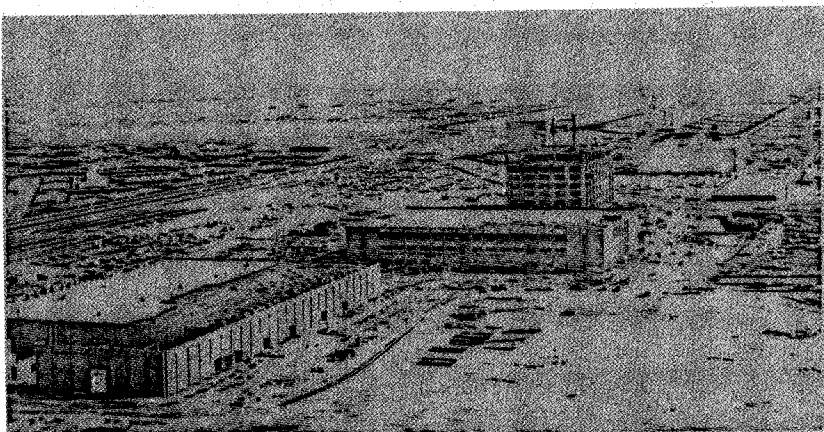


on small accidents, some of which could be traced to this handling equipment which had been built to somewhat less rigid specifications than our basic stage and GSE, we have reviewed all of that gear, how it is used, whether it's critical or not, and recertified it by proof loading as required. We X-rayed welds if that was indicated, and we have generally tightened down on the specifications of any new things we build. The object of this one is to prevent these small accidents which are so costly to schedule.

It became pretty obvious that we could do a lot better if we put a lot more attention on planning—sitting down and figuring out exactly what we're going to do before we would all rush out and start doing it. So I made this the year for more detailed planning, and I believe that's paying off. This is particularly true in the manufacturing and test world. And, while we spend a little more time before we start the job, the job goes much better after we start.

This item is actually related to this other item on the chart. We did have this task team in town under Colonel Yarkin. We do sit down with him, we do take all our major problems, and we have an action item list. We discuss these and take the necessary action to get our problems resolved. Some of these actually involve interfaces with other contractors. Some of these are just local problems right here. Finally, we have been living with the S-II program split geographically with a large number of my staff and workers—the engineering department particularly—here at Downey and at the manufacturing final assembly and part of our engineers down at Seal Beach. And, while it's not a long drive, it's 20 to 30 minutes—more like 20 now that the freeway is in—nevertheless, it's a little harder to get things done working from two major locations. So, we have a North American facility down there across the street from the basic manufacturing facility, which is NASA-owned; and we are moving down there beginning next week. By about June, I should have all my people down at Seal Beach.

I'll show you a picture just for quick orientation (slide 18). Off to the right there is south, this way is north, it's east across there.



SLIDE 18. S-II FACILITIES