



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, D.C. 20546

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Jan 17/67

IN RE: REFER TO: MAT

Mr. J. L. Atwood
President, North American Aviation, Inc.
100 East Imperial Highway
El Segundo, California 90246

Dear Lee:

As you know, I have been away for several weeks. The following are my observations on my return.

The delivery of S-II-1 to KSC is good news, but I am quite concerned with the growth of open work on this stage over the past several weeks. Your people at KSC appear to have done a good job in planning the many modifications and retests laid upon them for S-II-1, but this growth in modifications downstream all the way to the stack at KSC must be arrested. We simply must attain early definition of the work to be accomplished at the proper station and ship complete stages to MTF and KSC.

This S-II stage problem is further emphasized by the continuously slipping schedule on later stages. In spite of the special task team assigned at Seal Beach, the schedules for S-II-3, S-II-4, and S-II-5 have slipped 8, 7, and 12 days respectively over the last two weeks.

In the spacecraft area, there are indications of some improvements in cost and manpower picture. However, continued emphasis will be necessary if S&ID is to achieve their cost and manpower goals set for FY-67.

As you know, MSC has recently placed the requirement on NAA for manned altitude chamber tests of the command module before it leaves Downey. We believe this will materially contribute to the attainment of "flight ready" spacecraft for delivery to KSC. We are anxious to introduce these chamber tests for Block II spacecraft.

I look forward to seeing you at our Apollo Exec Meeting.

Sincerely,

George E. Mueller
Associate Administrator
for Manned Space Flight

Enclosures:

- (1) - S-II Report, week of Jan 23
- (2) - CSM Report, week of Jan 9
- (3) - CSM Report, week of Jan 17-24

