

JOHN F. KENNEDY SPACE CENTER, NASA

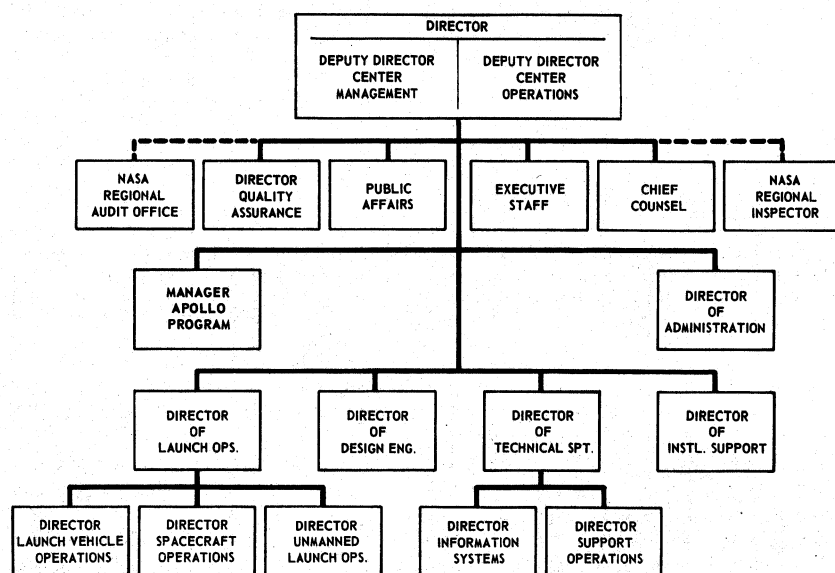


FIGURE D-1.—Kennedy Space Center organization chart.

the effect of problems arising from late delivery, installation work-around times, and other schedule or cost impacts.

Everything within the Apollo program which is executed at the time of launch has its focal point here at KSC (fig. D-2). All the various stages, modules, materials, and hardware from other cognizant NASA Centers converge here. We then use a series of contractors to assemble and checkout this hardware and perform the launch operations at the proper time. Our objective is to perform a quality service; that is, a launch at the proper time within the cost allocated in accomplishing the program.

Activities at KSC call for a service to be performed, as opposed to a physical product being delivered. Hence, we cannot easily draw upon the experiences of other centers in developing and implementing incentives and controls.

The problem is compounded when you consider the number of contractors that interface with each other and are interdependent in meeting schedules (fig. D-3). The contractor's ability to meet their schedules within cost is not solely within each contractor's own capability. Varying delivery and launch dates, unpredictable modification requirements, and limited statistical history useful to predict Saturn V launch operation requirements add to this problem.

In this chart (fig. D-4) we have identified in brief terms the functions of each contractor. Some of these stage contracts are launch operations supplements to MSFC contracts, while others are the responsibility of KSC. In the Boeing and Chrysler contracts we have added functions where it was to the Government's advantage to do so. We do not have quite the same responsibilities delegated to us from