Edward Reid and Albert Perron, all long-time residents of the Eagan area, and from C. W. Mitchell.

The new building increases UNIVAC plant facilities in the Twin Cities area to about 1.7 million square feet.

UNIVAC has 23,500 employees, of whom 5,800 — an all-time high — live and work in the Twin Cities area. Sperry Rand Corporation employs more than 100,000 personnel in its worldwide operations.



OPENING NEXT WEEK in "UNIVAC Park," Eagan Township, Dakota County, is this new UNIVAC plant which will house marketing, systems, programming, financial operations and contract administration offices. The facility also houses a large computer center and simulation laboratory for federal systems customer contract work.

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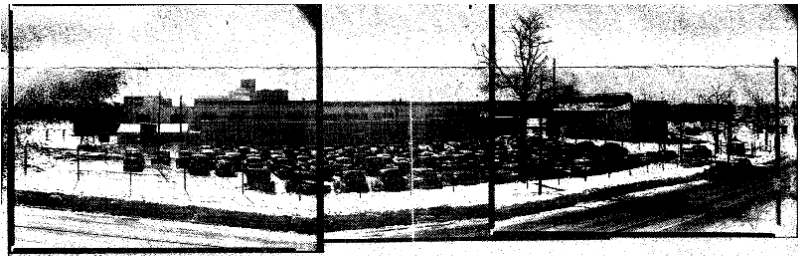
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The Plant 8 was touted as "UNIVAC Park". It provided space for corporate marketing, systems engineering, financial operations and contract administration offices — initially 1,100 employees. It also included a large computer center and simulation laboratory for federal systems contract work. In the early 70s the facility was expanded, providing space for another 1,200 employees.

Before Plant 8, 'UNIVAC Park' was at 2751 Shepard Road in St. Paul [Plant 1 photo at right.] In addition to being the Twin Cities headquarters, plant 1 was a manufacturing facility – producing NIKE-X systems, etc. Plant 3 was a manufacturing facility in the midway area, Plant 4 was commercial operations in Roseville, Plant 5 was a design facility in the midway area, Plant 6 was a St. Paul training site and Plant 7 was a Lauderdale test site.



UNIVAC Plant 2 in 1967 was at 1902 Minnehaha Ave. in St. Paul. This was the original facility for Engineering Research Associates (ERA) founded in 1946, about twenty years before the company grew to need an 8<sup>th</sup> plant. In '67 UNIVAC Plant 2 had the environmental test laboratories as well as the Navy offices. This building [right] had been a WWII glider manufacturing facility.



The pioneering Engineering Research Associates computer firm occupied the plant on Minnehaha from 1946 to 1955.

## Midway area says goodbye to computer pioneer

### ■ Unisys leaves plant that housed ERA until 1955

THOMAS J. COLLINS STAFF WRITER

**T**ucked in St. Paul's Midway neighborhood, the wellspring of Minnesota's computer industry has at last run dry.

A creative spurt — spawning more than 40 computer companies — ended officially last week when the Unisys Corp. ended its long-term lease of the plant at 1902 W. Minnehaha Ave. from the Navy.

All that remains are memories of a huge ramshackle warehouse that housed the former Engineering Research Associates computer company from 1946 to 1955 and nurtured computer industry giants Bill Norris, who founded Control Data Corp., and Seymour Cray, founder of Cray Research.

It was a cold, drafty, dusty building that was used first as a foundry for the American Radiator Co. Later, troop carrier gliders were built there, recalled Norris, 80, who co-founded ERA after the war.

"They never did get the roof fixed very well. It always leaked," he said.

During most of its life, the building was as much a home to rodents, bats, birds and flies as it was to the engineers and physicists who were developing the high-speed calculating machines. Flyswatters were standard fare on every desk, recalled futurist Earl Joseph, 64, who joined



Four former ERA workers stand in front of their old plant. Left to right are Bill Drake, Norm Palzer, Earl Joseph and Bob Keenan.

ERA as a computer programmer in 1951.

When the wind howled outside, it whistled through the deck of desks arranged in neat rows on a silvered wood-block floor. Occasionally, Bill Drake's chair would grind into that floor when he forgot and shifted his weight to the side of

his seat without a caster.

In the winter, snowdrifts collected near the desks. And often workers wouldn't bother to take off their coats.

"Your first impression was of a big,

ERA CONTINUED ON 12C ►

Plant 2 was closed by UNISYS in 1991. The Pioneer Press article at the left begins with: "Tucked in St. Paul's Midway neighborhood, the wellspring of Minnesota's computer industry has at last run dry. All that remains are memories of a huge ramshackle warehouse that house the former Engineering Research Associates computer company from 1946 to 1955 and nurtured computer industry giants Bill Norris, who founded Control Data Corporation, and Seymour Cray, founder of Cray Research."

Ironically, the Plant 2 facility also had a 45-year epoch of IT Legacy service.



## Security Observations

Although ERA delivered ATLAS in October, 1950 – the world's first stored program computer operational at a customer's site – the ATLAS I existence wasn't declassified until 1977. The world's first magnetic drum memories – grandfather of today's computer hard drives – had already been delivered to a post WWII security agency beginning in 1948 in several fixed program 'units' and some plug board programmable code busting units. Dependable, trustworthy performance on 'classified' programs was a part of the Plant 2 epoch as well as the Plant 8 epoch. The following was written as an LMCO news article.

2/21/2013 8:31 PM - Mission Systems and Training

In November 2010, employees at the Lockheed Martin Egan, Minnesota facility were informed that the facility would shut down by early 2013 with all current programs transitioning to other Lockheed sites during the intervening months.

Egan was a fair sized facility, involving 50 acres of land, multiple entrances, and approximately 2,500 employees with 75% holding government clearances. There were over 300 classified systems housed in 30+ closed areas; an active, substantial COMSEC account and approximately 5,000 classified items. In terms of programs worked, the majority of them were classified, US Navy and US Air Force sponsored. While not vast in number, they involved significant dollar amounts and customer impact.

So how does one go about closing a cleared facility with active programs that must continue to meet milestones even while all the resources that support those programs are in a state of transition? Obviously, the extent of the challenges varied by function with one thing in common – they all had to coordinate to ensure continuity in every aspect. What follows are the lessons learned by the Egan Security Team charged with moving or closing collateral classified and special access programs in such a manner that all NISPOM and Customer requirements were met, never letting security be the stumbling block in the transition process.

Communication is more than key, it is the life line that keeps everyone afloat and moving in the same direction. The challenge is to keep upper management and the implementation team continuously informed of what is required, what the risks are, what mitigations are possible, and the current status of the process.

Knowledge and Understanding of the classified programs, down to the tiniest nit, is essential because even the smallest piece can have an impact in such an effort. Knowing what all the pieces are, how each can impact the current, as well as future business is essential to planning and executing the transfer of classified programs so as to have the least customer impact, the least "triage" at the receiving site, and save the most; not only in dollars, but also resources and time.

Timing is critical in this process. The process is always evolving as customer requirements change, staffing changes, and/or government approvals remain in a pending status. The timing of actions is a constant challenge demanding attention.

Flexibility is a must as the larger world does not come to a halt just because of the task at hand. As processes change and new ones are introduced, they must be analyzed and the transition plans adjusted accordingly. Teammates may also change as some find alternate work situations and move on. Resources change as other functions transition their work. Anticipating what the changes may



Established in 1980

An IT Legacy Project Paper

April 2013

be and generating possible alternatives to meet them before they occur makes for a smoother process, and less stress when the change becomes reality.

Coordination and Organization are the bedrock of successfully transitioning programs. While the security team has the major responsibility for transitioning classified programs, they can't do it in a vacuum. Every step must be coordinated with the other functions – Program Management, Finance, Facilities, ESH – to ensure its done right.

Teamwork is what will really get the job done and done right. One must know, understand and appreciate one's teammates, all of whom are basically working themselves out of a job. Managers need to really know each team member's strengths and weaknesses, keep their communications open, be respectful and fair, and check in regularly to ensure everyone is okay and onboard. Emotions can run high, so there needs to be an outlet from time to time so team members can "de-compress", if only for a short while.

No two facility closures will ever be identical so there's no way to provide a step-by-step roadmap to get from closure announcement to locking the doors that final time. But if you ever are in the position, consider the above lessons and remember:

- Mistakes will happen – do all you can to make them of the insignificant kind,
- Keep your eyes and mind open as it will mainly be a "learn as you go" experience,
- People want to do their best for the programs, the customers, and each other, and
- Be honest, appreciative, and considerate with all your teammates.

The Lockheed Martin facility at Eagan, MN is closed now, the sign out front is gone and the Eagan Security Team members have moved on to other pursuits. Let it be known to all who supported or assisted them in any way over the past two years that the Eagan Team truly appreciated every minute, every action, every smile and kind word their fellow security professionals provided.

The Eagan Security Team "decompressing" - Authored by Kristen Maloney and Dan Carlson

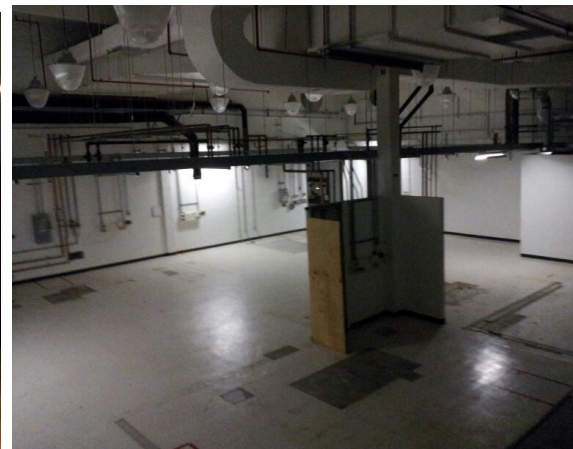
## **The IT Legacy Continues in Eagan**

Lowell: I'm retiring at the end of this week [3/19], so wanted to send you a few more updates for the Systems, Air Traffic Control IT Legacy web page. They are a little large, so have split the documents into multiple transmissions.

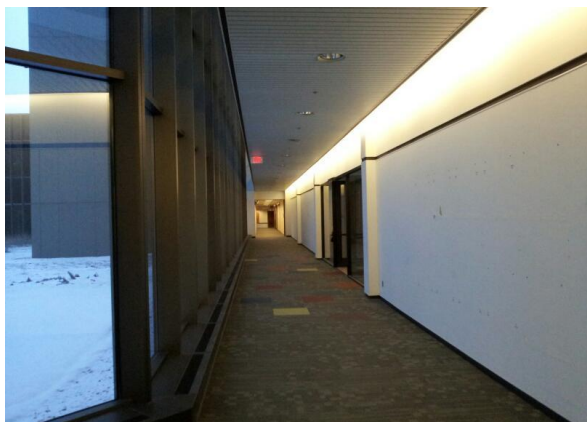
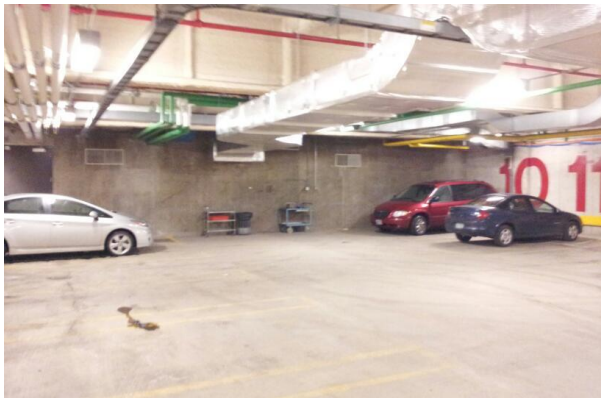
FYI, the big blue Lockheed Martin sign that was in front of plant 8 is now installed at our new building.

Thanks, *Tom Montgomery*

**Additional 'Empty' Photos**







## End notes

- i – Thanks to Richard Lundgren who provided a copy of the Bob Engel ‘closure’ memo.
- ii – Thanks to John Westergren who provided copies of ‘emptiness’ photos taken by Brian Kleinke. John also provided me with the Security Paper.