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Mr. Arnold Richman

Oral History

Kennedy Space Center

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Interviewer: Dr. Patrick Moore

Transcriptionist: Sharon Youngquist

1 Moore: Today is Tuesday, June 18th, 2002. I'm Dr. Patrick Moore, University of West Florida,
2 Public History Program and Kennedy Space Center Summer Faculty Fellow. I'm here today with
3 Arnold Richman and we're talking about his experiences at KSC since 1964 in public affairs and kind
4 of his role in guiding public affairs during that time. How are you today?

5
6 Richman: Fine, thank you.

7
8 Moore: Good. Good. Can we start off, tell me a little bit about your background. Where were
9 you born, what brought you in your life path up 'til 1964 when you came to the Center?

10
11 Richman: Very quickly. I was born in Brooklyn, New York. Moved to Miami Beach near the end of
12 World War II, graduated Miami Beach High School, graduated the University of Florida with a degree
13 in Industrial Engineering, spent five years at Warner Robins Air Force Base in Middle Georgia
14 predominately as a systems engineer, looking at logistics type information. And then I had an
15 interview here at the Kennedy Space Center and moved to the Kennedy Space Center in February of
16 1964.

17
18 Moore: Now, when you were at the, at the Air Force Base in Georgia as an engineer, you were
19 not, you didn't join the Air Force. You were there as a contractor?

20
21 Richman: I was, I was civil service.

22
23 Moore: Civil service.

1

2 Richman: All my career at, in the government, was civil service, both at Robins and at the
3 Kennedy Space Center.

4

5 Moore: So you were there essentially five years prior as an engineer, so you went to the
6 University of Florida, graduated from there in '59?

7

8 Richman: Graduated in '58, started graduate school in '59, and there was a draft, I got drafted, I
9 got drafted, but I took the job at Robins as a, as an alternative.

10

11 Moore: Now during that time when you were there at, at University of Florida you weren't that
12 far from the things that were taking place down here at Cape Canaveral in terms of rocket launches
13 and some of the early rocket tests. Were you aware of what was going on? Did you have an interest
14 in that?

15

16 Richman: No. I didn't, just partially. Really, we came down here to fish because the Indian River
17 was great fishing. Some friends of mine, fraternity friends, we came down here fishing, it was two
18 lane bridges and a lot of mosquitoes, so we came down here to fish and get away from school.

19

20 Moore: So there really wasn't any interest in the, in the space program as an engineer or. . .

21

22 Richman: I like science and I like technology, as a matter of fact when I interviewed in college I
23 was looking at Sandia, I was looking at atomic energy, I was looking at those kinds of things, because

1 I had some background in chemical engineering as well, so, in the back of my mind, I, I like the, those
2 kinds of activities to be involved in, in a career.

3
4 Moore: Now I don't want it to sound like it's coming out of left field, but this was certainly a time
5 when you were going to school, that there was an encouragement on behalf of the federal
6 government, the president to have younger people like yourself engage in the hard sciences as a, as
7 a means by which to accomplish unaccomplishable tasks, to forward the technology that they had
8 developed during the second world war. Was that ever part of the, of your, of your vision or was it,
9 was there anything about that that made you get into the hard sciences?

10
11 Richman: My career change, I started in chemical engineering, but I was more adept to the
12 business world and I switched over to industrial engineering. I was able to integrate people as well as
13 engineering problems, so my forte became an industrial, as an industrial engineer does is to be able
14 to communicate both to the technical world and understand the problems of the lay public and that's
15 where I did very well at.

16
17 Moore: That, sounds like that was the key in getting into your role.

18
19 Richman: Yes.

20
21 Moore: Tell me about coming here in 1964. What was the first job you took here and what was
22 it that attracted you to this Center?

1 Richman: First of all, I'm a Floridian and I wanted to come back to Florida. Number, well number
2 2 is I interviewed NASA because I wanted the challenge and I saw NASA was growing. I interviewed
3 both at Huntsville, Alabama, and at, and at here at Kennedy Space Center, at that time was called, it
4 just became Kennedy Space Center because John Kennedy, he passed away in November of that
5 year and I came to work just two months later. So it was originally launch operations center, I
6 believe, headed by Dr. Kurt Debus who was center director. But the challenge was I came in as a
7 systems engineer, I was in engineering office and my first task was, the current director of public
8 affairs, Gordon Harris, asked the center director, he wanted to get an industrial engineer from the
9 systems office to look at public affairs. And that started my career, I was that individual. The only
10 thing I knew about public affairs was I delivered newspapers as a kid. And after talking with him and
11 doing some original studies looking at how public affairs was made up, which was the news office and
12 protocol operations and community relations he asked me to work for him as his executive assistant.

13
14 Moore: This was Gordon Harris.

15
16 Richman: This was Gordon Harris. And it gets into your blood.

17
18 Moore: How long was it that you were here as an engineer before Mr. Harris tracked you down
19 and got you into that role?

20
21 Richman: Oh he asked the, he asked the systems engineering office to do a study and I was the
22 person who volunteered, well then, I was not exactly volunteered, I was appointed to the job and as a

1 result of that, maybe within three months into the study he says, I'd like you to come to work for me.

2 And he went to Kurt Debus and then I moved over.

3

4 Moore: So it wasn't very long, three months, four months, before you. . .

5

6 Richman: About that time frame, yes.

7

8 Moore: You were the new kid on the job and quickly moved over.

9

10 Richman: Yes.

11

12 Moore: Does this. . .

13

14 Richman: But we had some agree on what kind of challenges I wanted and what I was looking for
15 and how I visioned NASA at the time and even today I look at NASA the same thing. NASA is not,
16 when you look at NASA you don't look at rockets and you don't look at space stations and you don't
17 look at hardware. What makes NASA great is really its people. And I was very fortunate I worked for
18 a good, a great person Gordon Harris and his boss Dr. Kurt Debus who was a complete visionary.
19 Even though he was the launch director he was a visionary of bigger pictures. And it was a pleasure
20 working for these people so that drove my ambitions on what I could do to help to be involved in that
21 project.

22

1 Moore: Was there any resentment when you left the engineering side? I mean they put you up
2 kind of as a sacrificial lamb, go talk to these people. . .

3

4 Richman: No, none whatsoever. The person who I worked for was my boss from Warner Robins
5 Air Force Base and he moved on and he knew from my career status what was good for me as well
6 and gave me the opportunity. NASA at that time was a very young, vibrant organization. We were all
7 in our twenties. And we were, you know, we could, whatever it took we had the, we could get the job
8 done. And that's how we felt.

9

10 Moore: I don't mean to go back but you came in 1964, we're in the middle of the Gemini
11 program, already had the successes from the Mercury program. Was that part of your desire to, and
12 you said coming back to Florida was part, but was there also something about being involved in this
13 important task that drew you down here?

14

15 Richman: Yeah, definitely. That's one of the reasons I went into public affairs because my early, I,
16 Gordon Harris asked me to look at two things. One of them is we were going to go to the moon in
17 '68, '69 whatever the timeframe was and we were going to get thousands of people coming down to
18 the Center. What does it take logistically to plan for all the myriad of activities to support those
19 events? So my job was how do you plan for this? How do you plan to support the news activities?
20 How do you plan to support the guest's activities? What kind of a visitor program should be
21 performed? So I saw this as an opportunity that I was, even though I was the new person on the
22 block, I was, the whole program was new. And I had this opportunity to take it from cradle to where it
23 is today.

1

2 Moore: Did you have any interaction with Ken Grine over on the Cape Canaveral side who was
3 the public affairs officer who left just about the time you came in?

4

5 Richman: I know Ken personally, or I knew Ken personally. No, my interfaces were predominantly
6 the chiefs of the various branches, Paul _____(Seivinaichen) who was head of Community
7 Relations, Jack King, who was head of News Operations, and Jim _____(Loy) who was head
8 of Protocol if I remember.

9

10 Moore: So by this point. . .

11

12 Richman: I was not well liked by those people by the way because I had to mold those people
13 together as a team as well. They each did their own thing and I was looking at it – what does it take
14 for public affairs. And I reduced overtime by forty percent. I reduced other activities. I pulled
15 organizations out of, various functions out of one organization, created an – recommended the
16 creation of an education office which we felt at that time was important and obviously Gordon Harris
17 implemented my recommendations on it.

18

19 Moore: So you kind of the catalysts in getting the education part of it put together.

20

21 Richman: Yeah, but it was a need I think. Gordon was a visionary also and so was again Kurt
22 Debus. What was interesting is they allowed me to be creative and with some of my ideas that I said
23 – they made it happen obviously. My job was to be the creative side. Gordon Harris was probably

1 one of the best writers in the United States. He could write – he used to take his manual typewriter
2 and you'd give him some information – he never wanted reports from me; he just wanted facts. And
3 then he would turn, take those facts and make things happen. And what was interesting about it is
4 his direct boss was the center director so I got spoiled as a young engineer I got elevated to dealing
5 with the very highest echelons at Kennedy Space Center and I met some great people. The Hans
6 Gruenes and the Karl Sendlers and the Pete Mindermans, the people who are at the top at Kennedy
7 at the time and I was no longer dealing with the nuts and bolts in the engineering world so your blood
8 boils a little bit to say, "Boy this is fun." And as long as it's fun you're doing, you feel very confident
9 that you're doing a good job.

10
11 Moore: Tell me about these first two tasks? Get us through the, get us through Apollo 11. Your
12 task was to figure out how it was you were going to coordinate all of these people coming down here
13 to watch us go to the moon.

14
15 Richman: Well, what I had to do was learn the news operation logistically. What it took. It was a
16 building test so I looked at the way the news operation was handled and years ago what they did,
17 what the news office did was they rented space in Cocoa Beach each launch. And I thought that was
18 an impractical way because they got so involved in the logistics. What I ended up doing is going to
19 my boss, recommending to him and then recommending to actually the associate administrator for
20 NASA that we rent the Cape Royal Office Building to the Gemini program, for Gemini 4 and therefore
21 the facility was setup. You had to move furniture over one time. You moved the phones over one
22 time. You setup and when you're finished with the job on a launch you leave, you close the door and
23 you go back to the Cape. And that saved the government several thousands of dollars. The Gemini

1 program was very successful that way. As a result of it I also then recommended that we, that the
2 news office move on Center. And the news office moved to a building that was converted from the
3 Gemini program, the parachute building, stayed there for a few years and over the objections of the
4 media the press had to come out to Kennedy Space Center. That was also a great financial –
5 because again my background is industrial engineering was how do you save the government
6 money. Apollo 11 came and as it was growing to get to . . . and there were several requirements.
7 One of them was how do you handle the media. It was a huge operation. And we ended up renting a
8 facility off Center. It was in Cape Canaveral. The logistics for setting that up was an interesting
9 nightmare but it got done, it got done on time. Gordon Harris had an appendectomy at the time. He
10 had, he was in the hospital. So between meeting him at five-o'clock in the morning and then going to
11 work and discussing things with Julian Sheer who was the agency associate administrator for public
12 affairs and then coming back and doing my thing I created our own war room on how to get things
13 accomplished. Apollo 11 logistically was solved. Thousands of launch requests. I set up a system
14 on how to plan for what took place. You needed so many things for example on television to meet
15 with NASA Headquarters early to get television down here. We had again some great people from
16 Kennedy; Bill Losie who was head of procurement. There were things that we had ordered like just
17 days before launch, figuratively days before launch time that we had no switcher, television switcher
18 to get to the media. And people talked to NBC who was the next in line to get a switcher; they gave it
19 to us and this was put on an airplane, air shipped down here and installed just a couple of days
20 before launch to get to the press. We hadn't had, we didn't have enough audio circuits. We had
21 eight-hundred pair of audio circuits and we didn't have, the news media get on having more and more
22 requests and there was no more television, no more audio circuits. Gordon Harris called, went to see
23 the vice-president of AT&T in Atlanta, called him up and basically said, I'm just out of phrase, context,

1 is, "You're going to stop the world's most covered event. We're not going to be able to cover it unless
2 you provide another four-hundred pair." They, Bell South or Southern Bell at the time, what they did
3 is they provided those circuits. The last cross connect was done ten minutes before launch time. All
4 the pair except one or two was cross connected. It was behind the scenes activity was, was, was
5 going rampant and you had a great news event team that was getting it done. You had a great
6 logistics team that was making it happen. The people in communications on Kennedy, the people in
7 roads and grounds and staff security. . . Apollo 11 down here that successful was, it was a team
8 event. It's not one person or two people. It was the Kennedy team that made things happen and it
9 was great to work for that team at that time.

10
11 Moore: Well, apparently though, why were you so short on phone lines? Was the number of
12 press that showed up and the demand so much more than you anticipated . . .

13
14 Richman: Well, you had over a thou. . . you had twelve-hundred telephone pair. That's a city.
15 And there was only eight-hundred pair available.

16
17 Moore: What was exp. . . so did you not foresee this so that we could get to Bell South and
18 AT&T and say we're gonna need a lot more than we have here.

19
20 Richman: Originally the local Bell turned us, turned NASA down. They said it can't be done, it
21 can't be done. And Gordon Harris didn't accept that. He heard Jack Kings request. He didn't accept
22 it. He went to, he bumped it up to the corporate and it got done, same thing with guest operations.
23 We had five guest centers all over Central Florida. We had several hundred busses coming in from

1 all over. We had Ambassadors. The planning for the Embassy, the Ambassadors was, is a unique of
2 its own. Since it was my job to logistically setup the site, one of the amusing things is we, I
3 recommended that we have flags of all the states of the United States because we had all the
4 members of congress. We had the President coming down, the ex-president's wife coming down,
5 and we invited members from the United Nations. Well I recommended we have flags of the
6 countries. And then came the debate what flags do we fly. And the question was which flags? So
7 we brought in state department, and this was now three days or four days before launch and they
8 said well, it will be only the United Nations. And the question, as you had mentioned earlier, we're in
9 the Cold War, what do we do with the Russians and the Chinese and other . . .

10
11 Moore: And not only members of the UN, they're members of the Security Council.

12
13 Richman: So the decision was made only those countries that came to see the launch. So I asked
14 the next logical question, who's coming on the airplane? While this was happening knowing that
15 things were slow, I just had TWA, which was our base support contractor, get every flag in the UN
16 and put it in a hangar on the Cape, lay it on the floor, have flag staffs built at the viewing area, and
17 then as soon as we got the manifest list then we knew which ones to take off. And we got the list, I
18 think, the morning of the day before launch and we matched the list against the flags that we had and
19 we were short three or four. So I called up NASA Headquarters, NASA Headquarters went to the
20 Embassies of those countries in DC, took the flags out of the lobby, folded it up, put in on the
21 airplane, so as the Ambassadors were going down the stairwell we were getting the flags and
22 bringing it out to the VIP site to hang up their flags.

1 Moore: Did the Ambassadors know that this was taking place?

2

3 Richman: No.

4

5 Moore: All behind the scenes.

6

7 Richman: All behind the scenes.

8

9 Moore: So the expectation from your point of view was this was an international affair without
10 question.

11

12 Richman: Yes.

13

14 Moore: That this is for the world. It's not the U.S. It's everybody.

15

16 Richman: Yes. I, again I looked at it that what I was doing I represented the U.S. government. I
17 represented the United States. So what we had to do is to say when the world saw this NASA, the
18 big picture in NASA is we were representing our country and that was always in the back of my mind
19 and that's how I should think not just Kennedy Space Center or anything else is it's the world is
20 looking at us. The world is looking for the news media that were here. The world is looking at guest
21 operations. We invited thousands of people to come here. And as the story of guest operations
22 leading up to Apollo 11 was again unique. In the early days only men came, very few people,
23 because launches were on the Cape. And Gordon Harris went to Center, went to Kurt Debus and

1 said we have to, we should start thinking about inviting wives, spouses. And that idea, we also went
2 to NASA Headquarters, he went to NASA Headquarters on that. As a result of that philosophy
3 change more people came because you had double the population or almost double the population.
4 And we started to invite women of heads of companies and other things. So from an earlier all man's
5 club it became a much national interest of both genders in this case. And the viewing sites reflected
6 that activity.

7
8 Moore: Why the change? Was there something, I mean was it era?
9

10 Richman: I think it was, I believe Gordon felt that first of all they're both American. They both vote.
11 They both represent the country and they're going to, it takes two, one or the other is going to support
12 the administration or support the policies in the country and women have a part in it. And this was
13 well before a lot of the other activities happened. So, so my job became how to expand the viewing
14 sites and, which we did, we put, for Apollo for the early Apollo 1B launches we had people on the
15 NASA Causeway and we had the whole Causeway between, this is the Causeway between Cape
16 Canaveral Air Force Station and Kennedy Space Center, we included both sides of the roadway.
17 One side of the roadway was for VIP's, the other is we had lay public. And again when I came to
18 work in '64 was the first drive-through tours of Cape Canaveral Air Force Station conducted by the Air
19 Force. I recommended to Gordon Harris that we have drive-through tours of Merritt Island,
20 _____ Merritt Island launch area at Kennedy Space Center and in '65 we opened up
21 drive-through tours of Merritt Island and we had an old building there we put exhibits in in '65 and that
22 actually became our first visitor complex. It was a cable warehouse in the middle of the industrial
23 area and busses stopped there, the public stopped there. And in early '65 we met with the, the

1 National Park Service to do a study and they agreed on that there ought to be a visitor program. In
2 '63 before I came there was an original study building a combined news and guest center, visitor
3 center at Gate 3, which was on the mainland just south of Titusville about twenty acres of land. And
4 Gordon asked me to look at that and I was vigorously opposed to it for two reasons. One of them is
5 there was no room for expansion. Two, from my familiarization we had no control of the land around
6 it and I didn't want it to be al-a-Disney where you had all the business sectors and everything else,
7 the honky tonk, around it 'cause I wanted, you're displaying NASA and you're showing NASA as a
8 professional activity. And the third reason which I felt which was most important is you're not on
9 Kennedy Space Center. So I convinced management to move the visitor program, the visitor center
10 in '66, this is I think '65 was the original designs in '66, on Kennedy Space Center on
11 _____ on the other side of the Banana River near the. . . the facilities people obviously
12 sited where it should be based on its best location closer to communications and base services and
13 lines of site that's not interfering. But the key is even if we couldn't drive people anywhere, you were
14 on Kennedy Space Center. That was the mental attitude that I wanted to bring forward. You're on
15 Kennedy Space Center, that you're not on the other side of the river. And again I'd have to give
16 credit to the visions of Kurt Debus and Gordon Harris, they allowed me to do my thing. And if you
17 didn't have that kind of management I never would have been successful because they let me do it.
18 And the only reason why I was successful is we had a great team of people doing all of the work. So
19 it's not the me thing, it was the we as a team thing. And that's why I think NASA's so successful as
20 an agency and likewise public affairs is successful and all of its programs are successful because of
21 the teaming that we do here. So that's how the visitor's center got started.

1 Moore: So when did, when it got opened, when did it actually physically open, the . . . on the
2 original proposal that was done by the NPS that was going to be run by TWA.

3
4 Richman: Ok, again Kurt Debus had the dream of how to handle it. We opened up a small guest
5 center, a small visitor's center, it was a couple of trailers at Gate 3 in I believe it was in '65 where
6 tours started, it was a couple of trailers put together and we started tours from there. Kennedy
7 modified the contract of the base services contract run by TW Services, TWA at that time, and started
8 tours from there. It was a modified, it was a tour, drive-around tour with one or two photo stops
9 because the facilities were just being built. We took the theme of the, of the NPS study. We sited the
10 location at the, where it is today. NASA politically went to see Congressman Olan Teague, Tiger
11 Teague, got his blessings. Congressman Teague was very strong in supporting guests operations.
12 _____ members of congress. He was head of the Space Committee. And as a result of that I
13 think it was 2.1 or around 2 million dollars or so if I remember, was allocated to build a visitor's center,
14 the visitor complex at the time. And we, and it was opened up I think in '66 and started with tours the
15 first day, you know, that was moved over. So we had a really, that's how it started and as a result of
16 that it grew and it grew and later on in the as the TWA contract went out it was, the team got together
17 and we wrote a new scope of work and competed the contract. TWA won that contract but they had
18 to put up front money to build, they had to money to build the, for an expansion which they did. More
19 busses were ordered and the visitor program grew. When I left, I won't take credit for it but I'll give
20 you the numbers, when I left we had over, over three million people come to the visitor complex.

21
22 Moore: How many people did you have that first day? Do you have any recollection? I mean
23 was it a big fanfare? Did you say grand opening of the visitor's center and Kennedy Space Center?

1

2 Richman: It was about sixteen-hundred, something like that. I believe even though people knew
3 we were here, there's a direct relationship to the, to the tourism business overall. You had locals
4 come in, let's say in a fifty mile radius, locals who came in, but really the tourism business the people,
5 which is while I'm going to the beaches, or while I'm doing other things. Remember Disney wasn't
6 around then. Neither was Universal. Okay so, really people had a conscientious drive to come to the
7 East Coast of Florida, _____ going to South Florida or Tampa/Clearwater area, things like
8 that, they had to say I want to see. And what, and everything that we learned here or everything that
9 we did here I should say, was let's show the public the real thing. And I was fortunate when Disney
10 got started I met Walt Disney, '64, I think he came in '65 and he told us what his plans were, what he
11 was going to do. And he said to us, and again I have to look at it I was very fortunate to be a part of
12 that meeting, he said, "Disney could build anything bigger, better, more exciting, put in more money,
13 but you have something that Disney can't have and don't have. You have the real thing and you
14 should show the public as much as you can of the real thing." And I took that to heart and I fought to
15 get people inside the Vehicle Assembly Building and we did it. We had tours during the Apollo
16 program that you were able to get people inside the Vehicle Assembly Building. I wanted people's
17 necks to hurt looking up (laughs) and say, and say I was inside at that time one of the largest
18 buildings in the United States. I saw the rockets. We put them behind lexan, they were under lexan
19 cages for protection and other things, but the key is they were inside the facility. In the latter parts, in
20 the '70's we got people to go inside the Launch Control Center. It was being modified from post-
21 Apollo to Shuttle. Get them inside to see the Launch Control Center. One of the people at Kennedy
22 we had during the bi-centennial, we came up with a program to, exhibition which was held at NASA,
23 we built an audio visual demonstration of Apollo countdown, Apollo 11. We had thousands of people

1 just say I was there. We took, on the tours even post, we took people out to see the launch pads so
2 they were able to see the real thing going inside some of the facilities. So there was a balance
3 between safety, a balance between security, and a balance between public affairs. And even though
4 we had some disagreements we said these are smart, these aren't smart, we could do things and we
5 can't do things and you win some and you lose some. But the key is that the public benefited from
6 every step along the way. And as, those were the _____. As this was happening I was
7 expanding and recommending changes to the viewing site. When I say I, I apologize for this, it's
8 really we as the team. So what we were doing is we had it during Apollo fifty-sixty thousand people
9 on, watching a launch from on the Center. It doesn't happen today. Times have changed.

10
11 Moore: Now this was Apollo 11?

12
13 Richman: This was, Apollo 11 we had less. We never, remember let's look at logistically what
14 happened. Apollo 8 the first time we had a Saturn V.

15
16 Moore: Was that, now that was a relatively short decision made by a very few number of people
17 who said the Soviets are going. We need to go. Was the public presence, people coming to see this,
18 with such a short turn-around as large as you expected or was it larger?

19
20 Richman: Well we controlled the numbers so it was the largest we were planning for because
21 what we could logistically handle. Now the media did their own thing, they expected to handle it.
22 Apollo 8 was that dramatic that it was a, that certain things happened that we never, just to brief the
23 press and I was part of the planning of designing the press site. And I remember briefing the media

1 at the, in the facilities here was they wanted to be closer and we explained to them what the, in case
2 the rocket blew up what the hundred pound piece safety line was, that there are certain lines that we
3 will not cross. You could get possibly killed on a ninety-nine piece of shrapnel, but a hundred pound
4 piece statistically isn't going to hit you. And the press wanted to be closer until the first launch and
5 then they said we're close enough. They realized it. If you look at the history on that first, on that first
6 launch of the first Saturn V launch is on that first launch what took place is CBS's trailer some of its
7 ceiling fell in. Walter Cronkite was saying hold up, his trailer was falling apart. And that's when the
8 media said we're close enough. Seven-o'clock his, CBS's clock stopped at I think twelve or thirteen
9 seconds after launch time. It took that long for the sound waves to hit. And we did some, NASA did
10 investigations and it was the overpressure, the resonance of the sound waves on those plate glass
11 windows. So it was a challenge. By the time we got to Apollo 11 we were obviously much more
12 mature. We had more of an international flavor. We had more of a world, because the world was
13 coming to see going to the moon. And obviously it was much more polished even though we'd just
14 had a few launches to go by and we were launching rather rapidly at that time. Apollo 10 I believe
15 was in April or March or something, a few months earlier, so it's almost every three months we were
16 launching a Saturn V rocket, so it was moving along that what I did in public affairs with my team of
17 people is a couple of, right the day after launch I did a lessons learned. What went wrong? What
18 should we do to fix it? And we'd already made the changes and then went to our support people to
19 say this is what has to happen for the next round. So what we became is problem solvers for new
20 issues because the old issues were resolved. And you run it just like the technical team on the
21 launches today and the launches years ago. What was wrong? Let's fix it and let's look at current
22 events. So we ran public affairs, I ran the logistics team to say what does it take and how do you
23 make that stuff happen?

1

2 Moore: There was an anticipation by most of the people apparently who were both here at
3 Kennedy over and at Johnson Apollo 11 wasn't actually going to land on the moon. There was that
4 goal. Did you sense that from where you were or was the anticipation, it's going to happen, the press
5 is here, etc. Was there surprise?

6

7 Richman: Ah. . . you know, I. . .

8

9 Moore: I realize it's a sidebar, but being you're the one who is feeding the information to the
10 public.

11

12 Richman: I understand that, I'll tell you what was interesting about it. I was working several hours
13 a day, I would say conservatively ten to fifteen hours a day. Got home, ate, took a shower, went to
14 sleep, got dressed, put on a suit, came back to work. I didn't realize what we were doing until I drove
15 from my house, came, or from the office, came around the port Canaveral, looked at the lights on the
16 launch pad, and I said to myself, "Damn, we're going to go to the moon tomorrow." Or today, it was
17 2:00 in the morning. And we knew because at 4:00 the VIPs were going to start flying down here, we
18 were going to brief them in our auditoriums, get them out to the viewing site, for ten, ten, was it 10:32,
19 whatever time the launch was. I forgot the exact, and, and, we, logistically how to plan for all that. So
20 I was so wrapped up in the world of my own, what I needed to get done, that until I saw that bird lit
21 up, I said, "Gee whiz, we're going to go to the moon today." And, when, when it was, I remember that
22 afternoon, by the time I got home, I just took off clothes and crashed and fell asleep. I didn't even, I'm
23 like, and Gordon Harris says, "You don't have to come in for the rest of the day." I'll never forget it. I,

1 I was exhausted and I felt _____. And then the next day what we did is we say, "Hey, what went
2 wrong and how do we handle, you know, Apollo 12?" Which was the rain and the president was
3 coming down which is another fun story, but that's

4
5 {phone rings in background. . . }

6
7 Moore: We were just talking about, we were talking about like the success of Apollo 11 and just
8 the experience.

9
10 Richman: Ok. Are we on now?

11
12 Moore: Yeah.

13
14 Richman: Ok. What, as a result of 11, 12 began, you had the decision was to make, have the
15 president come down and that was unique because that was the one with the lightening strike and the
16 pouring rain down here and the discussions between secret service and security and where the
17 president sits and where he doesn't sit and where he's going to go. . .

18
19 Moore: What were the concerns about. . . ?

20
21 Richman: Well, what happened was that the, the secret service wanted the president
22 sequestered; the White House staff wanted him exposed.

23

1 Moore: But these are around VIPs though.

2

3 Richman: Yes. This is at the VIP site and my comment was, "I'll do what you guys want, but make
4 up your mind." I'd like to talk to one boss. So I finally got the both of them together, and I don't know
5 if it ever happened before in one room and we decided, and they decided, I implemented it what, that
6 the president was going to sit, he was going to sit in the stands with, amongst, with some girl scouts
7 and other people to, you know, for the PR shot. And I designed the viewing sites a little differently so,
8 so for secret service to give stronger access, he has less walking, and after that he was, it was
9 President Nixon, he was in the stands, it rained and we got the umbrellas out and as a matter of fact
10 what they did is they moved his helicopter, presidential helicopter landed in front of the VIP, in front of
11 the VIP stands, and they sloshed into the stands because it was in, it was in a field. So, here, and
12 then Vice-president Agnew, was in the firing room and after the launch, the president came into the
13 vice, came into the firing room too, which he, which they did almost every launch of any kind of visit
14 like that and he would address the fire room team and, the press covered it nationally, but I think
15 Agnew's words were, "I may be the vice-president but I'm not wet," It was, it was a very clever
16 remark. But, but those kinds of changes were made very, very quickly. How do you, so it wasn't, we
17 weren't only focused on just guest activities, is what was the requirements of the White House, what
18 was the requirements of the secret service, what were the requirements of others that was all within
19 24 hours. So, those are the, and the answer is, you roll with it, you just make some decisions, you've
20 got to make them fast and you just do it and you're bat, fortunately my bat, I had a good batting
21 average on getting these things done.

22

1 Moore: With the Apollo 12, when everything happened, and you're dealing with this transition
2 and the lightning hit, was there any knowledge of what was taking place there at the stands on
3 behalf of you and how you're going to deal with the president and all these people.

4

5 Richman: No, because we all, because you heard over the communications that the vehicle kept
6 on, kept on going and it was, the mission was, they just had a lightning strike. This wasn't 13 which
7 was. . .

8

9 Moore: Right, right.

10

11 Richman: which was _____

12

13 Moore: but the communicate, the computers went down, and fortunately, I guess, Al Bean
14 remembered how to deal with the problem and they continued. . .

15

16 Richman: Yes.

17

18 Moore: Certainly, if this happened today, everything would have been off.

19

20 Richman: Yeah, it would have been down for a couple of months to find out, what are you doing. I
21 remember, Walt Kapryan I think was the center director at the time at Kennedy and I think they gave
22 him a, a mast, as a souvenir or something when he retired. But, as a result of this, obviously, the
23 lesson learned on NASA, on the technical side, was they built these huge lightning arrestors nearby

1 the area and they made a policy decision that if there's lightning within so many, you know, so many
2 miles, or so many feet from the launch pad, you're not going to launch. And the Shuttle's a different
3 type of launch vehicle, since, anyway, because of the, of the tiles, you wouldn't be launching in that
4 weather 'cause you wouldn't be coming back on a return to launch site abort. But there was, oddly
5 enough Apollo, after the, the, the accident on Jim Lovell's flight Apollo 14 drew more people than
6 Apollo 11 did because it was a Sunday launch and thousands of people came out. The amount of
7 media covering that, the amount of guests wanting to come see the launch, the coverage, we had, we
8 had, if I recall, fifty to sixty thousand people on the center. The one of very big guest operations and
9 as a result of that the community was so backlogged, that it took several hours, five, six hours, just to
10 clear the center out because the bridges couldn't it, the roadways couldn't handle the population,
11 people from Orlando and the John Q. Public just flooded the beaches and flooded the mainland in
12 Titusville and as a result all the, all the roadways were just inundated and, I think, hopefully lesson
13 learned on that was, is, they stopped collecting toll on the Beeline, on the causeway nearby, to let
14 traffic move. They stopped the bridges from, from going up, because you had all these pleasure craft
15 coming through when they opened up the bridges and they said, "Uh-uh, not until, you know, two
16 hours or something like that after launch". So it alleviated the traffic flow to some degree, but it was a
17 logistics chaos for a couple of hours, several hours here, after the launch, not at Kennedy, but on, but
18 on the outside.

19
20 Moore: Now did you have any connection with what was taking place outside. Did you work
21 with law enforcement that kind of thing? I mean, you were very VIP oriented, but John Q Public. . .
22

1 Richman: Remember I also had logistics planning for, for what was going on. What happened on
2 each launch, there were several things going on. One is there's always security briefings going on.
3 Again, as I mentioned earlier, nobody does it alone, it's a big team of people. So, if there's bomb
4 threats, if there's national threats, there's always security briefings. If there's certain VIPs it's a
5 different kind of security briefings, so you get briefings from FBI and secret service or you get
6 briefings from State Department. You get briefings from the local community, you get the Coast
7 Guard come in, the Air Force comes in. Public, it's not only public affairs attend these briefings, so
8 there's, again, it's a communications of what's going on, so public affairs is fully informed on what
9 they're doing and we're fully informed, they are fully informed on who is coming and what's coming.
10 We give them a brief, and that's normal. NASA's very strong on that, across the board during their
11 launch readiness reviews and flight readiness reviews and then public affairs has it's own meetings
12 with these kinds of people afterwards, with not only our base secret, our base security people, but we
13 bring in the local highway patrol and Brevard county, our local county people, involved. So it's always
14 a team. And that's what, again, that's what makes things successful on, on what's happening.
15 We've, it, and also they learn from what's happening and they fix it from the outside and say, on, for
16 example, there was a lot of traffic problems on Gate 3. They learned how to move the traffic back
17 further and turn cars around off Titusville, so people don't bottleneck the Space Center, so, they learn
18 on. We don't tell them what to do. They do their own thing but they, and they tell us this is what
19 they're doing and be, be prepared for these things. Also remember, that we had VIPs fly and use the
20 Titusville local airport and they flew in locally and we had to move people from that location in for that.
21 It was interesting though, Apollo 17 is the last of the Apollo launches and I was very proud of it, in
22 fact, I get in my head one of my ideas and I went to Walt Kapryan and I, I asked for his support and I
23 felt very strongly then, as I feel now, what makes NASA great is its people and what we ought to do is

1 get the employee families to come out and see launches. So before we used to give out so many
2 launch passes went to the public on mail outs and so many went to Kennedy Space Center
3 employees, civil service and contractor. But on Apollo 17 it was a little different because every
4 employee on Kennedy had an opportunity to bring their family in to see a launch. And I, I designed
5 the philosophy on how to, get these people in, where do they park, where do they see the launch
6 from and we're talking at that time, we had about fifteen thousand people on the center. Remember
7 Apollo 11 there was some thirty thousand people working for Kennedy, we're down to fifteen,
8 eighteen thousand during Apollo 17.

9
10 Moore: Infrastructure had been completed.

11
12 Richman: Yeah.

13
14 Moore: That kind of thing.

15
16 Richman: But still that's a heck of a lot of people, to come in, you're talking. . .

17
18 Moore: with families.

19
20 Richman: with families, carloads of people coming in. We opened up the cafeterias. We put
21 people parking in the industrial area. Walking and watching the launch in front of the Headquarters
22 Building and the manned spacecraft building. Filling up the causeways, filling up all the areas, having
23 people that, that lived south could come in one gate, having people that come in north come in

1 another gate. And then, there's always, how do you handle a problem? Well Apollo 17 was different,
2 we had a technical problem on Apollo 17. And as the launch gets delayed, NASA has a rule that
3 they're concerned about, it's called the engine three act, that the rocket would veer a little bit to the
4 south. And if it lifted off and shut off you would still be successful, but if it veered to the south the
5 safety line moves to the south which meant that after eleven o'clock at night, or something like that, or
6 twelve o'clock at night everybody who is on the causeway had to evacuate the causeway. So we had
7 to evacuate the causeway and move everybody to the industrial area because the launch was about
8 one o'clock in the morning or something in that time frame. And, but it got done, and, and, the center
9 director was, you know, understood that, is, is that it was so important for families to come see the
10 launch because this is what their spouse or their brother or sister was working on for all those years.
11 This was the end of the program and I felt pretty good about that in terms of, is what can we do for
12 our own people. And I still feel that's, we should, you know, what I did when I was involved in Shuttle
13 and what, I hope what they're doing, they're not doing it as much today because of security reasons
14 more so, but safety reasons. It was originally safety as a result of Challenger, but then, you're looking
15 at risk assessment and other things, but get more people out there, now it's a security reason. But
16 how do you, how do you get our own people, how do you handle the morale of Kennedy people and I
17 feel that's important because that's the team that launches. We ought to care about the people that's
18 out there and sometimes stronger than the public that's coming in, so if there's a balance. So what we
19 did is always a balance, you have so many car passes to people that write us and employees and
20 employee families.

21
22 Moore: Subsequent to Apollo 17, that was the first time that you really implemented this. . .
23

1 Richman: This was all Apollo 17, we always had a percentage going to families.

2

3 Moore: But in Apollo 17 any family. . .

4

5 Richman: Anybody who had a badge. I didn't even worry about passes. Passes went to the
6 outside for so many thousand car passes. We limited those, but anybody that had a badge or if it
7 was an employee who was working that night, they got a pass to fill in a car, a car load of people
8 could come in.

9

10 Moore: Did you count how many people came? Did you do a survey to see what percentage of
11 people took advantage of this?

12

13 Richman: Well, the estimates were over sixty thousand were on the center. That's a big number.

14

15 Moore: A lot of people.

16

17 Richman: Yeah. It won't happen anymore. And if you, there's some archival information that's in
18 there, but I believe it was over sixty thousand people. But again the purpose was a good purpose. It
19 gave people an opportunity. Now the launch got delayed until late. Some people may have gone
20 home or afterwards, I mean, but all I remember is the cafeteria ran out of food at KSC cafeteria. The
21 cafeterias were open. Stands were open all over the, where it was open for food purposes, but, but
22 the key is the people were out there. The biggest tragedy that happened, it was Eva Gabor's hair fell,
23 it was because it was wet and sticky. She complained about her, her hair being. . .

1

2 Moore: Well, if that was your biggest tragedy that probably wasn't too bad. Running out of food,
3 this is a sidebar, but who was responsible, how far back do the food carts go that they set out there
4 for, for the viewing. . .

5

6 Richman: Oh, they estimate that the launch is going to go usually within three hours, or something
7 like that and, this launch got delayed for several hours.

8

9 Moore: Right. The question I was asking is, when, who initiated providing food for the, for the
10 population who came inside? When did that begin?

11

12 Richman: Oh, this was one of the requests that I came up with, that we said we want to provide
13 food services. The food service was a concession operation. In the early launches we actually used
14 an outside vendor to come in as a concession. They just had to set up and clean up and, and take it
15 with them. Later on we used our, NASA has a not only their food service capability here, but we also
16 use the NASA Exchange Council and what they did was provided food and they contracted out. So it
17 became a financial moneymaker for, for the Exchange and at a certain point there was a balance that
18 they couldn't handle the volumes on these things, so really, all our job is to say, here's the amount of
19 people, you guys got to plan for it. I don't know how much food do you need. You, that's what you're
20 getting paid to make that decision. I'm not getting paid to do it. When it runs out you're going to take
21 the rap on it. All I care about is predominately, is, is food and water, soft drinks, predominately, some
22 liquid. And the restroom, you know, NASA provided, our contractor provided the restroom facilities.
23 And we did some major improvements. During the early days they used to string communication

1 lines on the, on the causeway and then, the day later the base operations people would mow all the
2 lines and cut them. So, so we weren't too organized, you know, but the right hand sometimes don't
3 talk to the left hand and, and it wasn't that they didn't know, it was just, they just thought, hey, we
4 need to mow early, as late as possible and I'm saying don't do that. We ended up doing is using the
5 telephone poles, we put up telephone poles. We put all the speakers on telephone poles. We put big
6 lights on the telephone poles that we didn't, all we had to do was throw switches. We didn't have to
7 set this up launch after launch and again, what could we do as a cost avoidances so that's where I
8 used my engineering ability, to say, what could we do to cut costs with the basis that we're going to
9 have these people out here.

10
11 Moore: So, were those poles and lights and speakers along the causeway, they were,
12 originated with you?

13
14 Richman: Yeah. Yeah.

15
16 Moore: Now, how did you find out? You said that after each launch you'd get together, what
17 worked, what didn't work, how can we improve it? Was there some way of surveying what the people
18 wanted? Were they happy, were they taken care of?

19
20 Richman: Well, if they, if they have a problem they will call the center director.

21
22 Moore: They were good about letting you know.

1 Richman: They'll let you know the negatives, but what we have done, is what I do, is I call the
2 team leaders of each of the support contractors, base services, I'll call up roads and grounds, let's
3 say, security, food services, janitorial, the _____(carpenter) shops, the communications
4 people, and say, what happened? What went wrong? Let's stop pointing fingers in terms of who did
5 what to whom. What do we want to do the next time that it doesn't happen again? So, I got, my input
6 came from all of the services that needed to put on the job and by having this team effect, they all
7 knew it was happening and then we all got, the, then we had to put in additional requirements. I
8 wrote additional formal requirements to go into the requirements system or, or what it took or it may
9 have been just altering timeframes on what they did from one person to another person. So the key
10 was communications. That's the, in any business communications is critical with various elements
11 and that to us was very important. We've always been debriefed. And we, especially, us with
12 security, constantly, during my day, is they needed to know what we were thinking. They need, not
13 only, you know, because, they always shook their head any time I walked around, what we, what was
14 public affairs coming up with. Remember public affairs comes up with ideas and needs. Public
15 affairs doesn't do anything. We get other people to do things for us. And the key is, how do you get
16 them to feel like they're part of the team and how do you get them to feel that, that we value their
17 input, not I want, I want. Here's a problem, help me with the solution. Sometimes you play it, what a
18 great idea you have, even though it wasn't their idea. How do you, how do you get them to do what
19 you want, what we really wanted them to do? Now you can't always say to someone, damn it, do it.
20 Sometimes you have to, but sometimes I say, gee whiz, I got a problem, could you help me on this
21 problem? So it's all technique, until you run up to, you know, the eleventh hour and say, I don't got
22 time for this thing, I need this, this, this, this, and this. I used to say to my team, we're playing a
23 football game, we're going to pass, punt, run, kick the ball, or get the hell off the field. This is what we

1 got to do. Now, let's all work together as a team. Now I was fortunate because I took care of my
2 team players. My boss used to say, what are you doing with all those extra lithographs, or all those
3 extra booklets that was printed. I gave it to the working troops. I went to the shops and handed out
4 car passes and, the shops being the crafts, the janitorial services, the food services, the security
5 people. They didn't have any pictures of the, of the, of the Apollo crews at that time, for example. I
6 got them pictures. I got them brochures. They wanted to bring, they're just as important as the
7 people that write Kennedy and ask for something so they could bring it home to their family. And
8 they're the people that do the work. My job wasn't to do any of the work. My job was getting them to
9 do their job.

10
11 Moore: You're the facilitator.

12
13 Richman: I just moved it along.

14
15 Moore: We need to switch the tape real quick and we'll come back and continue talking.

16
17 Richman: Ok. I don't. . .

18
19 Moore: Today's Tuesday, June 18, 2002. Dr. Patrick Moore here with Arnold Richman, the
20 second tape of his interview about his experiences. We were just talking about, kind of the role of
21 the, of the management, the leadership that created this team atmosphere that you were just talking
22 about. You can continue with what you were sharing with me.

1 Richman: Well, again, on the team event, it was so important, not only NASA Headquarters let
2 Kennedy do it, we also had a great rapport with other NASA centers. A person named Chuck Diggs
3 who was my counterpart at Houston for guest activities. We've had, the news office brought people
4 in from other centers to support the local news people here. During launches for example, on the
5 west coast, or Shuttle landings on the original landing tests NASA developed a team of people, both
6 from Houston and from, and myself, and other people in my office that went out to the west coast to
7 do that. So we used our expertise and that's where again NASA's so good at that kind of an activity.
8 Public affairs at Headquarters realized that we worked these kinds of things. We had after in the
9 beginning of, after the Challenger accident, the viewing site at NASA, was at the press site and they
10 wanted again, there's a real _____ about they wanted to separate the press and the guests.
11 And at that time Rick Hauck was at NASA Headquarters. He was an astronaut. He was in a
12 management role in public affairs and we went to see him and I recommended that we form a new
13 viewing site which is currently, the current guest site where the Saturn V facility is located and. . .

14
15 Moore: . . . the Banana Creek?

16
17 Richman: at Banana Creek and I recommended that, Rick, I need your help policy-wise to get it
18 through Headquarters, and he did. And as a result of that we were able to get some money and
19 design and build the, the viewing site at Banana Creek. The, the off story on that was we briefed the
20 press and we went to Banana Creek and, and during, they were doing testing on that there, and they
21 were, there were some archeological data there that the Indians were there in early days and they
22 were doing some digs for the University of, I think it was Florida State University, about who was
23 there and they found some archeological tools that the Indians were there and, but there was nothing

1 new so we could build a site there. That's how it really ended up. But one of the press media asked
2 me, one of the press guys asked me, you know, I wonder why they were here. And I said, well it was
3 the winter time, they come down here, for the, they migrate north and south, but they really came
4 down here to watch the launch. And I said, but if you print that I'm going to be really upset. So the
5 media was pretty nice to me. They didn't, they didn't print it. But, that's how Banana Creek got
6 started, by the result of, of help from NASA Headquarters, help from the center management, and . . .

7
8 Moore: Now, was that a result of the desire to separate press and the public after Challenger or
9 was it kind of a growing recognition that there needed to be a new facility for visitors, VIPs to view
10 this, to view launches.

11
12 Richman: Well, again we were looking at it financially. We wanted to keep costs as low as
13 possible and we looked at that site a long time ago for early Apollo days. That was an old, old orange
14 grove that went, that lay fallow for a while, but still it was easier to develop the, the areas near the
15 Vehicle Assembly Building. We probably would have gone through more Shuttle launches if we didn't
16 have the accident and, again, the launch is in May if I recall. It was supposed to be a dual launch
17 from Pad A and Pad B in relative short sequences, so we were looking at what location could we view
18 a Pad A and B launch from. And it just so happens, the area near the Barge Canal had all the
19 logistics and the communications and the everything available for it, at that time frame. But since
20 Challenger and we had that time, again, we had the astronaut families right next to the press area
21 and we had to, that wasn't going to work. So what did it take to separate the family viewing area
22 away from everything else and, and we, I looked at Banana Creek and I recommended Banana
23 Creek and we developed the Banana Creek Viewing Area. When we looked at the Saturn V facility

1 which is right next to it, I also looked at it over there and, and the segue there is, I felt, that by putting
2 the Saturn V facility there, originally we were going to build it next to it, just cover the Saturn V where
3 it was at the, in a parking lot near the Vehicle Assembly Building. And I was trying to get money
4 working with a, one of my people working with me, Larry Mauk, he, we, he designed a plan with me to
5 put it at the Saturn V facility, to put the, put it at Banana Creek. But Banana Creek had an interesting
6 part of it for two reasons, one, not only was there a rainy weather plan that people could watch could
7 come in from the weather or any kind, but come in from the weather to see, at a launch time. Number
8 two, they could be informed and educated to know more about NASA before they go out and see the
9 launch. And then there was a third one, which, which we felt that if we did any other kinds of
10 programs it gave us some room, but we put it there also for another reason and that was if the visitor
11 population on tours went to four or five million people, that area was accessible by train. And one
12 option, just to put in long term memory bank, was we could train people from the Saturn V facility,
13 from that facility to the visitor center, in mass transportation, saving the government, saving the
14 contractor money, and then extending that to do, as I called it, a green tour, going through the north
15 area and looking through the environmental areas, to take a tour from there. So it had some long
16 range potential on it. Visitor population went down because of the, because of 9-11. But, if the visitor
17 population, those options are available. The option is also available that if a Shuttle left the inventory
18 to put a facility there, to, cover it environmentally, but we felt that it was important to cover the Saturn
19 V and tell the story of Apollo because that's one of the greatest stories for NASA and one of the
20 greatest stories of technology in the United States and preserve the artifacts because our generation
21 was leaving. We were so close to it, but we should preserve these artifacts and tell that story.

22
23 Moore: Well, and no other center was doing it, either.

1

2 Richman: At that time no other center was doing it. Even, even at Johnson Space Center, they
3 were still looking at, we, we provided for them the drawings and design to put their Saturn V up
4 horizontally, the same thing with, the same thing with Huntsville, but we felt that we should be number
5 one on the list, took for a Shuttle and Saturn V and, and politically I pushed that because I know that
6 the Smithsonian wanted a Saturn V and if we covered ours they aint going to get it from Kennedy
7 Space Center. And we were probably, our Saturn V, even though some of the sections was used,
8 those were used for testing, the, the first stage was actually the test vehicle in Huntsville. So there
9 were some components in there that were, that was actual, was actually used, but our Saturn V was
10 probably getting the worst weather wise and needed to be protected and I was concerned that we
11 may lose it and by covering the Saturn V. I recommended to the center director, who was Forrest
12 McCartney, at the time, and I gave him a plan on how we could do it and then I left NASA, retired
13 from NASA. And how to fund it, by taxing the tour, the people who take the tour, a surtax basically
14 and put that money into a sinking fund to pay for the facilities at the, at Banana Creek to build that
15 facility. And then I had some, there were great people from Kennedy Public Affairs that took the plan,
16 the basic master plan there, and it's what you see today is, is that great facility that's out there today.

17

18 Moore: What year was it that you kind of conceptualized this, building the Saturn V center?

19

20 Richman: Well, we went, on and off on that, I think was like '87, '88, looking at it, at the, at the
21 near the Vehicle Assembly Building, only because there was, I thought I could get some money. It
22 reached some of the NASA budget and NASA appropriated, NASA didn't appropriate it but it reached
23 the, it reached the plans to ask for money. But it was too low on the shopping list to, to be an

1 acceptable line item on the budget and it didn't cut it and as a result of that we, we came up with that
2 in 19, I think, 88 and by the time we, then, we ended up going to NASA management. We briefed
3 NASA Headquarters what we wanted to do. They agreed with it and we called together a great team
4 of various contractors to come in and give us a conceptual master plan. And it was interesting, even
5 though we had some good companies, most of the companies were like IM Pei, very fine company.
6 Their focus was on the building and the design of the building. The firm that built it said, let's talk the
7 story and then we'll put a building around it and that's what you got. We had some, the plan was
8 modified, I think. Our numbers came up to about five million dollars. Financially they had to scale it
9 down, which came up with the two theaters, but the theme is the same, is get people underneath the
10 Saturn V, let them almost feel it and touch it. Let them walk underneath and say, what a big rocket
11 this was. How huge it is. This is what we did to go to the moon. There is a real lunar module.
12 There's real spacecraft. There's a real command module here. These are the things that we did
13 during the sixties and this was America and it happened nowhere else and it happened at the
14 Kennedy Space Center. Then you can walk outside and there are the launch pads, where, where we
15 launch from and now, today, the Shuttle is being launched from there. So people can get the segue
16 between here's where we were and then walk outside, the Vehicle Assembly Building is, is to there
17 right and the launch pads are straight ahead of them to the east. So, it tied in to, well I wasn't born at
18 this time, when I came out to see this facility, but now I can relate to where it all happened. And even
19 if I can't go out to the launch pad, I could see it. And you use your senses so it's not only looking at
20 an audio-visual film, you're seeing the real thing and visually you're seeing here's the perspective of
21 where we were. And that was what we were trying to achieve. Again going back to '64 when I came
22 aboard, show people the real thing. So, to me that's never changed and that's why people in my
23 viewpoint, why many people come to the Kennedy Space Center is to see the real thing. They can

1 go to Disney now, they can go to Universal now. Now we're competing with them in a different way.
2 We're competing with the public's time. But the question, if you ask the public, is, why are you
3 coming to the Space Center? Is it, do they really want to see the real thing? They're coming, they're
4 going out of their way sixty miles each way to come here. Why are they coming here? For America?
5 Yes. For the Space Program? Yes. They want to see the real thing. This is education. This is part of
6 real life today. Disney's an escape and they do a great job of it, but people are coming here and
7 they're making those decisions, if you look at, I don't have the current Delaware North information,
8 but the information that I used to ask for when I was out there is why are you coming to Kennedy?
9 And they made, they said made that decision, the public made that decision before they left their
10 residence. So they knew they were coming to this area. And that to us was important. They made
11 their decision for those kinds of reasons. We asked the parents, why their children wanted to see it.
12 Not necessarily the parents, but the kids, their children wanted to see Kennedy Space Center. As a
13 result of that more educational information came around Kennedy and Delaware North currently is
14 doing a great job in the area of education; how do you get the kids involved? How do they see these
15 kinds of things? Roy Bridges has brought in, was really a big supporter of, of the robotics out there
16 for years. He's very strong in education. The Astronauts Memorial Foundation, very strong in
17 education. Getting, getting children, teachers, seniors, getting them involved in what's happening so
18 we're not only looking at, the more you know the more you want to know in my viewpoint on that.

19
20 Moore: I want to go back to this issue of time and Disney, etc. In 1966, '67 when Disney
21 decided that they were going to build a facility out here, I guess, which they originally called
22 Disneyland East, we found the materials in the archives. They approached Gordon Harris about
23 bringing tours over and their plan was to make seven days and they wanted to bring tours over here,

1 tour them around, have that be part of the Disney experience if you will. Were you privy to that? Did
2 you know what was going on?

3
4 Richman: Yes and I was against it. The reason I was against it and I told to Gordon is, I don't
5 think that we should do this for the fact that Disney wanted to bring people over, drive them around,
6 and bring them back to Disney for dinner. And it was a quick, two hour, drive around, and I felt,
7 strongly, I wanted the public to get an experience out of Kennedy. Let Disney drop them off a seven
8 o'clock in the morning and pick them off at six o'clock at night, but let the people choose to take an
9 IMAX tour, take a bus tour, look at exhibits. I just didn't want a drive around and out. And that,
10 Disney also, I believe, in the later years, wanted to do a monorail through to the port, just to whiz by
11 the Space Center and again, I, I voted against that because I wanted the people to stop and make
12 their own decisions to how long they want to stay. It wasn't just, Gee whiz, I was there and I looked
13 at it. That doesn't, to my viewpoint, that doesn't help NASA. My viewpoint was, give these people an
14 educational experience. I want to know more about rockets. I want to know more about earth
15 satellites. I want to know more about space station. I want to touch and feel something. I want to
16 listen to an astronaut talk. So that's what they're doing at the visitor complex now. And these are the
17 kinds of things that that's the overall experience. Not, gee whiz, go by at eighty miles per hour or a
18 quick drive around and it doesn't accomplish anything and that was the concerns that we had or I had
19 at, and I was very fortunate, I prevailed. And if, and right now, we used to get, during my day, Disney
20 buses that came over because when the, when the ships came in at seven o'clock in the morning,
21 eight o'clock in the morning, they had to do something with the people between then and a one, two
22 o'clock check-in so they came to the Space Center and they dropped people off and they did a tour.
23 So the public had an opportunity to do more than just a drive by.

1

2 Moore: How long, how long did that last? When. . .

3

4 Richman: Oh I remember, I left NASA in ninety, ninety-one, but that's been going on for quite a
5 while. I think it may still be going on. I really don't know if it stopped. Because Disney now,
6 remember, has their own buses and that's only been, Meers, I think used to be the company that, that
7 was the bus company and. . .

8

9 Moore: So this pretty much started up to the inauguration of the formal Disney cruise line?
10 Eventually. . .

11

12 Richman: Yes, but, yeah, but, yeah, I've been out of it since then. But, still it could be the same
13 thing. That, I, the meeting was kind of hard on me, the press was hard on me because they asked
14 me, during one interview they asked me, well now that Disney's opened, what do you think, and I
15 said, Well, Disney's a wonderful company, but their objective is to maximize revenue at Disney. They
16 will only take people to Florida, to the Kennedy Space Center if they don't go to Universal, or they
17 don't go somewhere else and it suits them financial. Well, that's not how it ended up in the press. As
18 we know, but it was like I was against Disney. That's not true. I think Disney does a wonderful job,
19 but again, Disney's objective is, if a person comes here they want to maximize the revenue out of that
20 person's vacation and they'll take people to Kennedy Space Center if it supports their objective. But
21 the reason why coming here is, they don't want people to spend time to go to Universal or Sea World
22 or some other exhibit where they're spending more money out of their pocket. This is a valued

1 location and it doesn't compete. There's no hotels here or no other kinds of things here that compete
2 with Disney.

3

4 Moore: Was there ever a time when Disney did bring, formally bring their tours over, drop them
5 off, have them spend some time?

6

7 Richman: Oh yes, yeah.

8

9 Moore: So that proposal in some ways did go through in the early years, to say, we want to
10 bring people. . .

11

12 Richman: But they dropped them off. But they didn't, they didn't use their buses on the tour. They
13 wanted to do the whole thing independently and that's what I was against. I wanted them to get off.
14 Come on, at that time, TWA buses, and, and take a NASA tour with NASA escorts, with contractor in
15 other words, our concessionaire escorts, giving the NASA message. And, and as part of the tour we
16 knew that they had thirty minutes here, they went inside of some of the buildings. It wasn't a drive
17 around. It wasn't just a, a simple exposure of a drive through, as the, as the original intent was. I
18 don't know if it's been recommended, modified or not.

19

20 Moore: Now was this a handshake agreement? Was this some formal that you worked out
21 between Disney and yourself, that they would bring buses over, unload people?

22

23 Richman: It was a good business experience between TWA, our concessionaire, and Disney.

1

2 Moore: So it was a formal, a formal relationship that took place?

3

4 Richman: Oh, Disney could stop it at anytime if they wanted to. It made good sense for Disney to
5 keep people who are staying at Disney occupied, to bring them back, back to their hotels, back to
6 their restaurants at nighttime, rather than spending, getting a rental car and going to another
7 attraction. In my view, but again this is as a business person, this is how I would think it would be. . .

8

9 Moore: Well, and this was during your tenure there. In 1989, 1990 we see kind of the last stand
10 of southern Florida tourism attraction with the opening of, of Disney's MGM theme park and with the
11 opening of Universal. That in essence Disney, as in one of the early memos they said, we want to
12 provide activities for our guests for seven days, which is why they came, the first letters that they sent
13 over here, we want to come. In 1989, 1990 they essentially created three parks and subsequent
14 smaller water parks that they could capitalize on for a whole week of a tourist's visitation. Did you
15 see a change? Did, did that, would them bringing tourists over at that point cease?

16

17 Richman: No, I don't, I don't recall that. I don't remember during 1988, '89, '90 that we were
18 approaching two point eight, two point nine, three million, three two, three point two million people
19 taking the tour. So Disney, Disney's tie to Kennedy was not their problem. Their problem, in my
20 viewpoint, was competing against Universal.

21

22 Moore: They never saw, this wasn't a threat.

23

1 Richman: We were never a threat.

2

3 Moore: Did they, did they. . .

4

5 Richman: We worked very well with Disney. I used to work, I know personally I worked well with
6 their Disney people, because we used to, we used to tour some of their, their international guests,
7 students, who were there. We had, NASA had a great working relationship when I was there with
8 Disney and even after I left, but both at the center director level, at the policy level, between Nunice
9 and Dick Smith and, and other senior management who was there, and, and Kennedy people. So
10 there was a great working relationship between management at the, there was never, my viewpoint,
11 there was never a competition in that arena.

12

13 Moore: When, when then though, aside from the cruise ships bringing people over, did Disney
14 stop bringing formal people over here on Disney time.

15

16 Richman: I don't know if they ever did stop. I'm not, I haven't been. . .

17

18 Moore: You don't know.

19

20 Richman: I'm not in the business, so I don't know.

21

22 Moore: So up until at least your departure that was still taking place.

23

1 Richman: Yeah, yeah, definitely. And I think it's still taking place now. I don't know, it doesn't
2 make good business sense for it not to take place, because, again, the competition in Orlando is
3 Universal and Disney. Our competition, or our mutual competition, collectively, is there's so many
4 million people coming to Florida, the competition is time. How much of their time are they going to be
5 staying at the parks? That's why Disney and Universal are selling three, four, five day tickets.
6 Universal is selling three, four, because they want, they're competing with a person's vacation time.
7 And, and that's why, even though, NASA headquarters used to give me a hard time, they're saying
8 I'm competing with Disney, and I used to say, thank you, but I'm really competing with the guest's
9 time.

10
11 Moore: Market share.

12
13 Richman: Market share. Cause they are certainly bringing people to Florida.

14
15 Moore: Well, you must have seen an enormous boom. You look at, as soon as they open their
16 doors in 1971.

17
18 Richman: The numbers went up.

19
20 Moore: Twenty percent or plus.

21
22 Richman: Because the, because the population that came to Florida went up and we were getting
23 market share. People don't only want to go to Disney. They want to see the ocean. I mean, I

1 remember, we had a viewing site that was looking at the Shuttle facility right at the ocean. There
2 were people, tourists, taking pictures of the ocean as well as turning around and taking pictures of the
3 launch pad. I mean, we get so wrapped that we here on the east coast see ocean, but people in
4 central United States, they've never seen the Atlantic Ocean. I mean, we're so close to it and it's,
5 and you shake your head. And they take pictures of egrets and herrings because they don't see
6 wildlife. That's why we wanted to put in a wildlife tour at the Space Center.

7
8 Moore: Moving back to the tours in the visitor center. There was a historic tour where they
9 brought people over on the other side that really extended itself back to the beginning.

10
11 Richman: Yes.

12
13 Moore: Did that change at all under your, certainly this was kind of your mission?

14
15 Richman: Well, yeah, I was, fortunately I was involved with that, in the early days. I forget it was
16 '65 or something like that. They were getting rid of blockhouse five-six. Well, five-six was the original
17 Jupiter, Mercury, the first manned Mercury flights and Jupiter-C flights and I was fortunate that, what I
18 did is I put a hold on, on a lot of the hardware and there was a great team of technical people and
19 they modified that blockhouse and saved all that ABMA, Army Ballistic Missile Agency, which was the
20 NASA, for the, for the early launches, for the Jupiter-C, the, and for Explorer, and for the Redstone
21 launch, for the early Redstone, and we saved it. They recreated a little firing room show in there and,
22 and we saved that. We did the same thing in mission control, the old mission control center tape.
23 And we felt, at least during my day, is I wanted a historical tour. I wanted to take people into that

1 block house, mission control, into mission control for launch control, mission control, and Hanger AE,
2 which was the unmanned launch activities. Again, that same philosophy is getting people inside to
3 see the real thing. Get them out to where it's safe to look at Complex, at the Complex 36, to look at
4 Atlas, to look at Delta. Get them up close to see that. So I always felt that a historical tour, talking,
5 not the NASA story, but talking Air Force, Navy, Army, and NASA. This is all America and we should
6 be doing a tour, what happened at Cape Canaveral Air Force Station or Air Station today. And, and,
7 again, it's not the competition between the military or NASA, it's what happened here, so, for the
8 public's point of view these are the things that's happening. The, the private sector's involved in
9 today's launches out there. So this is the team that's out there and the tour ought to reflect that kind
10 of a story. We were going to go inside Complex 34, but we ended up we had to cancel it because of
11 the asbestos that was there. So I mean, we were working on those kinds of things and events took
12 place and just like any good business person you have to prioritize. Where do you put your money
13 and where do you put your themes? Space Shuttle was coming along. What we had to do was
14 develop how do we tell the Shuttle story and that was, that was the priority. But again, we always
15 looked at a, we called it, Cape Tour and we looked at an environmental tour. Environmental tour I
16 think they're doing part time today. I think they have some sort of a cape tour.

17
18 Moore: It's been cancelled since September 11th, so. . .

19
20 Richman: Oh, alright. But we also. . .

21
22 Moore: . . . by the Air Force.
23

1 Richman: We also were looking at, at cape viewing, for the public to go out to see launches from
2 the cape. {phone rings in background. . . } We had people going out there to see it.

3
4 Moore: Ok, we're back. We have some light this time, since it started to pour outside. Tell me
5 a little bit about the evolution, of the visitor complex, from its, its change. You told me about the
6 Saturn V facility, but you, you had a vision during the 1970's and into the 1980's for how this facility
7 should run through the TWA contract.

8
9 Richman: Well, as I looked at it again, the important thing was the tour because we, we wanted to
10 have people see the real thing. We wanted to expose them to the launch pads, we wanted to expose
11 them to the Vehicle Assembly Building, as much as we can to go inside of other facilities. Therefore
12 we looked at what's left, and what's left was the visitor complex. Well, originally the visitor complex
13 was Kennedy and I felt that it should tell the NASA story. We should have something on aeronautics,
14 something on the earth sciences, something on life science, something on, on all the other NASA
15 programs, deep space. We were contacted, TWA was contacted by IMAX, we agreed with that, put
16 in an IMAX theater. I wanted live presentation halls and multiple theaters so, we, we felt during my
17 time frame is, again, and one of the super designers was Larry Mauk, who I think is, is we design
18 facilities out there to master plan for themes, just like at Disney or anybody else. None of this is my
19 idea, just theme areas, that you have a theme area for manned space flight or human space flight as
20 they call it today. You have a theme area for expendable vehicles to tell near earth stories,
21 communications, weather, those things. A theme area for aeronautics, a theme area, so when you
22 left Kennedy you really have an experience of NASA and that to me was important. We also, during
23 my era and, and it may be one day it'll be resurrected, is I recommended a hotel out there and a

1 youth camp, a youth hostel, that kids could spend the night. And maybe have an astronaut talk to
2 them at nighttime. Do a campout, see theaters, see things at the visitor complex at nighttime that's
3 off, off season, off crowd time. Have specific training in avionics or classroom discussions in avionics
4 and, and various disciplines and astrophysics or other things. Get guest speakers to motivate these
5 kids, not only to stay in school, but to go into the sciences in the future. And, by as their parents
6 spend a day or two on the cruises like we talked about, let the kids spend a couple of days at the
7 visitor complex, so each of them are having fun in their own way. The parents are having fun on the
8 gambling ships and the kids are getting an educational experience, but really seeing and having a
9 space experience, not just a one day space camp, but having it more vibrant than that.

10
11 Moore: Now is the space camp out there right now, it's not an overnight operation, or is it?

12
13 Richman: Well, I think that one of them is. I know Delaware North has let people sleep over inside
14 of the Saturn V facility and I believe, I know a space camp, you know, off, and I believe Delaware
15 North is negotiating with them, on the other side, is to, is to have a seven day, but I was looking for a
16 different kind of experience. I was just, I was moving, excuse my English, I was moving what was
17 happening at the visitor complex, pointing in it to a little bit more formal educational experience and
18 doing it during off hours. So maybe there even could be some classroom credit. I wanted to do more
19 than fun, I wanted it to, I wanted to bring it to a higher plain.

20
21 Moore: So this isn't for young people, this is for little bit older people, perhaps.

1 Richman: Yeah, but it also could be, it all depends what levels. In other words, it could be, it could
2 be the daycare side or, you wanted someone that had to be nine years old or older. You didn't want
3 to be a babysitting service, if that's what you're asking. I didn't, I didn't think that was good. I was
4 looking for, how do you get these seven, eight, nine, ten, eleven, twelve graders motivated in math
5 and science. And we didn't care and I didn't care if it was, they were going to go to NASA. What I
6 was interested in is, they would go into the sciences, wherever they worked in the private sector or for
7 the government, that we were looking for beyond that, that, to make enrich America's. . . and if space
8 is the way to turn these kids on, that's what I was for. And I believe that's what current management
9 philosophies today and I know Roy Bridges is a definite advocate of that. How do we get these kids
10 motivated and if we could use the visitor complex to make that happen, it's just a plus and that's,
11 that's the avenue. That's the segue to the outside. I don't know if that answered your question.
12

13 Moore: Yeah. You mentioned before that a lot of these people are the ones who are taking,
14 going 37, 47 miles out of their way to come over to the Center. You're doing a great job of putting
15 together information that shares the NASA story, encourages people to become involved in science,
16 engineering, understand the history of this institution. How was it that you were working to tell the
17 people out there that there were resources available to them to come here, or were you strictly
18 counting on, this is where the launching happens, let's go see what there is to see?
19

20 Richman: Well, TWA during my time did a, did a major marketing activity. NASA itself, through its
21 educational programs told teachers, through its area, through its educational teacher programs, what
22 was happening and to come to Kennedy Space Center. NASA education office also invites students
23 to participate during the summer time. And that word of mouth, best advertising in the world is word

1 of mouth, so it's, it's this word of mouth experience, gee whiz, I went to Florida last year or last
2 summer, I came, I went to see the Space Center, you guys ought to do it this year, to my next, you
3 tell that to your next door neighbor. So it's that word of mouth. The cost of advertising for the
4 concessionaire is tremendous. They can't afford to place ads in the New York Times or the others, or
5 television, or the local, you know, television airs. Word of mouth advertising is there as well as, as
6 well as a market that I felt was very strong, and so did obviously the concessionaire during my day
7 and that is the group tour operations. Buses leaving from New York, talk tours or other tours, buses
8 leaving from South Florida, charter groups coming to the Space Center. So what you're doing is
9 you're marketing, discounting, doing some enticements to get those companies to market for you.
10 You give them the materials, let them do the marketing. So, and it's not only Americans, it's
11 international guests, there's a big tourism area from Europe that comes here. When, when I was out
12 there I was congratulated more being an American and being from NASA from Europeans than I was
13 from another American on that we went to the moon, for example, back in those days. Even today,
14 the Europeans and the South Americans are very proud of what the United States is doing. So it's
15 this big European influence that's coming over and, and the statistics, I think, will validate that. The
16 South American market is there, they're becoming more affluent, and the businesses from Miami,
17 they're coming up here to Florida, to Central Florida. As Disney expands, and this is again what you
18 point, before you had the Asian market come to Disney over in California. Now, many of the Asian
19 marketers also are coming into, into Orlando, or coming into Florida itself. So you're getting, you're
20 getting, the Kennedy Space Center, if I was out there I would be pushing more of the international
21 flavor just like we're doing with the space station. As an international satellite for the world, I'd be
22 looking at the visitor center to have relationships with foreign countries, maybe sister countries, that,
23 sister cities, in Europe or in other locations. One of the areas that I recommended was to do

1 teleconferencing between here and Europe, and, and other, as well as other parts of the United
2 States where time frames are compatible to get countries together, kids together in schools to talk
3 and communicate. And as we talk that way there is, that's your relationship between us talking to the
4 space station. So, this is how I was looking at it, you know, the visitor center could expand into a
5 more, of a national flavor, international flavor. Delaware North, I would believe has to look at their
6 own priorities, I mean, NASA's saying, here are some priorities we ought to look at. One of the things
7 I personally think that they need to put more emphasis on is the deep stuff, Hubble. What are we
8 getting out of Hubble Space Telescope? Take a ride through the universe. Do a dark ride, like, I'll
9 say like al-a-Disney, but get an experience like you're going through the universe but showing, this is
10 what we learned from Hubble Space Telescope this year and this is what other things that's
11 happening with the new eyes that we have on, on Hubble. What are we looking at deep space, black
12 holes, quasars, pulsars? Again, this is part of the NASA programs. Do it at the visitor complex. That
13 would be, that and aviation, would be my next two priorities of themes that ought to be built out there.
14 It's up to the concessionaire and up to NASA.

15
16 Moore: This changing concessionaires from TWA or Trans World Services, what was, what did
17 they later become?

18
19 Richman: TWA was the basic contractor. They won the contract to perform a ten year
20 concession. It was extended to a couple of years. They won, they novated the contract to TW
21 Services because TWA as a parent company split off.

22
23 Moore: Ok.

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Richman: That was later competed in '95.

Moore: Was that when, '95 was when Delaware North. . .

Richman: Delaware North took over.

Moore: . . . but you departed in nineteen, ninety, ninety-?

Richman: Ninety-one.

Moore: Ninety-one.

Richman: May of ninety-one. And I went to a company to compete that contract.

Moore: Now did you leave NASA with the anticipation that you were going to go. . .

Richman: I was going. . .

Moore: . . . work on the other side.

1 Richman: Yes. I was going to compete. I had to be gone from the government to meet the legal
2 requirements enough years and out of that history, so I could work for a company that will compete
3 on the visitor complex. Our company was unsuccessful. We had a great proposal.

4

5 Moore: What, do you have any idea, hindsight being 20-20, about what it was that, that. . .

6

7 Richman: Why we weren't successful?

8

9 Moore: What made Delaware North win out. . .

10

11 Richman: Money.

12

13 Moore: You obviously had a clear. . .

14

15 Richman: Money. We had a better program. I've have to say it to them, they have a great team
16 of people, but they put up thirty million bucks. I did not read their proposal, ok, so I'm not, I'm not an
17 evaluator of proposals. I know what we did and our numbers were a heck of a lot better, our
18 projections were a lot better, our themes were a lot better, but, but in my viewpoint, ok, it was strictly a
19 financial decision. If you ask other NASA officials maybe they'll hum and hur around and say, yeah, it
20 wasn't, but to me, bottom line is, you know, looking at the other companies, I think we were in the
21 fifteen to twenty million dollar bracket, they put up thirty million dollars, plus. But hindsight is, boy
22 they did a great job.

23

1 Moore: Delaware North?

2

3 Richman: Yeah. They're doing a good job.

4

5 Moore: Was that a difficult decision? You had come so far. You pushed forward the education
6 program, you pushed forward the change in the visitor complex, the thematic approaches, the
7 theaters, the Saturn V center, the observation facility, was that a difficult decision to, to leave NASA?

8

9 Richman: Well, at some point, I'm always of the philosophy you leave on top. And, what am I
10 going to do build another building? I'm looking at it that way. I mean. . . a hotel.

11

12 Moore: So what. . .

13

14 Richman: A _____. Yeah, more satellites in the viewing site, you know. Where's the
15 challenge? The challenge for me was, there's smarter people than me, ok, and it's, there's going to
16 be smarter people than the people that are there, that, that, where's my challenge in life, what do I
17 want to do in and a firm offered me that challenge that I'd never done before. I'd never worked in the
18 private sector before. And I knew I would have worked in the, if we were successful, I would have
19 worked on it four or five years and then gotten out. I would have been, at that time, you know, sixty-
20 four, sixty-. . . Yeah I would have been about sixty, sixty-two years old in that time frame. So, I
21 wanted to, I was looking at it for a challenge. The opportunity was worth there and if we were
22 successful I would stay in it for a couple of years, but I only wanted to stay in it for the big picture. I
23 wanted, I wanted them to lock me in a room and let me dream and do long term planning. I didn't

1 want to be involved with the day to day, some changes made around that I was going to be their, their
2 program manager for program content to tell the NASA story. So I fitted, I could have done that just
3 as well, or train people, and ultimately done my deep thinking for the master planning for what's next.
4 {coughs} Excuse me. Do I regret it? No. Financially I did fine. Ok, I can't complain about that
5 either, where I'm living now. But at some point you have to say, it's time for a change, or I feel
6 comfortable what it is. The biggest thing when I left NASA I felt very good because I felt that I've
7 contributed to NASA during my tenure, I contributed not only to Kennedy but to NASA. I contributed
8 to the U.S. government, being a government employee and I can look anybody in the eye and say, I
9 am, I'm proud to be a government employee and working for the government that gave me the
10 opportunity to do those things I did and I felt very good about it. And what made me feel good is I had
11 great management that allowed me to do those things all the way through, from my first boss Kurt
12 Debus to my last boss Forrest McCartney. They allowed me to do the things that I was able to do.
13 They sure had a, say hold it for a minute, or, have you really thought about that, but, you know, if you
14 don't get up at bat you can't play the game and they allowed me to swing and they allowed me to do
15 those things and that's what made my career, and I can look back and say, I had a hell of a good life
16 and I enjoy what I did for the government and I enjoy, what I, I believe I contributed to the benefit of
17 the United States and to the fifty, sixty million people that I was involved with. I'm guessing. It's
18 pretty, probably pretty close.

19
20 Moore: Big numbers.

21
22 Richman: Well, if you look at since '64 all the people that came to the Center and all the tours and
23 the drive-throughs and the direct experiences that I was in, all the open houses. I was involved with

1 every open house at Kennedy, the thousands of people that came to the open houses for employees.
2 We had people in the rafters in the VAB when we opened up the Space Center, the bicentennial
3 exposition during 1976. I told the center director, I said, other than my job, I said, I got a better job
4 than you do. I told him, rather than going to the launch site, the visitor center is going to be your
5 second home, because it's such a great experience out there, to see what's happening, being
6 involved with, with the public accommodations. I was really looking at public accommodations,
7 besides being the logistics person in my early days and using my engineering experience for, for
8 looking at supporting the press activities, supporting the guest activities, is to get the people wanting
9 to be involved, _____ being involved and also the public to be, how do you make their
10 experience a better experience? So I had a very good career. I can't, I could look back and say, boy,
11 that was great. And I don't know how many people who work their lives could say that.

12
13 Moore: It's been remarkable.

14
15 Richman: So I'm fortunate to the government. I don't know how many government employees
16 could say that either.

17
18 {laughter}

19
20 Richman: But I'm truthful. You know, I feel, I feel very strongly about it. I'm, I'm happy about what
21 I did.

1 Moore: Well, this has been excellent and I have a whole series of additional questions that I
2 want to, I we can, come back, I want to talk about the art program and I want to talk about some of
3 the individual facets. If we could find some time to get back together to do another interview. . .

4

5 Richman: Sure.

6

7 Moore: . . . to continue. That would be great. I appreciate it.