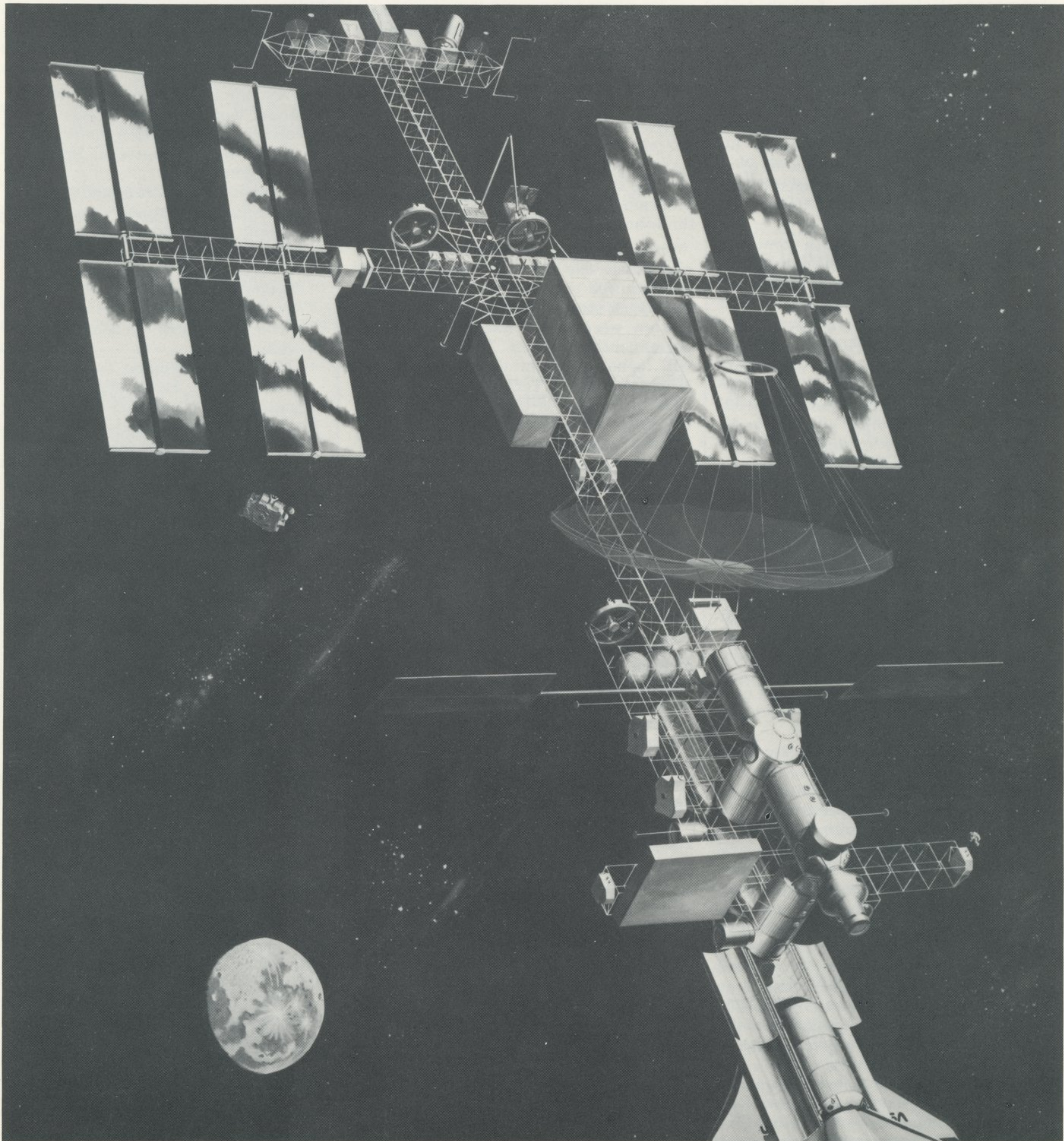


MARTIN MARIETTA

news

DENVER AEROSPACE

March 22, 1985 Number 6



Company wins space station pact

Space station:

Denver wins Marshall work

Denver Aerospace will design NASA's space station modules under a contract awarded recently.

On March 14, NASA selected six industry teams to conduct definition and preliminary design studies for each of three NASA center projects related to a permanently manned space station. Denver Aerospace was selected for negotiations leading to a fixed price contract for work to be managed by the Marshall Space Flight Center in Huntsville, AL.

As part of the 21-month contract, Denver Aerospace will study designs for pressurized "common modules" that can be equipped with appropriate systems for use as laboratories, living areas, and logistic transport; for environmental control and propulsive systems; for equipping a module as a laboratory and additional modules for possible use; logistics and for accommodations for orbital maneuvering and orbital transfer vehicles.

A similar contract was awarded to Boeing Aerospace.

Although each contract will be negotiated, NASA estimated the approximate value of the Marshall study at \$24 million. Following completion of this Phase B contract, NASA plans to move in 1987 into final design and development of the space station, which is expected to be operational in low-Earth orbit by the mid-1990's.

The other definition and design contracts awarded and approximate values were:

Goddard Space Flight Center—(\$10 million) to RCA Astro Electronics and General Electric for definition and preliminary design of free-flying platforms, as well as provisions to service, maintain, and repair the platforms and other free-flying spacecraft; provisions for instruments and payloads to be attached externally to the space station; and a plan for equipping a module as a laboratory.

Lewis Research Center—(\$6 million) to Rockwell International, Rocketdyne Division, and TRW Federal Systems for definition and preliminary design of the electrical, power generation, conditioning, and storage systems.

In addition, NASA also will negotiate with Lockheed Missiles and Space Co., McDonnell Douglas Astronautics Co., and Rockwell International for work under management of the Johnson Space Center (approximately \$27 million). That study will encompass the

structural framework for the space station, interfaces between the station and the space shuttle, and mechanisms such as the remote manipulator system; and a plan for equipping a module with sleeping quarters, wardroom, and galley.

NASA will retain responsibility for overall program definition and plans to retain responsibility for systems engineering and integration throughout the program. This effort will be managed at the Johnson Space Center.

In addition to the definition and design phase, the industry teams selected are required to study how elements of the space station would change if the station were man-tended rather than permanently manned. The teams also will focus on recommendations of the NASA Advanced Technology Advisory Committee that is identifying automation and robotic technologies that could be used in the space station.

NASA's plans call for the space station to be able to grow in both size and capability, and is intended to operate well into the 21st century. Placed in an orbit of about 300 miles, it will include a number of pressurized modules and a power supply of about 75 kW, support a crew of six to eight people, and have two or more free-flying platforms.

NASA has selected a space station configuration called the "power tower," which is considered a starting point for the definition studies and is expected to undergo significant modifications as the studies progress. Contractors may offer modifications within the reference concept family or other preliminary designs.

Launch of the space station elements and subsequent transportation between the Earth and station will be provided by the space shuttle.

A major objective of the space station program is to bring about participation of international partners as builders and users as well as to assist in space station operations. The European Space Agency, Canada, and Japan have indicated interest in participating in the space station program.

On Jan. 25, 1984, President Ronald Reagan directed NASA to develop a permanently manned space station within a decade. With the space shuttle approaching operational maturity, the agency believes the space station is the next logical step in space for the United States.

Project team

Denver Aerospace heads a seven-company team that will conduct work under the recently awarded space station contract managed by the Marshall Space Flight Center.

Members of the team and their responsibilities include:

- Hamilton Standard, Windsor Locks, CN—environmental control and life support systems;
- Wyle Laboratories, Huntsville, AL—user accommodations;
- McDonnell Douglas Technical Services Co., Huntsville, AL—outfitting a laboratory module;
- Honeywell Space and Strategic Avionics Division, Clearwater, FL—displays, controls, and integrated sensors;
- Hercules, Inc, Salt Lake City, UT—studies on composite materials;
- Hughes Aircraft's Microelectronics Division, Irvine, CA—internal communications.

On the Cover

Graphic artist John Tieleman depicts latest version of NASA's planned space station. Denver Aerospace has won a preliminary design and definition contract for "common" modules, which can be equipped as laboratories, living areas, and logistic support.

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Photography by Pat Corkery

DENVER AEROSPACE
P O Box 179—Denver, CO 80201

March 22, 1985

Briefing



Flora



McCown

Flora promoted to VP

Gareth D. Flora has been promoted to vice president for business development, effective March 18. Peter B. Teets, Denver Aerospace president, made the announcement.

McCown joins senior staff

James W. McCown, vice president of space station, will join the senior staff, reporting directly to Peter B. Teets, Denver Aerospace president.

Bond drive starts

Dennis F. Cook, personnel director, has been named chairman of the 1985 U.S. Savings Bond drive for Denver Aerospace, which begins April 8.

With 65 percent current employee enrollment, the company hopes to increase participation by adding employees not already contributing through the payroll savings plan, and to increase the amount given by current subscribers.

Payroll deduction is automatic, and bond income is exempt from state and local income tax. Federal taxes can be deferred until the bonds are redeemed or reach maturity.

Leroy Hollins, employee services and recreation, will work with Cook as bond coordinator.

Vendor motivation team at Cadillac Gage, Warren, Michigan, presents Titan 34D night launch photo and Titan team poster to, left to right, J. H. Sprengel, vice president and plant manager at Cadillac Gage; Will Lynch, Titan planning; Randy Kingsbury, propulsion field engineer, WTR; Rich Lozier, contracts supervisor, Cadillac Gage; Walt Hewitt, Titan procurement subcontracts; Larry Johnson, quality supervisor, Cadillac Gage; Jim Madden, electrical and electronics project engineer; Walt Caughran, Titan production operations; Don Harrington, marketing manager, Cadillac Gage; and Robert F. Johns, director of Titan programs.

Titan stresses vendor quality

For the past several months, Titan vendor motivation teams have visited ten vendors across the country, stressing the importance of vendors as members of the Titan team and the significance of timely delivery of quality products.

Titan employees from Denver, Vandenberg, and Cape Canaveral met with

management, quality, and production personnel and with vendors from New York Air Brake, Cadillac Gage, Goulton, Fairchild, PSM Fansteel, G&H Technology, Kearfott-Singer, Teledynamics, Thiokol, and Gould. Similar motivational trips are planned for 1985.

Engineers safeguard products

A program established in 1983 helps eliminate risk to employees and products during production, handling and testing at Denver Aerospace.

Known as the operational critical item (OCI) program, it involves about 60 appointed operational integrity engineers (OIE).

The OIEs, explains Ray Cannon, the program's administrator, bear responsibility for one or more pieces of complex, critical equipment, in addition to their regular jobs.

"That responsibility helps establish a sense of ownership for specific equip-

ment," Cannon says, "which leads to increased safety for employees and products."

The products range from such things as a transportation dolly for Titan launch vehicles to overhead cranes in the factory. Each OIE checks procedures for each critical item to assure readiness and safe operation.

The OCI program is directed and administered by a steering committee of eight directors, chaired by Richard E. Hannum, director of product assurance and system safety.

PSP values

Unit values for the performance sharing plan (PSP) for January 1985, with December's figures in parentheses for comparison, were:

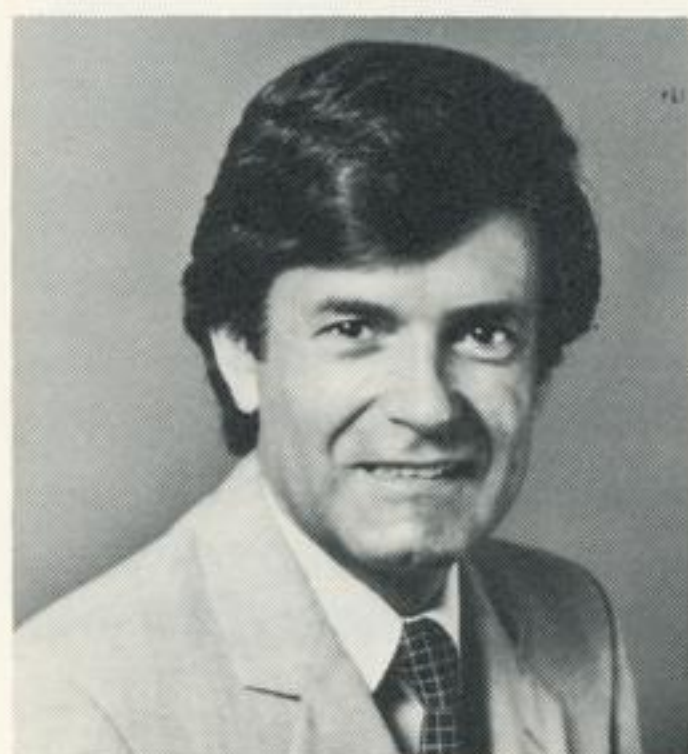
- Fund A (indexed equity)
2.6311451549 (2.4404828077)
- Fund B (fixed income)
2.0582660587 (2.0378035456)
- Fund C (company stock fund)
3.3272939419 (2.9231267900)
- Fund D (TRASOP)
1.3085635651 (1.1513355107)

Corporate notes

Organizational changes announced

Peter B. Teets, Denver Aerospace president, announced the split of the Strategic and Launch Systems division into two organizations and formation of a new organization to manage personnel and facilities and services.

Effective March 11, Richard E. Brackeen became vice president, Space Launch Systems, and J. Richard Cook became vice president, Strategic Systems. William J. Sparkman replaces Cook as DOD Shuttle Ground Support Systems director at Vandenberg Air Force Base, CA.



Brackeen



Cook



Sparkman

Weber assumes responsibilities at Denver Aerospace

On April 1, Richard E. Weber will join Denver Aerospace as vice president with responsibilities for personnel and facilities and services. Weber was director of professional and industrial relations at Denver Aerospace until 1971, and has worked for the company in other positions at Denver and Baltimore since 1950. In 1979, Weber became personnel vice president at Aerospace headquarters.

Company buys minority interest in Verdix

Martin Marietta Corporation and Verdix Corporation announced that Martin Marietta has acquired a minority equity interest in Verdix, a company specializing in secure computer and communications systems as well as software development systems for the Department of Defense's Ada programming language.

Verdix, located in Virginia and Oregon, designs, develops, manufactures, and markets state-of-the-art computer software and hardware for the DOD and commercial markets.

Directors vote 3-for-2 stock split

The board of directors approved a 3-for-2 split of Martin Marietta Corporation common stock and increased the dividend rate by 11.9 percent, both actions effective in the second quarter. The board also approved the regular first quarter dividend on the common stock.

GEPS group aids elderly

"It's rewarding for us, because we know our donations go directly to people—most of whom are on fixed incomes—who need the funds," says Carol A. Novak, senior buyer at the Ground Electronics Production Systems (GEPS).

Novak began the voluntary service in her area eight years ago. The group donates money to Metro Home Care, a nonprofit nursing organization for elderly and handicapped people. "We

decided to pass around an envelope for contributions for people who haven't other resources rather than exchange cards and gifts among ourselves," Novak explains. Last December the group donated \$1310—"money that goes toward paying bills and buying food. We also have a paper collection and donate that money to the organization."

Those interested in contributing any time during the year to the nursing home may call Novak at ext 2831.

Credit union drive begins

Wednesday, March 27, and Thursday, March 28, mark the two-day membership drive of the Red Rocks Federal Credit Union. The regular \$5 membership fee will be waived.

Credit union personnel will be in the following locations:

March 27, 10:30 a.m. to 1:00 p.m.: Tishman, 2nd floor, SE corner; West Point, 8th floor, NW area; ASC, building A, lunchroom; and from 11:00 a.m. to 1:30 p.m.: GEPS, manufacturing conference room.

March 28, 10:30 a.m. to 1:00 p.m.: Greenwood, building 6050, mail room; LSC, main hall; SSB, EMF, and Eng buildings, cafeteria entrances; and DSC, lobby.

Benefits report

By now, employees have received information regarding improvements to the salaried pension plan. A memorandum from Bobby F. Leonard, mailed in January to all employees, highlighted the changes.

Pension booklets describing the plan and amendments will be available in a few months. The booklet will explain how to calculate pension estimates and what to expect.

Employee benefit profiles, scheduled for mailing in May, will include plan amendments and provide estimated pension projections. In many cases, comparing this benefit with last year's personal profile will give an estimate of the effects of the changes.

The employee benefits office can provide estimated calculations on a requested basis, up to one per year (or greater if circumstances warrant it). Those employees retiring in 1985 will receive priority.

To receive a pension estimate, employees should outline the specific request in writing, and include name, social security number, pension date, spouse's name, and spouse's date of birth. Allow 30 to 60 days to receive responses for planning purposes only. Send requests to employee benefits, mail stop 1323.



EMPLOYEE COMMUNICATION SURVEY

Editor's note: The following are reports from various departments in response to the 1984 employee survey.

Information & Communications Systems

Information and Communications Systems (I&CS) management is continuing to communicate the progress and plans of the new company, which is in transition to an independent status this year.

Robert J. Polutchko, I&CS president, will conduct a large staff meeting in Denver each quarter during 1985 to relate the status of the new company. Polutchko also has instructed all I&CS managers to hold regular weekly staff meetings to convey information to all employees. Discussions at these staff meetings will include company and project news, facility problems, individual accomplishments, and the future outlook for Martin Marietta and I&CS.

The new company reports progress in a number of areas and plans to continue improvements as the result of the employee survey. Some of these plans are:

- Communications systems, managed by Dale Mikelson, will move to new modular office facilities at Littleton Systems Center (LSC).
- The ORB project, managed by Clovis Landry, is now expanding into office space in the new addition. Work station modules will be modified to provide more space and privacy.
- The ASAS/ENSCE project, managed by Al Schallmuller, has moved into new modular office facilities at LSC and later this year will move into office and lab facilities specifically designed to meet program requirements.
- The ASMPS/MTCC project, managed by Joe Cummings, has moved from general purpose labs (GPL) to improved facilities at LSC.
- The MILSTAR/SICBM launch control system project, managed by Joe Bretting, will move to LSC later this year.
- I&CS operations, managed by Reid Clausen, is in the process of setting up operations at LSC.
- The software center of excellence and C³ laboratory are under construction at LSC.

- The Ground Electronics Production Systems (GEPS) facility has been painted, new carpets installed, and the facility rearranged to improve efficiency and the work environment.

In addition to providing better facilities for I&CS projects, these moves should improve communication within I&CS by consolidating most of I&CS Denver operations at LSC. I&CS management appreciates inputs from the employee survey and solicits further suggestions during the transition period.

Hourly survey begins March 25

Hourly factory and guard force employees will have the opportunity to participate in this communication survey during the week of March 25.

Future articles will highlight the interest and concerns of the hourly work force.

Human resource data base matches skills

The recent salaried employee communication survey indicated that many employees are unfamiliar with a valuable tool—the human resource data base (HRDB).

HRDB marks the starting point for filling any job. The system matches skilled personnel with hundreds of open requirements submitted by projects each year. These requirements become the basis for internal transfers, promotions, hiring, and human resource forecasting.

In 1984, about 4300 new program needs were filled in Denver alone. This means that, in addition to new employees, more than 2300 positions were filled by employees moving from one assignment to another. Those reassignments often represented promotions or career development opportunities. HRDB in 1984 averaged 350 requirements per month; during one

week in February the system matched 585 employees.

New or growing programs typically seek available skilled personnel at the same time other mature programs wind down. Working with home shop section managers, the HRDB staff can match open requirements with potentially available personnel to fill the positions.

The success of the HRDB system depends on information from all employees. When employees are hired, they complete a compatible automated personnel and payroll system (CAPPs) resume, which is updated annually and stored in the HRDB computer system. Employee files include such things as skills, current assignment, labor grade, supervisor, education, military service, membership in professional organizations, foreign language skills, and emergency information.

When a program scales down, HRDB remains a valuable tool. Last year 240

employees from Vandenberg Air Force Base, CA, transferred to Denver Aerospace. This effective use of job experience on a wide variety of contracts (beginning and ending at different times) is one of the major benefits of the company matrix organization.

There are more than 18,000 employees at multiple Denver Aerospace locations working on or supporting more than 400 active contracts. The need for skilled people will grow as new business increases. Ultimately, this provides job security, and the HRDB system helps place personnel where they are most needed.

HRDB and CAPPs are interrelated, sophisticated systems for strategic resource planning—an integral part of the company's long-range plan (LRP)—and forecast company business, financial, and technical strength through 1990.



Tony Romeo, right, manager, electrical engineering, Peacekeeper, and John Pond, personnel manager, Peacekeeper, review the improved SAC process form developed in response to employee concerns about promotional opportunities.

Strategic Systems and Space Launch Systems

The Strategic Systems and Space Launch Systems organizations, formerly known as the S&LS division under the direction of Peter B. Teets, have made a concerted effort to improve communication among employees.

The division implemented a number of steps at Vandenberg, Kennedy Space Center, El Segundo, Houston, and Sunnyvale.

Actions taken so far include regular staff meetings for all employees; publication of project newsletters such as the Peacekeeper Program News; a letter from the vice president and general manager reviewing 1984 accomplishments and a letter welcoming new employees to the division; breakfast meetings and regular "all hands" meetings; directors' working lunches; management visits to work areas; and a management newsletter issued on performance appraisal reviews (PAR).

In addition, the division enhanced both the appraisal and the supervisory appraisal committee (SAC) process to accommodate the needs that employees identified for objective evaluation of their performance and for fair consideration for promotional opportunities.

The division indicated that more can be done and that the communicative process will continue.

Technical operations

All salaried employees within technical operations have received survey results in small group meetings or departmental newsletters.

Each department and section within technical operations identified four or five key issues applicable to their area, with proposed actions for solving these issues, persons accountable for implementation, and a target date for completion. This process will continue throughout the year.

The survey identified major concerns in such areas as improving communication among all employees; improving the work environment and safety; making policies, procedures and, training more available; more effective planning; and opportunities for career growth.

Proposed actions include all managers making sure regular staff meetings are held for all employees according to a directive from Robert G. Morra, vice president of technical operations. "I intend to hold large staff meetings on a regular basis in technical operations. This is one step that will help us to communicate better," Morra said.

In addition, software and logistics publish monthly staff notes. Central section managers in the logistics de-

partment will work with individual employees to discuss the openings shown in the human resources data base (HRDB). As a prerequisite, employees and central managers will develop career plans.

"I intend to hold staff meetings on a regular basis..." in addition to his directive for all managers to hold meetings for all employees—Morra

The software department is preparing a new course to explain key departmental policies and procedures. It also will continue to conduct previous courses and expand participation where necessary. In addition, James D. Porter, software director, will examine appropriate special courses for individuals on a case-by-case basis. The knowledge and application of procedures gained from these sessions will result in better planning.

The mechanics department, particularly in the ground mechanical design area, reports a significant improvement in the work environment in the Peacekeeper program.

Operations

Operations is implementing results from the survey in a variety of ways.

A "job function curriculum guide," developed by materiel and procurement, will be distributed to all department employees. The guide will identify various job functions that exist in materiel and procurement and recommend training for the positions.

The precision development center is using survey results to improve both the physical work environment and the intangible environment of communication, recognition, job satisfaction, and training.

A job guide will recommend training for positions.

Employee meetings at all levels have helped to clarify organizational and individual roles and responsibilities; responsibility, accountability, and authority (RAA) statements have been written to the first-line supervisor level; skills and training needs have been identified; and emphasis is now placed on developing employee skills through supervisory training, on-the-job training, and material handling.

Product assurance and system safety issued an administrative instruction establishing the frequency and content of staff meetings at all levels. The department has expanded training and encourages the use of the product assurance and system safety individual career development plan, which offers a more structured approach for setting individual goals supported by the department.

The facilities and services department has begun to distribute a monthly activity memo to department employees, and started a quarterly review of job performance between individuals and their supervisors. The organization also is explaining the effect of individual and company performance on salary increases. Employees are encouraged to continue to communicate with their management.

Some improvements to cafeterias will be implemented as the budget allows, including more variety in menus and improved service. Vending machines will be filled and cleaned more often, and the turnaround time on vending machine refunds will be reduced. The issue of a DSC cafeteria has been tabled for 1985; it will be considered as part of the long-range business plan.



Space Systems

In response to employee's requests, Space Systems Division top management plans to find ways to communicate with all employees. The division will also conduct large staff meetings monthly.

Survey results indicated employee satisfaction with their immediate supervisors and commitment to a successful program.

"Our objective is to provide the best possible facilities and benefits..."—Thorson

Employee concerns in the division included company benefits and the work environment. Although potentially

costly items, senior management will evaluate the issues. "Our objective is to provide the best possible facilities and benefits while maintaining our competitive posture for future business," Morris H. Thorson wrote in a recent memo to division employees.

The division plans to clarify the merit system, the ranking list procedure, and supervisory appraisal committee (SAC) process. For example, a computerized model to aid in the ranking list procedure is being developed.

"We will continue to work on those issues not yet resolved," Thorson said. "The desire to improve our working environment is sincere. Let's continue to improve communication."

Business Management

The business management staff has identified three major items for immediate implementation as a result of the employee survey.

The staff recognized the need for more thorough communication at all levels within the organization. As a consequence, staff meetings will be held regularly for all employees. Open discussions regarding department goals, objectives, and concerns will be encouraged.

"The excuse that we cannot afford training is not acceptable..."—Story

To resolve the second issue, employee involvement and recognition, employees will be encouraged to present their work product to management levels above their immediate supervisor. Presentation of awards will occur in large staff meetings within business management so that employees are recognized for their work.

The third major issue is training and development. "The excuse that we cannot afford training is not acceptable," said Steven E. Story, vice president of business management. "Each organization will evaluate training needs and schedule one-hour classes to accommodate those needs."

For growth within the organization, employees will have the opportunity

to complete assignments of increased complexity and responsibility. Management will encourage and create an environment for such personal development.

These and other items from the survey will be worked at each organizational level. Story will conduct a quarterly review with the business management staff to monitor compliance with identified issues and any new issues that surface.

In addition, spot awards are now processed through payroll and cash management within one working day and checks are delivered to the appropriate cashier by the next available courier.

Personnel

The personnel department found that a number of their survey issues mirrored concerns of the overall company, and that many of the issues are personnel-related. All employees in the department had an opportunity to voice their concerns in departmental group meetings.

"I Can Help Make It Happen" will recognize employees who extend extra effort.

The group consensus was that the survey opened new avenues of communication. Since that was the primary survey objective, the process is serving the department very well, said Dennis F. Cook, personnel director.

Defense Systems

The geographical dispersal of employees in defense systems has resulted in different concerns.

Management responded to onsite issues that pertained primarily to facilities, parking, communication, recognition, and training. In June 1985, defense systems personnel will occupy the new addition to the Space Support Building (SSB) to alleviate the present crowded and noisy working conditions. New individual work stations will enhance privacy, and the new construction will add parking space. The SSB cafeteria will be improved, with changes in traffic flow and added specialty foods.

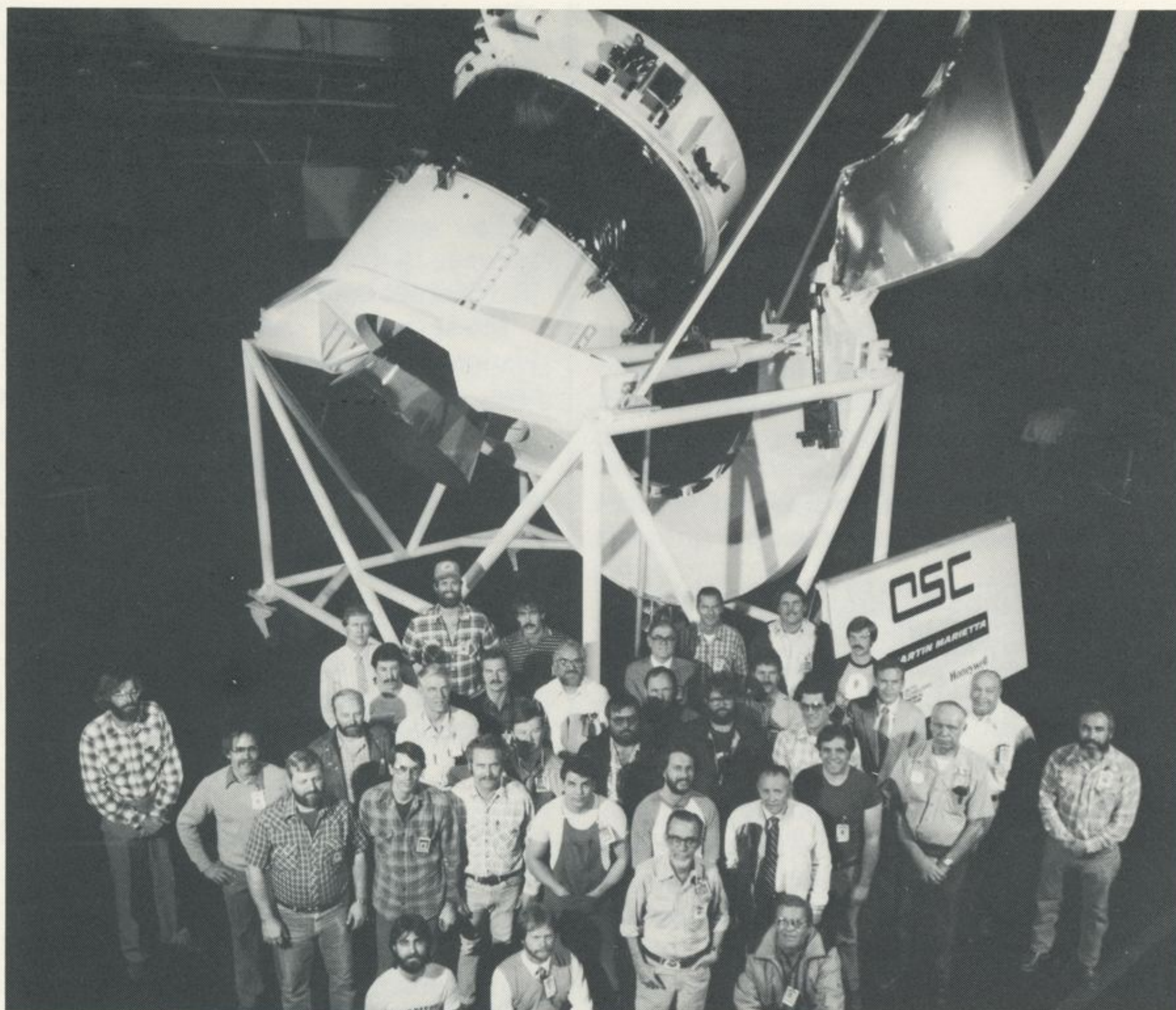
New individual work stations will enhance privacy.

To improve communication, business management will increase frequency and depth of staff meetings. Large staff meetings are held monthly and quarterly to inform employees of company business and provide an opportunity for employees to voice concerns and clarify issues. Formal and informal training courses in contract management and on the Artemis are underway, with other courses planned.

Teams from Denver also are helping to eliminate problems identified by employees at offsite locations. The personnel department conducted compensation and housing/cost-of-living surveys in Long Beach and Sunnyvale, CA, and made appropriate adjustments.

Career development is being studied so that selected employees learn different activities to expand their skills and prepare them for alternative assignments. Expanded communication techniques will promote employee involvement and increase awareness of departmental activities, problems, and goals.

"I Can Help Make It Happen" (ICHMIH) is a new program implemented in the personnel department. It recognized department employees who extend extra effort to be proactive and to improve performance excellence. Nominees are recommended by a peer committee, which also selects one such ICHMIH employee each month. An employee of the year will be selected at the end of 1985, concluding the overall program.



Transfer orbit stage (TOS) achieves milestone—one of Martin Marietta's new innovative commercial space programs, TOS, as it appeared during critical design review with those who worked on production. The TOS upper-stage system will be used to deliver communications satellites and other payloads to higher orbits after deployment from NASA's space shuttle. Denver Aerospace constructed the full-scale engineering prototype under development contract to Orbital Sciences Corporation (OSC).



Major General addresses large staff—Major General Bernard L. Weiss, left, visited Denver Aerospace on March 4 to speak with senior staff members and review operations. Col. John D. Masson, second from left, and Col. Jack L. McChesney accompanied him. The general is director of contracting and manufacturing policy, Office of the Deputy Chief of Staff for Research, Development, and Acquisition.

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Recreation

Commodore Users Group—Next meeting at 7:00 p.m. Thursday, March 28, at DSC II, room 200K.

Computer Discounts—Special prices for employees on NEC/APC III. Price lists located in recreation racks. Discounts effective until April 30. Call David Roberts, ext 1519, for more information.

Satellite Ski Club—Mad Mountain Ski Party will occur April 13 at Keystone. Open to everyone. Call Ed Langston, 971-8084.

Ice Capade Tickets—Department administrators will distribute tickets next week to those who requested them. The recreation office advises that all seats are taken. Employees hired since Dec. 1, 1984, will be able to attend Martin Marietta day at Lakeside Park on September 7.

Radio Club—Next meeting 5:00 p.m. Tuesday, April 2, at the Ham Shack at the top of the hill in the recreation area. New members welcomed. Call Hal Beaver, ext 1575.

Softball—Coed, competitive, open softball leagues are forming for Martin Marietta, Data Systems, and onsite armed services employees only. Attend the organization meeting at 5:00 p.m. Wednesday, April 10, in the SSB cafeteria.