



1  
00:00:00,750 --> 00:00:12,549

[Music]

2  
00:00:17,189 --> 00:00:14,789

we choose to go to the moon in this

3  
00:00:19,590 --> 00:00:17,199

decade and do the other things not

4  
00:00:21,740 --> 00:00:19,600

because they are easy but because they

5  
00:00:44,270 --> 00:00:21,750

are hard

6  
00:02:27,270 --> 00:00:58,250

[Music]

7  
00:02:31,670 --> 00:02:29,750

so thanks for joining us today i'm janet

8  
00:02:34,150 --> 00:02:31,680

petro director of the kennedy space

9  
00:02:36,229 --> 00:02:34,160

center and i'm joined today virtually

10  
00:02:37,990 --> 00:02:36,239

and in person with others who have also

11  
00:02:40,630 --> 00:02:38,000

had the honor of serving the kennedy

12  
00:02:42,710 --> 00:02:40,640

space center in the same role

13  
00:02:43,990 --> 00:02:42,720

allow me to introduce our guests today

14

00:02:45,190 --> 00:02:44,000

although they really don't need an

15

00:02:46,949 --> 00:02:45,200

introduction

16

00:02:49,670 --> 00:02:46,959

with me here in the studio is jay

17

00:02:52,070 --> 00:02:49,680

honeycutt who served as a sixth director

18

00:02:54,470 --> 00:02:52,080

and also bill parsons who is the ninth

19

00:02:56,229 --> 00:02:54,480

director and thanks to our future work

20

00:02:58,949 --> 00:02:56,239

environment we've been able to bring in

21

00:03:01,509 --> 00:02:58,959

virtually roy bridges the seventh

22

00:03:04,390 --> 00:03:01,519

director and finally bob cabana who is

23

00:03:07,270 --> 00:03:04,400

ksc's tenth director thank you all for

24

00:03:09,830 --> 00:03:07,280

joining the panel today

25

00:03:12,390 --> 00:03:09,840

as we celebrate our 60th anniversary we

26  
00:03:13,990 --> 00:03:12,400  
hope those at ksc are able to walk away

27  
00:03:16,070 --> 00:03:14,000  
with a better understanding of our

28  
00:03:18,390 --> 00:03:16,080  
history and the leaders who have made

29  
00:03:20,949 --> 00:03:18,400  
this spaceport what it is today

30  
00:03:23,270 --> 00:03:20,959  
so roy um let me ask you i've heard you

31  
00:03:26,070 --> 00:03:23,280  
were one of the first people to envision

32  
00:03:27,910 --> 00:03:26,080  
ksc becoming a spaceport back in the day

33  
00:03:30,309 --> 00:03:27,920  
and you did a major reorganization at

34  
00:03:31,910 --> 00:03:30,319  
ksc back in 2000

35  
00:03:34,070 --> 00:03:31,920  
can you share what was driving your

36  
00:03:36,309 --> 00:03:34,080  
thoughts and planning during that time

37  
00:03:38,550 --> 00:03:36,319  
and how you feel about where ksc is

38  
00:03:41,830 --> 00:03:38,560

today being the multi-user spaceport

39

00:03:47,030 --> 00:03:44,229

yeah that was something that happened

40

00:03:48,789 --> 00:03:47,040

while we were having a an off site

41

00:03:51,670 --> 00:03:48,799

over a couple of days i went for an

42

00:03:53,990 --> 00:03:51,680

early morning run on the beach and

43

00:03:57,509 --> 00:03:54,000

we were looking for some vision of what

44

00:04:01,990 --> 00:03:57,519

ksc might become in the future and

45

00:04:04,229 --> 00:04:02,000

it just occurred to me that gosh

46

00:04:05,509 --> 00:04:04,239

we're just going to be one of many space

47

00:04:08,710 --> 00:04:05,519

ports

48

00:04:09,910 --> 00:04:08,720

what can we do to facilitate

49

00:04:12,550 --> 00:04:09,920

that

50

00:04:15,030 --> 00:04:12,560

what can we do in terms of

51  
00:04:17,030 --> 00:04:15,040  
research and development to make that

52  
00:04:18,789 --> 00:04:17,040  
more possible

53  
00:04:22,069 --> 00:04:18,799  
and today of course there's more than a

54  
00:04:23,350 --> 00:04:22,079  
dozen space sports in the us and

55  
00:04:25,830 --> 00:04:23,360  
many more

56  
00:04:26,790 --> 00:04:25,840  
totally around the world

57  
00:04:29,990 --> 00:04:26,800  
so

58  
00:04:31,830 --> 00:04:30,000  
i think that um

59  
00:04:34,510 --> 00:04:31,840  
doing that and thinking about this

60  
00:04:37,830 --> 00:04:34,520  
almost got me fired thinking about a

61  
00:04:40,150 --> 00:04:37,840  
multi-user spaceport

62  
00:04:42,070 --> 00:04:40,160  
the air force wanted to get rid of me

63  
00:04:43,350 --> 00:04:42,080

because they didn't want to lose control

64

00:04:45,830 --> 00:04:43,360

of their

65

00:04:48,310 --> 00:04:45,840

land and station and everything like

66

00:04:49,189 --> 00:04:48,320

that but you see today

67

00:04:54,830 --> 00:04:49,199

what

68

00:04:58,230 --> 00:04:54,840

of people who followed me and that is

69

00:05:01,189 --> 00:04:58,240

that we not only have multi-users there

70

00:05:04,230 --> 00:05:01,199

of our spaceport but we have

71

00:05:07,510 --> 00:05:04,240

also an industrial park that people

72

00:05:09,110 --> 00:05:07,520

thought i was crazy to advocate

73

00:05:11,590 --> 00:05:09,120

and

74

00:05:13,430 --> 00:05:11,600

hundreds of jobs

75

00:05:15,830 --> 00:05:13,440

so it's great for them

76

00:05:19,029 --> 00:05:15,840

ksc and it's great for the community and

77

00:05:20,070 --> 00:05:19,039

it's great for to advance our

78

00:05:23,029 --> 00:05:20,080

um

79

00:05:28,550 --> 00:05:25,270

capabilities

80

00:05:30,469 --> 00:05:28,560

you know roy thank you roy i was a gs 15

81

00:05:32,950 --> 00:05:30,479

back then when you were doing that and i

82

00:05:35,110 --> 00:05:32,960

was helping other people i was in small

83

00:05:36,790 --> 00:05:35,120

groups helping other people come up with

84

00:05:39,830 --> 00:05:36,800

some of the concepts and visions for

85

00:05:43,110 --> 00:05:39,840

that and i can honestly tell you

86

00:05:45,909 --> 00:05:43,120

we couldn't see what it would look like

87

00:05:47,830 --> 00:05:45,919

down the road but what an amazing

88

00:05:49,110 --> 00:05:47,840

concept you had and thought you had and

89

00:05:51,029 --> 00:05:49,120

vision you had

90

00:05:52,469 --> 00:05:51,039

and then you know really

91

00:05:54,469 --> 00:05:52,479

we needed

92

00:05:56,150 --> 00:05:54,479

bob cabana to kind of

93

00:05:57,270 --> 00:05:56,160

get into that place where we didn't have

94

00:05:59,189 --> 00:05:57,280

anything

95

00:06:01,430 --> 00:05:59,199

flying we didn't have a human space

96

00:06:03,110 --> 00:06:01,440

flight program really going at the time

97

00:06:05,590 --> 00:06:03,120

and he had to figure out other things to

98

00:06:07,670 --> 00:06:05,600

do and he was able to implement a lot of

99

00:06:10,309 --> 00:06:07,680

those points in that vision

100

00:06:11,830 --> 00:06:10,319

to make what happened happen so it was

101  
00:06:15,670 --> 00:06:11,840  
you know it's it's interesting that you

102  
00:06:18,309 --> 00:06:15,680  
go all the way from 2000 to 2022

103  
00:06:20,550 --> 00:06:18,319  
and you realize that in 22 years all the

104  
00:06:22,870 --> 00:06:20,560  
things we did that was that's just

105  
00:06:24,790 --> 00:06:22,880  
absolutely amazing great great vision

106  
00:06:27,110 --> 00:06:24,800  
though yeah i think uh roy you were

107  
00:06:29,270 --> 00:06:27,120  
probably uh ahead of your time and then

108  
00:06:30,790 --> 00:06:29,280  
i think uh like bill you said after the

109  
00:06:32,070 --> 00:06:30,800  
fly out of the shuttle program the

110  
00:06:34,469 --> 00:06:32,080  
opportunity

111  
00:06:37,029 --> 00:06:34,479  
and the um environment within the

112  
00:06:39,830 --> 00:06:37,039  
commercial industry allowed

113  
00:06:41,350 --> 00:06:39,840

bob to to kind of make that uh vision uh

114

00:06:43,749 --> 00:06:41,360

a reality

115

00:06:45,830 --> 00:06:43,759

um so bill let me ask you as you were

116

00:06:47,830 --> 00:06:45,840

leading kennedy as we were gearing up

117

00:06:49,270 --> 00:06:47,840

for the constellation program and then

118

00:06:51,189 --> 00:06:49,280

the shuttle program had already been

119

00:06:53,430 --> 00:06:51,199

approved to come to an end

120

00:06:55,430 --> 00:06:53,440

constellation which was a precursor to

121

00:06:58,230 --> 00:06:55,440

the artemis program was beginning its

122

00:07:00,710 --> 00:06:58,240

development and the orion spacecraft was

123

00:07:04,070 --> 00:07:00,720

designed for constellation how does it

124

00:07:06,230 --> 00:07:04,080

feel for you to see orion atop sls so

125

00:07:08,309 --> 00:07:06,240

close to taking its maiden voyage around

126

00:07:10,309 --> 00:07:08,319

the moon on the artemis program and and

127

00:07:11,110 --> 00:07:10,319

does it take you back

128

00:07:13,029 --> 00:07:11,120

well

129

00:07:13,909 --> 00:07:13,039

you know i was doing shuttle return to

130

00:07:16,309 --> 00:07:13,919

flight

131

00:07:19,029 --> 00:07:16,319

when sean o'keefe kind of came up with

132

00:07:21,510 --> 00:07:19,039

the vision a very simple vision is

133

00:07:24,390 --> 00:07:21,520

complete the international space station

134

00:07:27,350 --> 00:07:24,400

go back to the moon and on to mars and

135

00:07:29,909 --> 00:07:27,360

that was an easy concept but it we

136

00:07:32,309 --> 00:07:29,919

didn't know how we were going to do that

137

00:07:33,909 --> 00:07:32,319

the constellation program came around

138

00:07:36,070 --> 00:07:33,919

and you thought well okay this is going

139

00:07:38,469 --> 00:07:36,080

to be the first steps that we have and

140

00:07:40,309 --> 00:07:38,479

before you know it it's canceled and and

141

00:07:43,110 --> 00:07:40,319

you're not sure where we're going from

142

00:07:44,710 --> 00:07:43,120

there i'm amazed that

143

00:07:46,710 --> 00:07:44,720

sls

144

00:07:49,029 --> 00:07:46,720

got going that they've funded it that

145

00:07:51,110 --> 00:07:49,039

they've kept it funded for as long as

146

00:07:52,950 --> 00:07:51,120

they have and now the artemis is sitting

147

00:07:53,990 --> 00:07:52,960

out on the launch pad with orion sitting

148

00:07:55,990 --> 00:07:54,000

on top

149

00:07:57,749 --> 00:07:56,000

and and i was just talking to

150

00:07:59,670 --> 00:07:57,759

some of the folks that are uh that are

151

00:08:01,350 --> 00:07:59,680

doing the wet dress rehearsal

152

00:08:03,749 --> 00:08:01,360

and and they're just

153

00:08:05,110 --> 00:08:03,759

they're this close they're this close to

154

00:08:07,830 --> 00:08:05,120

getting this

155

00:08:10,629 --> 00:08:07,840

uh rocket off this off the pad

156

00:08:12,629 --> 00:08:10,639

and and i tell you it's gonna be amazing

157

00:08:14,550 --> 00:08:12,639

when we do and it's the beginning of

158

00:08:16,869 --> 00:08:14,560

another historical

159

00:08:19,189 --> 00:08:16,879

uh time in nasa where we're going to be

160

00:08:21,510 --> 00:08:19,199

going back to the moon and on to mars

161

00:08:23,510 --> 00:08:21,520

it's it's again one of those

162

00:08:25,029 --> 00:08:23,520

moments in time where we'll all look

163

00:08:27,270 --> 00:08:25,039

back and remember

164

00:08:30,070 --> 00:08:27,280

yep absolutely and i uh hear the

165

00:08:32,630 --> 00:08:30,080

excitement uh uh from the workforce uh

166

00:08:34,469 --> 00:08:32,640

here today about having on that vehicle

167

00:08:36,389 --> 00:08:34,479

at the pad looking forward to a

168

00:08:37,909 --> 00:08:36,399

successful uh wet dress and then and

169

00:08:40,870 --> 00:08:37,919

then the launch as you said is gonna be

170

00:08:42,630 --> 00:08:40,880

very exciting so bob i think you were in

171

00:08:45,110 --> 00:08:42,640

charge when consolation was canceled and

172

00:08:47,990 --> 00:08:45,120

that really was not a very fun time uh

173

00:08:49,670 --> 00:08:48,000

in the agency's history you also had the

174

00:08:52,389 --> 00:08:49,680

distinction of being the longest serving

175

00:08:54,550 --> 00:08:52,399

director in kennedy history your 10-year

176

00:08:56,470 --> 00:08:54,560

span the end of the shuttle program and

177

00:08:59,190 --> 00:08:56,480

a transition from a government-only

178

00:09:00,870 --> 00:08:59,200

facility to the multi-user spaceport so

179

00:09:02,630 --> 00:09:00,880

what was your philosophy in leading the

180

00:09:06,070 --> 00:09:02,640

center through one of the biggest

181

00:09:07,110 --> 00:09:06,080

changes in its history

182

00:09:08,630 --> 00:09:07,120

so

183

00:09:11,110 --> 00:09:08,640

you know first off

184

00:09:13,030 --> 00:09:11,120

an amazing team just absolutely

185

00:09:14,710 --> 00:09:13,040

privileged to have led such an amazing

186

00:09:16,070 --> 00:09:14,720

team and build that team

187

00:09:19,350 --> 00:09:16,080

you know i don't know if you remember

188

00:09:21,990 --> 00:09:19,360

but when i got to uh ksc in uh october

189

00:09:23,829 --> 00:09:22,000

of 2008 we still had

190

00:09:25,990 --> 00:09:23,839

12 shuttle missions we had to play out

191

00:09:27,670 --> 00:09:26,000

in my first all hands i said the shuttle

192

00:09:29,430 --> 00:09:27,680

program is going to end we have to start

193

00:09:30,949 --> 00:09:29,440

planning for our future

194

00:09:33,030 --> 00:09:30,959

and and nobody wanted to hear that

195

00:09:35,350 --> 00:09:33,040

everybody hates change but we can't get

196

00:09:38,310 --> 00:09:35,360

better without change and

197

00:09:41,030 --> 00:09:38,320

we had to start then and i think the

198

00:09:43,590 --> 00:09:41,040

hardest thing that we had to do was get

199

00:09:46,470 --> 00:09:43,600

everybody to own that vision for the

200

00:09:49,269 --> 00:09:46,480

future of what we could become you know

201

00:09:52,150 --> 00:09:49,279

roy had it back you know

202

00:09:55,269 --> 00:09:52,160

eight ten years before i got to uh to

203

00:09:56,949 --> 00:09:55,279

ksc but then being able to actually

204

00:09:58,630 --> 00:09:56,959

implement it having that fortune

205

00:10:01,030 --> 00:09:58,640

function of the shuttle coming to an end

206

00:10:01,750 --> 00:10:01,040

and then constellation being cancelled i

207

00:10:04,710 --> 00:10:01,760

mean

208

00:10:06,389 --> 00:10:04,720

man morel was at an all-time low at the

209

00:10:09,030 --> 00:10:06,399

end of the shuttle program i mean we

210

00:10:11,670 --> 00:10:09,040

laid off we went from a workforce of 15

211

00:10:13,670 --> 00:10:11,680

000 down to 7 500 in less than two years

212

00:10:15,110 --> 00:10:13,680

and it was a tough time

213

00:10:17,430 --> 00:10:15,120

but i i think

214

00:10:19,670 --> 00:10:17,440  
having that team come together

215

00:10:21,910 --> 00:10:19,680  
having a vision for the future and

216

00:10:24,710 --> 00:10:21,920  
clearly communicating that vision to the

217

00:10:27,829 --> 00:10:24,720  
team and then as we iterated it every

218

00:10:29,829 --> 00:10:27,839  
year refining it and moving forward to

219

00:10:32,470 --> 00:10:29,839  
try and implement it but i think the key

220

00:10:33,829 --> 00:10:32,480  
thing there is you know it comes down to

221

00:10:35,750 --> 00:10:33,839  
taking care of your people servant

222

00:10:37,350 --> 00:10:35,760  
leadership putting the welfare of the

223

00:10:39,350 --> 00:10:37,360  
team above your own

224

00:10:41,430 --> 00:10:39,360  
communicating a clear vision for the

225

00:10:43,350 --> 00:10:41,440  
future and getting the team to own that

226

00:10:45,110 --> 00:10:43,360

vision you can't direct it

227

00:10:47,190 --> 00:10:45,120

the team has to own it if you're really

228

00:10:48,870 --> 00:10:47,200

going to implement change and then

229

00:10:51,190 --> 00:10:48,880

then iterating it

230

00:10:53,350 --> 00:10:51,200

year by year moving forward so

231

00:10:54,949 --> 00:10:53,360

you know i i guess the

232

00:10:56,630 --> 00:10:54,959

the thing i would say is

233

00:10:58,069 --> 00:10:56,640

it comes down to

234

00:10:59,350 --> 00:10:58,079

getting the right people and the right

235

00:11:00,870 --> 00:10:59,360

jobs

236

00:11:03,509 --> 00:11:00,880

providing them clear direction on what

237

00:11:06,550 --> 00:11:03,519

you want to have happen letting them own

238

00:11:08,550 --> 00:11:06,560

that making sure they have the resources

239

00:11:10,389 --> 00:11:08,560

to be successful and then and turn them

240

00:11:12,630 --> 00:11:10,399

loose put their welfare above your own

241

00:11:14,470 --> 00:11:12,640

and have a have a clear vision of what

242

00:11:16,870 --> 00:11:14,480

you want to accomplish

243

00:11:19,509 --> 00:11:16,880

well and let me add let me add something

244

00:11:23,350 --> 00:11:19,519

there you know one of the things that

245

00:11:25,590 --> 00:11:23,360

i i know jay roy bob all of us know is

246

00:11:27,190 --> 00:11:25,600

that you're a member of this community

247

00:11:29,190 --> 00:11:27,200

and one of the hardest things in the

248

00:11:30,949 --> 00:11:29,200

world is to go to the publix and

249

00:11:32,790 --> 00:11:30,959

somebody walk up to you and say when am

250

00:11:34,550 --> 00:11:32,800

i when is my job coming to an end when

251  
00:11:36,389 --> 00:11:34,560  
am i going to get laid off

252  
00:11:37,829 --> 00:11:36,399  
and and i tell you

253  
00:11:40,230 --> 00:11:37,839  
i didn't have the

254  
00:11:42,630 --> 00:11:40,240  
i don't know if i had the

255  
00:11:45,110 --> 00:11:42,640  
courage to keep answering that question

256  
00:11:46,550 --> 00:11:45,120  
and for bob to come in and do that

257  
00:11:48,710 --> 00:11:46,560  
and and

258  
00:11:49,829 --> 00:11:48,720  
close down the shuttle program and move

259  
00:11:52,550 --> 00:11:49,839  
to the next

260  
00:11:54,790 --> 00:11:52,560  
um what whatever the future was was

261  
00:11:58,949 --> 00:11:54,800  
coming that was amazing because

262  
00:12:01,509 --> 00:11:58,959  
um it is not an easy thing to do to to

263  
00:12:04,150 --> 00:12:01,519

lay off 7 500 people i mean my goodness

264

00:12:07,509 --> 00:12:04,160

that that's difficult

265

00:12:09,430 --> 00:12:07,519

absolutely thank you for that uh

266

00:12:10,790 --> 00:12:09,440

bill and it was it was a challenging it

267

00:12:12,150 --> 00:12:10,800

was a challenging time and i can

268

00:12:14,310 --> 00:12:12,160

remember also

269

00:12:16,310 --> 00:12:14,320

at the grocery store people uh

270

00:12:18,389 --> 00:12:16,320

would say wait i thought nasa went away

271

00:12:21,030 --> 00:12:18,399

or i thought kennedy was uh closed and

272

00:12:23,430 --> 00:12:21,040

so how how you kept that messaging that

273

00:12:26,310 --> 00:12:23,440

no there was a bright future out there

274

00:12:29,509 --> 00:12:26,320

and working towards that bright future

275

00:12:31,670 --> 00:12:29,519

um roy let me go to you so you led ksc

276

00:12:32,870 --> 00:12:31,680

ksc through the loss and the recovery of

277

00:12:34,470 --> 00:12:32,880

colombia

278

00:12:36,470 --> 00:12:34,480

what are some of the things that have

279

00:12:38,470 --> 00:12:36,480

stayed with you regarding those the

280

00:12:41,110 --> 00:12:38,480

challenges of those days and the months

281

00:12:42,870 --> 00:12:41,120

of leading ksc through a another

282

00:12:48,710 --> 00:12:42,880

emotional period of dealing with the

283

00:12:54,470 --> 00:12:51,670

that was a very very tough time

284

00:12:59,670 --> 00:12:57,509

i spent a lot of time walking around to

285

00:13:03,350 --> 00:12:59,680

all of the shops

286

00:13:05,910 --> 00:13:03,360

and people there were mourning

287

00:13:08,230 --> 00:13:05,920

and their feelings were really right out

288

00:13:10,470 --> 00:13:08,240

there on their sleeve i mean you know

289

00:13:11,829 --> 00:13:10,480

for zappo i went to the shop where they

290

00:13:13,350 --> 00:13:11,839

were

291

00:13:14,949 --> 00:13:13,360

sewing the

292

00:13:17,430 --> 00:13:14,959

fabric the

293

00:13:20,470 --> 00:13:17,440

heat shielding fabric on the shuttle and

294

00:13:25,269 --> 00:13:20,480

they felt like they had had some

295

00:13:27,910 --> 00:13:25,279

role in causing the colombia to go down

296

00:13:30,550 --> 00:13:27,920

and i told them i said look we will get

297

00:13:33,590 --> 00:13:30,560

to the bottom of this

298

00:13:37,350 --> 00:13:33,600

and we did we had an amazing team from

299

00:13:39,430 --> 00:13:37,360

ksc supplemented by folks from many

300

00:13:41,110 --> 00:13:39,440

federal agencies and other centers that

301  
00:13:43,990 --> 00:13:41,120  
went out and

302  
00:13:45,910 --> 00:13:44,000  
basically found all the pieces of

303  
00:13:49,189 --> 00:13:45,920  
colombia

304  
00:13:52,389 --> 00:13:49,199  
and we brought those pieces home

305  
00:13:56,550 --> 00:13:52,399  
and we laid them out in the floor of

306  
00:14:00,870 --> 00:13:57,949  
found out

307  
00:14:02,310 --> 00:14:00,880  
conclusively exactly what happened and

308  
00:14:04,230 --> 00:14:02,320  
of course you all know the answer i

309  
00:14:06,550 --> 00:14:04,240  
won't get into that

310  
00:14:08,629 --> 00:14:06,560  
but i thought as a healing

311  
00:14:10,470 --> 00:14:08,639  
measure

312  
00:14:12,710 --> 00:14:10,480  
after we had finished all of the

313  
00:14:16,069 --> 00:14:12,720

recovery

314

00:14:17,189 --> 00:14:16,079

i had all of the people come out to that

315

00:14:19,110 --> 00:14:17,199

hangar

316

00:14:22,870 --> 00:14:19,120

on buses

317

00:14:25,430 --> 00:14:22,880

and walk through that wreckage

318

00:14:29,110 --> 00:14:25,440

so that they could see

319

00:14:32,550 --> 00:14:29,120

that we brought colombia home

320

00:14:36,069 --> 00:14:32,560

and we learn from it

321

00:14:37,910 --> 00:14:36,079

and we put those pieces up in the

322

00:14:40,870 --> 00:14:37,920

vab

323

00:14:43,350 --> 00:14:40,880

well organized so that we could support

324

00:14:45,110 --> 00:14:43,360

research and other

325

00:14:47,670 --> 00:14:45,120

endeavors

326

00:14:50,150 --> 00:14:47,680

in future years

327

00:14:53,509 --> 00:14:50,160

and i got credit a lot of this uh leader

328

00:14:55,509 --> 00:14:53,519

of our team was mike leinbach

329

00:14:58,470 --> 00:14:55,519

did a great job and he

330

00:14:59,910 --> 00:14:58,480

wrote up a lot of the details of this in

331

00:15:02,710 --> 00:14:59,920

a book

332

00:15:05,189 --> 00:15:02,720

called bringing columbia home

333

00:15:08,629 --> 00:15:05,199

a very emotional time and

334

00:15:12,790 --> 00:15:08,639

just to cap this off

335

00:15:15,269 --> 00:15:12,800

we had a memorial service for the people

336

00:15:17,750 --> 00:15:15,279

we lost on columbia

337

00:15:20,310 --> 00:15:17,760

out at the slf

338

00:15:22,629 --> 00:15:20,320

a lot of people from the center as well

339

00:15:24,829 --> 00:15:22,639

as you know even the governor of florida

340

00:15:27,430 --> 00:15:24,839

and all the other

341

00:15:30,310 --> 00:15:27,440

dignitaries and i remember that morning

342

00:15:32,230 --> 00:15:30,320

the weather was a little shaky and of

343

00:15:35,590 --> 00:15:32,240

course i had the world's best weather

344

00:15:37,670 --> 00:15:35,600

officer uh john maduro

345

00:15:39,509 --> 00:15:37,680

i got his feeling on hey is it gonna

346

00:15:41,110 --> 00:15:39,519

rain do we need to do this inside

347

00:15:43,990 --> 00:15:41,120

because i really wanted to do it on the

348

00:15:45,749 --> 00:15:44,000

runway gonna get the full effect of this

349

00:15:47,350 --> 00:15:45,759

and

350

00:15:48,949 --> 00:15:47,360

i finally decided we'll put on the

351

00:15:51,350 --> 00:15:48,959

runway come

352

00:15:53,430 --> 00:15:51,360

whatever and i'm sitting there and we're

353

00:15:56,470 --> 00:15:53,440

just getting started and i'm in the

354

00:15:58,550 --> 00:15:56,480

audience facing the governor of florida

355

00:16:01,749 --> 00:15:58,560

and a big raindrop hit me right on top

356

00:16:04,870 --> 00:16:01,759

of my head and i kind of flinched

357

00:16:05,990 --> 00:16:04,880

and governor florida had a big smile and

358

00:16:08,150 --> 00:16:06,000

i just

359

00:16:10,150 --> 00:16:08,160

put my hands up it you know it is what

360

00:16:12,230 --> 00:16:10,160

it is

361

00:16:13,670 --> 00:16:12,240

then at the exact time that columbia was

362

00:16:16,470 --> 00:16:13,680

supposed to land

363

00:16:18,150 --> 00:16:16,480

four t-38s came out of the fog right

364

00:16:21,670 --> 00:16:18,160

down the runway and

365

00:16:22,949 --> 00:16:21,680

pulled up into a missing man formation

366

00:16:24,870 --> 00:16:22,959

and i'll tell you

367

00:16:28,150 --> 00:16:24,880

very tough to keep my composure at that

368

00:16:33,269 --> 00:16:30,870

hey thank you for uh sharing that roy i

369

00:16:35,590 --> 00:16:33,279

know to this day um members of the

370

00:16:37,990 --> 00:16:35,600

workforce proudly talk about being a

371

00:16:39,430 --> 00:16:38,000

part of that recovery operation

372

00:16:41,670 --> 00:16:39,440

um and also

373

00:16:43,990 --> 00:16:41,680

as you know the columbia room is still

374

00:16:46,150 --> 00:16:44,000

open and there's a lot of interest and

375

00:16:48,230 --> 00:16:46,160

we have a lot of even our commercial

376

00:16:49,030 --> 00:16:48,240

partners want to go and kind of walk

377

00:16:50,150 --> 00:16:49,040

through

378

00:16:52,949 --> 00:16:50,160

and

379

00:16:55,350 --> 00:16:52,959

learn that lesson you know reflect on

380

00:16:57,509 --> 00:16:55,360

the job that they have at hand

381

00:17:01,269 --> 00:16:57,519

particularly in launching humans to

382

00:17:03,030 --> 00:17:01,279

space so thank you for um sharing that

383

00:17:04,949 --> 00:17:03,040

let me see hey janet i'd like to tip it

384

00:17:06,390 --> 00:17:04,959

in a little bit on that

385

00:17:07,350 --> 00:17:06,400

so uh

386

00:17:09,350 --> 00:17:07,360

you know

387

00:17:12,470 --> 00:17:09,360

i look back on it that was just a

388

00:17:14,710 --> 00:17:12,480

tremendously hard time and at the time

389

00:17:17,029 --> 00:17:14,720

we lost columbia i was the director of

390

00:17:19,909 --> 00:17:17,039

flight crew operations at

391

00:17:21,909 --> 00:17:19,919

jsc you know i will never forget being

392

00:17:22,949 --> 00:17:21,919

out at midfield waiting for columbia to

393

00:17:28,230 --> 00:17:22,959

come home

394

00:17:31,220 --> 00:17:28,240

and i did not realize how much that

395

00:17:33,029 --> 00:17:31,230

impacted me and affected me

396

00:17:34,870 --> 00:17:33,039

[Music]

397

00:17:36,630 --> 00:17:34,880

from that time forward

398

00:17:39,350 --> 00:17:36,640

but one of the things that i'm so proud

399

00:17:40,630 --> 00:17:39,360

of as the director of ksc is forever

400

00:17:45,909 --> 00:17:40,640

remembered

401  
00:17:48,310 --> 00:17:45,919  
atlantis facility in honoring uh the

402  
00:17:49,750 --> 00:17:48,320  
crews a challenger in colombia

403  
00:17:52,950 --> 00:17:49,760  
and having

404  
00:17:55,510 --> 00:17:52,960  
that flight hardware displayed and and

405  
00:17:57,110 --> 00:17:55,520  
seeing the recovery and telling the

406  
00:17:59,270 --> 00:17:57,120  
story of all the crew members and what

407  
00:18:01,430 --> 00:17:59,280  
happened and how we rose above it

408  
00:18:04,150 --> 00:18:01,440  
and when the families came and toured

409  
00:18:05,430 --> 00:18:04,160  
that that that brought healing to me and

410  
00:18:08,390 --> 00:18:05,440  
i i just

411  
00:18:10,230 --> 00:18:08,400  
what uh roy the way we treated colombia

412  
00:18:11,830 --> 00:18:10,240  
it was so different from challenger and

413  
00:18:14,470 --> 00:18:11,840

having it uh

414

00:18:16,230 --> 00:18:14,480

having it secured in the vehicle

415

00:18:18,789 --> 00:18:16,240

assembly building and bringing people

416

00:18:20,710 --> 00:18:18,799

through and helping folks learn from it

417

00:18:23,270 --> 00:18:20,720

i think that was really important so my

418

00:18:25,190 --> 00:18:23,280

hat's off to you for helping make that

419

00:18:28,230 --> 00:18:25,200

happen and i i just

420

00:18:30,549 --> 00:18:28,240

forever remember it is is really special

421

00:18:31,990 --> 00:18:30,559

hey hey janet i got a i got a question

422

00:18:32,950 --> 00:18:32,000

for you you know

423

00:18:35,510 --> 00:18:32,960

um

424

00:18:37,909 --> 00:18:35,520

we went through a pretty phenomenal

425

00:18:41,110 --> 00:18:37,919

transition together from the end of the

426

00:18:43,830 --> 00:18:41,120

shuttle to be in this multi-user

427

00:18:45,909 --> 00:18:43,840

spaceport that ksc is today and it's

428

00:18:47,669 --> 00:18:45,919

pretty amazing the long trade down there

429

00:18:49,270 --> 00:18:47,679

what what do you think about this

430

00:18:51,430 --> 00:18:49,280

increasing launch rate and what do you

431

00:18:53,350 --> 00:18:51,440

see for the future of ksc beyond where

432

00:18:55,270 --> 00:18:53,360

we are now

433

00:18:57,909 --> 00:18:55,280

well thank you bob for that question uh

434

00:19:01,029 --> 00:18:57,919

i'll start by saying we are super busy

435

00:19:03,270 --> 00:19:01,039

at uh ksc and the multi-user spaceport

436

00:19:05,430 --> 00:19:03,280

um as you mentioned we had uh 31

437

00:19:07,830 --> 00:19:05,440

launches last year and as as you all

438

00:19:09,990 --> 00:19:07,840

know we support every single launch

439

00:19:12,230 --> 00:19:10,000

whether it's on our property or on the

440

00:19:13,510 --> 00:19:12,240

property of the space force across uh

441

00:19:16,070 --> 00:19:13,520

the river

442

00:19:18,950 --> 00:19:16,080

um so we had 31 last year we have 67

443

00:19:20,390 --> 00:19:18,960

this year and it is um i i firmly

444

00:19:22,549 --> 00:19:20,400

believe that within the next couple

445

00:19:24,630 --> 00:19:22,559

years we will be over 100 launches a

446

00:19:26,390 --> 00:19:24,640

year which you know a couple even five

447

00:19:27,830 --> 00:19:26,400

years ago would have been

448

00:19:29,669 --> 00:19:27,840

unthinkable to think we would be

449

00:19:31,510 --> 00:19:29,679

supporting that many um

450

00:19:33,909 --> 00:19:31,520

launches but we have a whole bunch of

451  
00:19:36,390 --> 00:19:33,919  
partners with a whole bunch of interest

452  
00:19:38,549 --> 00:19:36,400  
in launching from our multi-user

453  
00:19:39,990 --> 00:19:38,559  
spaceport so our job is to make sure

454  
00:19:42,230 --> 00:19:40,000  
that we're supporting all of them

455  
00:19:43,990 --> 00:19:42,240  
whether it's the nasa programs or

456  
00:19:45,190 --> 00:19:44,000  
commercial partners

457  
00:19:47,430 --> 00:19:45,200  
in doing their

458  
00:19:50,630 --> 00:19:47,440  
launch and processing operations

459  
00:19:53,669 --> 00:19:50,640  
successfully what i really see happening

460  
00:19:56,630 --> 00:19:53,679  
even today is a consolidation of a lot

461  
00:19:59,270 --> 00:19:56,640  
of those uh processing operations at the

462  
00:20:00,950 --> 00:19:59,280  
kennedy space center a lot of companies

463  
00:20:03,909 --> 00:20:00,960

are thinking that they can bring their

464

00:20:05,110 --> 00:20:03,919

processing operations closer to the

465

00:20:06,390 --> 00:20:05,120

launch head

466

00:20:09,190 --> 00:20:06,400

then it becomes

467

00:20:11,110 --> 00:20:09,200

very uh much more efficient than if they

468

00:20:12,630 --> 00:20:11,120

process elements

469

00:20:14,870 --> 00:20:12,640

and then transport them down to the

470

00:20:16,630 --> 00:20:14,880

kennedy space center so you'll see

471

00:20:17,830 --> 00:20:16,640

blue origin

472

00:20:20,549 --> 00:20:17,840

i think it was

473

00:20:22,630 --> 00:20:20,559

roy mentioned an industrial park outside

474

00:20:24,230 --> 00:20:22,640

exploration park they they have a number

475

00:20:26,230 --> 00:20:24,240

of manufacturing facilities that

476

00:20:29,669 --> 00:20:26,240

dominate the landscape

477

00:20:31,669 --> 00:20:29,679

and within our controlled space uh here

478

00:20:33,990 --> 00:20:31,679

down at roberts road spacex is doing the

479

00:20:36,549 --> 00:20:34,000

same thing with their falcon 9

480

00:20:38,630 --> 00:20:36,559

refurbishment their faring recovery and

481

00:20:40,870 --> 00:20:38,640

their starship operations um that they

482

00:20:43,590 --> 00:20:40,880

are moving here consolidating

483

00:20:45,669 --> 00:20:43,600

their processing operations here on our

484

00:20:48,390 --> 00:20:45,679

center and artemis is doing the same

485

00:20:50,390 --> 00:20:48,400

thing there's a huge interest in the sls

486

00:20:52,710 --> 00:20:50,400

program and other elements of the

487

00:20:54,070 --> 00:20:52,720

artemis program to bring them here to

488

00:20:56,149 --> 00:20:54,080

the space center

489

00:20:58,390 --> 00:20:56,159

and process them here

490

00:21:00,789 --> 00:20:58,400

instead of at the remote location so as

491

00:21:04,070 --> 00:21:00,799

we go forward that's what i see more and

492

00:21:07,029 --> 00:21:04,080

more of is a consolidation of operations

493

00:21:08,310 --> 00:21:07,039

here and our job it's a big job still is

494

00:21:10,710 --> 00:21:08,320

to support

495

00:21:12,070 --> 00:21:10,720

and ensure that our nasa programs are

496

00:21:13,909 --> 00:21:12,080

successful

497

00:21:16,149 --> 00:21:13,919

and we rely on our commercial partners

498

00:21:17,830 --> 00:21:16,159

as part of the artemis program going

499

00:21:21,990 --> 00:21:17,840

forward so we've got to be successful uh

500

00:21:26,149 --> 00:21:23,669

okay so

501  
00:21:28,950 --> 00:21:26,159  
thank you bob for that question um so

502  
00:21:31,430 --> 00:21:28,960  
let me ask this uh when you assumed the

503  
00:21:33,350 --> 00:21:31,440  
position of center director did anybody

504  
00:21:35,270 --> 00:21:33,360  
give you one nugget of wisdom that

505  
00:21:38,470 --> 00:21:35,280  
helped set the stage for

506  
00:21:41,669 --> 00:21:38,480  
a new role and and leadership what

507  
00:21:43,909 --> 00:21:41,679  
wisdom did you pass on to your successor

508  
00:21:45,590 --> 00:21:43,919  
successor and bill i'm going to ask you

509  
00:21:49,110 --> 00:21:45,600  
and i'm going to keep you honest because

510  
00:21:50,630 --> 00:21:49,120  
uh you know i was there

511  
00:21:52,549 --> 00:21:50,640  
yes you were

512  
00:21:54,870 --> 00:21:52,559  
you know probably

513  
00:21:57,270 --> 00:21:54,880

i've gotten it first of all let me take

514

00:21:59,110 --> 00:21:57,280

this occasion to to say what an honor

515

00:22:01,270 --> 00:21:59,120

and privilege it is to be here with

516

00:22:02,950 --> 00:22:01,280

these center directors

517

00:22:04,950 --> 00:22:02,960

um and former center directors and

518

00:22:06,310 --> 00:22:04,960

center director of the kennedy space

519

00:22:08,870 --> 00:22:06,320

center um

520

00:22:10,549 --> 00:22:08,880

not only have they been my mentors

521

00:22:12,310 --> 00:22:10,559

throughout my career

522

00:22:14,149 --> 00:22:12,320

they've been my friends and they've been

523

00:22:16,149 --> 00:22:14,159

my colleagues and and i can just tell

524

00:22:18,870 --> 00:22:16,159

you each and every one of them have

525

00:22:20,710 --> 00:22:18,880

provided me with advice and guidance

526

00:22:21,669 --> 00:22:20,720

throughout my life and throughout my

527

00:22:22,789 --> 00:22:21,679

career

528

00:22:25,590 --> 00:22:22,799

um

529

00:22:27,430 --> 00:22:25,600

really really tell you that that i i

530

00:22:28,470 --> 00:22:27,440

really appreciate each and every one of

531

00:22:31,029 --> 00:22:28,480

you and all the things you've

532

00:22:33,110 --> 00:22:31,039

accomplished and helped me accomplish

533

00:22:35,270 --> 00:22:33,120

throughout this uh this time

534

00:22:37,190 --> 00:22:35,280

the the one thing i would say is

535

00:22:39,990 --> 00:22:37,200

jay honeycutt probably had more

536

00:22:41,750 --> 00:22:40,000

influence over me than most and i spent

537

00:22:44,149 --> 00:22:41,760

a lot of time with jay jay

538

00:22:46,549 --> 00:22:44,159

asked me to be his management intern

539

00:22:48,230 --> 00:22:46,559

and he told me at the time he said

540

00:22:50,470 --> 00:22:48,240

bill this is a

541

00:22:52,789 --> 00:22:50,480

maybe a six month assignment if it's

542

00:22:54,310 --> 00:22:52,799

four months don't get your feelings hurt

543

00:22:55,110 --> 00:22:54,320

if it's eight months don't get the big

544

00:22:57,029 --> 00:22:55,120

head

545

00:22:57,909 --> 00:22:57,039

and so uh you know that was kind of the

546

00:23:00,230 --> 00:22:57,919

first

547

00:23:02,070 --> 00:23:00,240

part of that it turned out that at that

548

00:23:04,230 --> 00:23:02,080

period of time in his career jay was

549

00:23:05,669 --> 00:23:04,240

getting ready to be asked to take over

550

00:23:07,110 --> 00:23:05,679

from bob crippen and be the center

551  
00:23:09,110 --> 00:23:07,120  
director

552  
00:23:10,870 --> 00:23:09,120  
and jay asked me to stay on a little bit

553  
00:23:13,110 --> 00:23:10,880  
longer so i spent

554  
00:23:14,149 --> 00:23:13,120  
a long period of time with jay getting

555  
00:23:16,549 --> 00:23:14,159  
to watch

556  
00:23:18,950 --> 00:23:16,559  
how nasa worked and the inner workings

557  
00:23:20,470 --> 00:23:18,960  
of the leadership of nasa he introduced

558  
00:23:23,750 --> 00:23:20,480  
me to some of the

559  
00:23:25,590 --> 00:23:23,760  
finest people i'll ever ever know and

560  
00:23:27,430 --> 00:23:25,600  
and people that helped my career from

561  
00:23:28,789 --> 00:23:27,440  
that point forward but i i think the

562  
00:23:31,190 --> 00:23:28,799  
biggest

563  
00:23:33,510 --> 00:23:31,200

thing i learned from jay was tell me how

564

00:23:35,830 --> 00:23:33,520

you can not why you can't and i i think

565

00:23:37,029 --> 00:23:35,840

we all a lot of his management interns

566

00:23:39,190 --> 00:23:37,039

as bubbas

567

00:23:41,750 --> 00:23:39,200

all can say that one because we all

568

00:23:44,070 --> 00:23:41,760

remember that was beat into us is tell

569

00:23:46,070 --> 00:23:44,080

me how you can not why you can't it

570

00:23:47,590 --> 00:23:46,080

might be that he can't afford it or we

571

00:23:49,590 --> 00:23:47,600

can't

572

00:23:51,990 --> 00:23:49,600

we don't have enough time to do it but

573

00:23:54,310 --> 00:23:52,000

there's a way to do it just tell me the

574

00:23:56,470 --> 00:23:54,320

way to do it and then i'll decide if if

575

00:23:59,430 --> 00:23:56,480

we can do if we do it or if we don't do

576

00:24:01,990 --> 00:23:59,440

it and so we approached a lot of

577

00:24:04,390 --> 00:24:02,000

problems in a lot of situations

578

00:24:06,070 --> 00:24:04,400

with that philosophy in mind so that

579

00:24:08,950 --> 00:24:06,080

that was the one piece that i got yeah

580

00:24:10,870 --> 00:24:08,960

the yes if uh answer instead of uh no we

581

00:24:13,510 --> 00:24:10,880

can't do it it's uh leaning forward so

582

00:24:15,669 --> 00:24:13,520

jay uh any nuggets of wisdom uh that you

583

00:24:18,789 --> 00:24:15,679

got from mentors or you want to pass on

584

00:24:22,310 --> 00:24:18,799

well my biggest mentor was

585

00:24:24,070 --> 00:24:22,320

george abbey adam houston who was the

586

00:24:27,110 --> 00:24:24,080

director of

587

00:24:29,350 --> 00:24:27,120

the johnson center for a number of years

588

00:24:30,549 --> 00:24:29,360

and who i've served as a management

589

00:24:32,950 --> 00:24:30,559

intern

590

00:24:34,870 --> 00:24:32,960

for and george

591

00:24:36,630 --> 00:24:34,880

i learned more from him than anybody

592

00:24:38,310 --> 00:24:36,640

else i ever worked for

593

00:24:40,070 --> 00:24:38,320

i i tried to

594

00:24:42,310 --> 00:24:40,080

implement some of it

595

00:24:43,110 --> 00:24:42,320

i wasn't capable of implementing all of

596

00:24:45,350 --> 00:24:43,120

the

597

00:24:46,470 --> 00:24:45,360

things that he was able to do but

598

00:24:48,470 --> 00:24:46,480

but

599

00:24:50,230 --> 00:24:48,480

if i needed help i pretty much got it

600

00:24:54,549 --> 00:24:50,240

from him

601  
00:24:58,070 --> 00:24:55,510  
well

602  
00:25:00,710 --> 00:24:58,080  
the thing that stuck with me

603  
00:25:02,630 --> 00:25:00,720  
the most is

604  
00:25:04,710 --> 00:25:02,640  
a little saying

605  
00:25:06,710 --> 00:25:04,720  
if you're not successful on the first

606  
00:25:10,310 --> 00:25:06,720  
try

607  
00:25:12,950 --> 00:25:10,320  
and that

608  
00:25:16,070 --> 00:25:12,960  
was uh really

609  
00:25:18,149 --> 00:25:16,080  
i i i saw that in my life because i

610  
00:25:21,350 --> 00:25:18,159  
wanted to be an aviator i wanted to be a

611  
00:25:23,669 --> 00:25:21,360  
test pilot i wanted to be an astronaut

612  
00:25:26,149 --> 00:25:23,679  
and at pilot training my first nine

613  
00:25:30,149 --> 00:25:26,159

flights i got a fair which is just one

614

00:25:33,830 --> 00:25:30,159

step above you know failing

615

00:25:35,830 --> 00:25:33,840

my tenth flight was a washout check ride

616

00:25:38,470 --> 00:25:35,840

i got an excellent on that ride and i

617

00:25:39,669 --> 00:25:38,480

never looked back

618

00:25:42,149 --> 00:25:39,679

so

619

00:25:45,750 --> 00:25:42,159

i think that's true in

620

00:25:49,190 --> 00:25:45,760

all of our lives in that we're going to

621

00:25:51,909 --> 00:25:49,200

run into some difficult situations

622

00:25:53,029 --> 00:25:51,919

and it may take a couple of tries before

623

00:25:55,110 --> 00:25:53,039

we

624

00:25:56,870 --> 00:25:55,120

get it right

625

00:25:59,350 --> 00:25:56,880

and of course

626  
00:26:02,390 --> 00:25:59,360  
as people have already said on

627  
00:26:04,950 --> 00:26:02,400  
uh here this morning that

628  
00:26:07,590 --> 00:26:04,960  
it's a team effort

629  
00:26:09,510 --> 00:26:07,600  
so it's the team getting it right that

630  
00:26:10,789 --> 00:26:09,520  
at the end of the day makes the biggest

631  
00:26:12,230 --> 00:26:10,799  
difference

632  
00:26:17,510 --> 00:26:12,240  
thank you

633  
00:26:19,909 --> 00:26:17,520  
you'd like to add

634  
00:26:23,830 --> 00:26:19,919  
well you know i've been uh privileged to

635  
00:26:25,350 --> 00:26:23,840  
work uh for so many uh great leaders

636  
00:26:28,070 --> 00:26:25,360  
over the years

637  
00:26:30,230 --> 00:26:28,080  
um i think you know i look back on some

638  
00:26:32,710 --> 00:26:30,240

center directors that aren't here and

639

00:26:34,470 --> 00:26:32,720

forest mccartney was someone that

640

00:26:36,830 --> 00:26:34,480

was really looked up to

641

00:26:39,750 --> 00:26:36,840

when he was leading the kennedy space

642

00:26:41,830 --> 00:26:39,760

center and i i think one of the biggest

643

00:26:43,909 --> 00:26:41,840

things that i took away from what i saw

644

00:26:46,630 --> 00:26:43,919

with forbes and what i've gotten from

645

00:26:49,510 --> 00:26:46,640

other leaders is that you really need to

646

00:26:52,710 --> 00:26:49,520

get out of that corner office you can't

647

00:26:55,029 --> 00:26:52,720

run a center you can't be a leader

648

00:26:57,510 --> 00:26:55,039

sitting in meetings all the time

649

00:26:59,510 --> 00:26:57,520

you have to get out and meet the people

650

00:27:01,430 --> 00:26:59,520

you have to talk to them you have to

651  
00:27:04,789 --> 00:27:01,440  
allow them to show you what they're

652  
00:27:06,870 --> 00:27:04,799  
doing you have to genuinely care about

653  
00:27:09,350 --> 00:27:06,880  
the health and welfare of the team that

654  
00:27:12,710 --> 00:27:09,360  
you're privileged to lead and i i think

655  
00:27:14,549 --> 00:27:12,720  
that more than anything uh i i hope you

656  
00:27:15,909 --> 00:27:14,559  
know that's how i'm remembered

657  
00:27:18,789 --> 00:27:15,919  
at ksc

658  
00:27:20,470 --> 00:27:18,799  
that i genuinely cared about the team

659  
00:27:23,190 --> 00:27:20,480  
and helped us move forward under some

660  
00:27:23,990 --> 00:27:23,200  
difficult circumstances and i go along

661  
00:27:26,789 --> 00:27:24,000  
with

662  
00:27:29,029 --> 00:27:26,799  
what roy said is in in judging people

663  
00:27:31,110 --> 00:27:29,039

the people that work for you

664

00:27:33,269 --> 00:27:31,120

not everybody's going to be successful

665

00:27:35,190 --> 00:27:33,279

on the first try and the true measure of

666

00:27:37,269 --> 00:27:35,200

a person is not the mistakes that he or

667

00:27:39,029 --> 00:27:37,279

she makes it's how did they respond to

668

00:27:40,870 --> 00:27:39,039

them do they let them mire them down in

669

00:27:43,029 --> 00:27:40,880

a mug or do they rise above them and go

670

00:27:44,870 --> 00:27:43,039

on to do greater things

671

00:27:46,710 --> 00:27:44,880

and uh you know

672

00:27:49,350 --> 00:27:46,720

yeah you got to be

673

00:27:50,789 --> 00:27:49,360

you got gotta challenge folks okay and

674

00:27:52,789 --> 00:27:50,799

there's a difference between somebody

675

00:27:54,950 --> 00:27:52,799

who makes a mistake and somebody who's

676

00:27:56,870 --> 00:27:54,960

willfully negligent but people aren't

677

00:27:58,310 --> 00:27:56,880

going to make mistakes

678

00:28:00,710 --> 00:27:58,320

make sure that they make mistakes on

679

00:28:03,110 --> 00:28:00,720

little things that they learn from and

680

00:28:05,269 --> 00:28:03,120

that they uh when they're in charge of

681

00:28:06,789 --> 00:28:05,279

something big and it's really expensive

682

00:28:08,549 --> 00:28:06,799

that they've learned

683

00:28:11,190 --> 00:28:08,559

on those smaller projects so that they

684

00:28:12,470 --> 00:28:11,200

can do well on the larger ones but uh

685

00:28:15,590 --> 00:28:12,480

you know

686

00:28:17,430 --> 00:28:15,600

be be understanding also

687

00:28:19,110 --> 00:28:17,440

i think the biggest mistake i ever made

688

00:28:22,310 --> 00:28:19,120

was telling jay honeycutt i could drink

689

00:28:23,830 --> 00:28:22,320

red wine all night long

690

00:28:29,110 --> 00:28:23,840

did you prove it

691

00:28:33,669 --> 00:28:30,789

oh that's great

692

00:28:35,510 --> 00:28:33,679

um yeah could i just jump yeah can i say

693

00:28:37,190 --> 00:28:35,520

one thing here

694

00:28:39,510 --> 00:28:37,200

so uh

695

00:28:42,470 --> 00:28:39,520

bob mentioned forest mccartney and

696

00:28:44,630 --> 00:28:42,480

forrest was still at ksc we had an

697

00:28:47,190 --> 00:28:44,640

office in a little trailer

698

00:28:48,789 --> 00:28:47,200

down at cape canaveral and

699

00:28:51,350 --> 00:28:48,799

every couple of weeks i would go down

700

00:28:53,590 --> 00:28:51,360

and have lunch with forest and

701  
00:28:54,789 --> 00:28:53,600  
let him tell me everything i was doing

702  
00:28:56,950 --> 00:28:54,799  
wrong

703  
00:28:59,269 --> 00:28:56,960  
that was always very very helpful to me

704  
00:29:00,630 --> 00:28:59,279  
i always really enjoyed forest

705  
00:29:05,909 --> 00:29:00,640  
thank you

706  
00:29:08,950 --> 00:29:05,919  
still bob he was it before and he is now

707  
00:29:11,909 --> 00:29:08,960  
so i get i get that uh same feeling uh

708  
00:29:14,630 --> 00:29:11,919  
but a lot a lot of support there um let

709  
00:29:16,470 --> 00:29:14,640  
me see so roy uh

710  
00:29:18,149 --> 00:29:16,480  
you are the only center director that

711  
00:29:20,630 --> 00:29:18,159  
i'm aware of that has a piece of

712  
00:29:22,870 --> 00:29:20,640  
infrastructure named after you

713  
00:29:25,750 --> 00:29:22,880

and i'm told that when the team was

714

00:29:27,909 --> 00:29:25,760

seeking approval at the agency level to

715

00:29:29,830 --> 00:29:27,919

have something named after you

716

00:29:32,710 --> 00:29:29,840

they were told something to the effect

717

00:29:35,029 --> 00:29:32,720

of as long as the name ends in the word

718

00:29:36,470 --> 00:29:35,039

bridge you are approved for this so do

719

00:29:39,430 --> 00:29:36,480

you have any thoughts or comments on

720

00:29:44,789 --> 00:29:41,590

okay well you know this started out as

721

00:29:47,430 --> 00:29:44,799

somewhat of a joke um i'm at my going

722

00:29:49,350 --> 00:29:47,440

away party and all of a sudden jim

723

00:29:52,230 --> 00:29:49,360

kennedy who followed me as center

724

00:29:56,310 --> 00:29:52,240

director sorry i can't be here today

725

00:29:58,610 --> 00:29:56,320

announced this uh naming of the bridge

726

00:29:59,909 --> 00:29:58,620

over banana river after me

727

00:30:01,669 --> 00:29:59,919

[Music]

728

00:30:04,389 --> 00:30:01,679

and i thought it was kind of a joke but

729

00:30:06,149 --> 00:30:04,399

then they went out and put a sign up and

730

00:30:08,389 --> 00:30:06,159

you know

731

00:30:10,789 --> 00:30:08,399

this had a lot of people said hey i just

732

00:30:13,669 --> 00:30:10,799

went over your bridge

733

00:30:15,750 --> 00:30:13,679

now the amazing thing is about two weeks

734

00:30:17,830 --> 00:30:15,760

ago

735

00:30:20,070 --> 00:30:17,840

i went down to my hometown of

736

00:30:22,630 --> 00:30:20,080

gainesville georgia

737

00:30:24,950 --> 00:30:22,640

and can you imagine after more than 50

738

00:30:27,669 --> 00:30:24,960

years

739

00:30:29,029 --> 00:30:27,679

the town of gainesville georgia

740

00:30:31,830 --> 00:30:29,039

had me down

741

00:30:34,630 --> 00:30:31,840

to unveil a street sign

742

00:30:36,630 --> 00:30:34,640

so there in in georgia there's now a

743

00:30:39,269 --> 00:30:36,640

major general roy

744

00:30:41,269 --> 00:30:39,279

bridges boulevard

745

00:30:43,190 --> 00:30:41,279

it sounds like a really big street but

746

00:30:44,470 --> 00:30:43,200

it's actually a really dinky little

747

00:30:47,110 --> 00:30:44,480

street

748

00:30:50,230 --> 00:30:47,120

connecting a major thoroughfare to us to

749

00:30:52,630 --> 00:30:50,240

a georgia exploration academy which is

750

00:30:55,269 --> 00:30:52,640

kind of associated with uh

751  
00:30:57,669 --> 00:30:55,279  
nasa's stem program

752  
00:30:59,669 --> 00:30:57,679  
so yeah this is really special to me and

753  
00:31:01,509 --> 00:30:59,679  
i will tell you that i know it didn't

754  
00:31:03,269 --> 00:31:01,519  
work out for more than the first 10

755  
00:31:05,590 --> 00:31:03,279  
years but but

756  
00:31:07,430 --> 00:31:05,600  
working with cape canaveral in the air

757  
00:31:09,509 --> 00:31:07,440  
force

758  
00:31:14,389 --> 00:31:09,519  
to

759  
00:31:16,070 --> 00:31:14,399  
infrastructure both ksc and cape

760  
00:31:18,630 --> 00:31:16,080  
canaveral

761  
00:31:20,549 --> 00:31:18,640  
really was um

762  
00:31:21,750 --> 00:31:20,559  
amazingly

763  
00:31:23,269 --> 00:31:21,760

helpful

764

00:31:25,669 --> 00:31:23,279

because we were going through this

765

00:31:27,990 --> 00:31:25,679

existentialist

766

00:31:31,430 --> 00:31:28,000

experience of trying to go from 2500

767

00:31:33,669 --> 00:31:31,440

people civil servants down to 1490

768

00:31:35,909 --> 00:31:33,679

in a few years and

769

00:31:37,830 --> 00:31:35,919

i needed to save our best and brightest

770

00:31:38,549 --> 00:31:37,840

for the future

771

00:31:39,830 --> 00:31:38,559

and

772

00:31:42,710 --> 00:31:39,840

you know

773

00:31:45,350 --> 00:31:42,720

managing infrastructure was not the most

774

00:31:48,070 --> 00:31:45,360

important thing for that future

775

00:31:51,190 --> 00:31:48,080

so the first day of this contract of

776

00:31:54,149 --> 00:31:51,200

bridging the river so to speak of

777

00:31:55,990 --> 00:31:54,159

ksc and cape canaveral we hired 500

778

00:31:56,789 --> 00:31:56,000

fewer people

779

00:31:59,669 --> 00:31:56,799

and

780

00:32:01,909 --> 00:31:59,679

the nasa administrator dan golden

781

00:32:03,269 --> 00:32:01,919

was so skeptical of this concept that he

782

00:32:05,269 --> 00:32:03,279

said look

783

00:32:07,830 --> 00:32:05,279

as an incentive

784

00:32:10,950 --> 00:32:07,840

if you can do this i'll let you keep all

785

00:32:13,190 --> 00:32:10,960

the money in the budget that you save

786

00:32:16,549 --> 00:32:13,200

and we saved

787

00:32:18,870 --> 00:32:16,559

over 70 million dollars over that

788

00:32:21,509 --> 00:32:18,880

excuse me that period of time

789

00:32:23,830 --> 00:32:21,519

that we're able to invest in strategic

790

00:32:24,870 --> 00:32:23,840

projects at ksc

791

00:32:27,590 --> 00:32:24,880

to

792

00:32:29,350 --> 00:32:27,600

help our people see that we

793

00:32:31,990 --> 00:32:29,360

have a future

794

00:32:34,149 --> 00:32:32,000

and we can do some great things for this

795

00:32:35,830 --> 00:32:34,159

nation

796

00:32:39,269 --> 00:32:35,840

well thank you for that and i will tell

797

00:32:41,350 --> 00:32:39,279

you the the the uh your namesake bridge

798

00:32:43,590 --> 00:32:41,360

the roy d bridges bridge a sign still

799

00:32:45,590 --> 00:32:43,600

there and um it it's not going to be

800

00:32:47,830 --> 00:32:45,600

small and dinky we are going to uh

801  
00:32:49,590 --> 00:32:47,840  
eventually make it a lot bigger and

802  
00:32:52,470 --> 00:32:49,600  
start bringing some uh

803  
00:32:54,310 --> 00:32:52,480  
payload uh payloads uh uh and heavy

804  
00:32:56,310 --> 00:32:54,320  
lifting things over we've been um

805  
00:32:58,389 --> 00:32:56,320  
talking with the uh space force about

806  
00:32:59,909 --> 00:32:58,399  
that because a number of our partners

807  
00:33:02,950 --> 00:32:59,919  
want to do that so we'll see it may

808  
00:33:04,549 --> 00:33:02,960  
become a pretty important bridge uh in

809  
00:33:07,669 --> 00:33:04,559  
the future

810  
00:33:09,669 --> 00:33:07,679  
so um let me see let me ask a question

811  
00:33:11,750 --> 00:33:09,679  
what's a standout moment from your

812  
00:33:15,269 --> 00:33:11,760  
career that makes you feel the most

813  
00:33:17,269 --> 00:33:15,279

proud and jay let me start with you

814

00:33:19,190 --> 00:33:17,279

uh

815

00:33:21,190 --> 00:33:19,200

well as old as i am i hit a lot of them

816

00:33:23,190 --> 00:33:21,200

but um

817

00:33:25,669 --> 00:33:23,200

i think there's uh

818

00:33:27,909 --> 00:33:25,679

there's there's one thing that it's not

819

00:33:28,789 --> 00:33:27,919

very well known about the kennedy space

820

00:33:32,149 --> 00:33:28,799

center

821

00:33:33,830 --> 00:33:32,159

that's probably as important as anything

822

00:33:36,149 --> 00:33:33,840

it ever done

823

00:33:39,909 --> 00:33:36,159

it's ever done and

824

00:33:42,310 --> 00:33:39,919

and that is when when space station was

825

00:33:44,389 --> 00:33:42,320

was being built back in the late

826

00:33:46,470 --> 00:33:44,399

90s it was a mess

827

00:33:47,830 --> 00:33:46,480

and and george abbey and others out in

828

00:33:49,990 --> 00:33:47,840

houston were

829

00:33:53,029 --> 00:33:50,000

were trying to get the contractors all

830

00:33:55,750 --> 00:33:53,039

pulled together and and and get the

831

00:33:57,269 --> 00:33:55,760

hardware in in line to uh

832

00:33:58,950 --> 00:33:57,279

to meet any of the goals they couldn't

833

00:34:00,549 --> 00:33:58,960

get the node out of

834

00:34:01,669 --> 00:34:00,559

huntsville they couldn't get anything

835

00:34:03,669 --> 00:34:01,679

out of uh

836

00:34:04,950 --> 00:34:03,679

the people out in california so george

837

00:34:06,870 --> 00:34:04,960

called

838

00:34:08,550 --> 00:34:06,880

and uh

839

00:34:10,389 --> 00:34:08,560

and he said hey i got a lot of people

840

00:34:12,950 --> 00:34:10,399

out here that know this hardware but

841

00:34:13,669 --> 00:34:12,960

they only know it as a schematic

842

00:34:17,270 --> 00:34:13,679

you

843

00:34:18,149 --> 00:34:17,280

actually know hardware as hardware how

844

00:34:21,030 --> 00:34:18,159

about

845

00:34:23,430 --> 00:34:21,040

loaning me some of them and uh

846

00:34:25,109 --> 00:34:23,440

and uh let them go into these factories

847

00:34:27,270 --> 00:34:25,119

and see if they can figure out what's

848

00:34:29,669 --> 00:34:27,280

going on

849

00:34:31,990 --> 00:34:29,679

so i called tip talon over to my office

850

00:34:34,389 --> 00:34:32,000

and i made somewhat of a mistake

851

00:34:36,470 --> 00:34:34,399

i told him he had 15 first round draft

852

00:34:37,669 --> 00:34:36,480

choices

853

00:34:40,230 --> 00:34:37,679

to go

854

00:34:41,990 --> 00:34:40,240

pick from on the center and

855

00:34:44,950 --> 00:34:42,000

and go see if they can do that first one

856

00:34:47,750 --> 00:34:44,960

he got was bill then he got nicole scott

857

00:34:49,030 --> 00:34:47,760

scott then he got bill dowdell don

858

00:34:50,389 --> 00:34:49,040

tribal and

859

00:34:53,030 --> 00:34:50,399

and several others

860

00:34:54,790 --> 00:34:53,040

uh that that i can't remember to mention

861

00:34:56,710 --> 00:34:54,800

and they went into the

862

00:34:57,750 --> 00:34:56,720

to the factories and started pointing

863

00:34:58,950 --> 00:34:57,760

out to

864

00:35:01,510 --> 00:34:58,960

to

865

00:35:03,510 --> 00:35:01,520

office

866

00:35:05,430 --> 00:35:03,520

what what was wrong with all these

867

00:35:06,710 --> 00:35:05,440

factories and why the hardware couldn't

868

00:35:08,870 --> 00:35:06,720

get out there

869

00:35:10,150 --> 00:35:08,880

and today george abbey will tell you

870

00:35:12,790 --> 00:35:10,160

that that was

871

00:35:15,349 --> 00:35:12,800

perhaps the most significant thing that

872

00:35:16,790 --> 00:35:15,359

was able to be accomplished to get

873

00:35:20,150 --> 00:35:16,800

the space station

874

00:35:21,990 --> 00:35:20,160

built flown and assembled

875

00:35:23,750 --> 00:35:22,000

and people talk about that still to this

876

00:35:24,950 --> 00:35:23,760

day of uh going back to the factories

877

00:35:26,630 --> 00:35:24,960

and doing that and i know bill if you

878

00:35:28,550 --> 00:35:26,640

wanted to jump in here and talk about

879

00:35:30,069 --> 00:35:28,560

that experience i just say that he

880

00:35:32,230 --> 00:35:30,079

picked some of the well first of all

881

00:35:33,670 --> 00:35:32,240

pick and tip to lead that was the best

882

00:35:35,270 --> 00:35:33,680

thing he could have ever done and then

883

00:35:37,430 --> 00:35:35,280

tip when picked

884

00:35:39,270 --> 00:35:37,440

15 first round draft choices and i can

885

00:35:41,829 --> 00:35:39,280

honestly tell you that when you're

886

00:35:44,630 --> 00:35:41,839

surrounded by excellence surrounded by

887

00:35:47,829 --> 00:35:44,640

that kind of talent it's hard not to be

888

00:35:49,910 --> 00:35:47,839

successful and we we were

889

00:35:51,349 --> 00:35:49,920

we were sent out to do a job and we were

890

00:35:53,670 --> 00:35:51,359

supported

891

00:35:54,790 --> 00:35:53,680

tremendously from upper level management

892

00:35:57,190 --> 00:35:54,800

i mean

893

00:36:01,270 --> 00:35:57,200

between jay and george abbey and and all

894

00:36:03,670 --> 00:36:01,280

those folks we had complete 100 support

895

00:36:05,829 --> 00:36:03,680

and it was the reason that we were able

896

00:36:06,870 --> 00:36:05,839

to do that i'll tell you

897

00:36:09,270 --> 00:36:06,880

um

898

00:36:11,109 --> 00:36:09,280

we we all remember that as some of our

899

00:36:13,510 --> 00:36:11,119

biggest accomplishments that we've we

900

00:36:15,030 --> 00:36:13,520

ever had

901  
00:36:17,750 --> 00:36:15,040  
and and i and

902  
00:36:20,950 --> 00:36:17,760  
go ahead bob i'm sorry i i just got to

903  
00:36:24,790 --> 00:36:20,960  
say so i i remember you know that first

904  
00:36:27,270 --> 00:36:24,800  
flight and if you all remember the whole

905  
00:36:29,349 --> 00:36:27,280  
process was going to be ship and shoot

906  
00:36:31,990 --> 00:36:29,359  
build it ship it to ksc shoot it to

907  
00:36:33,990 --> 00:36:32,000  
space and it was all going to work

908  
00:36:36,790 --> 00:36:34,000  
and we ended up doing the mission

909  
00:36:40,310 --> 00:36:36,800  
essential integration test meit down to

910  
00:36:42,470 --> 00:36:40,320  
ksc and i remember working hours uh down

911  
00:36:44,870 --> 00:36:42,480  
there on the note testing that software

912  
00:36:47,910 --> 00:36:44,880  
finding issues that they never found in

913  
00:36:50,550 --> 00:36:47,920

the testing at boeing in uh in houston

914

00:36:53,270 --> 00:36:50,560

in the software facility and i i tell

915

00:36:55,829 --> 00:36:53,280

you had we not done that mgit down at

916

00:36:57,990 --> 00:36:55,839

ksc with the folks integrating the

917

00:37:00,390 --> 00:36:58,000

hardware down there with the emulator

918

00:37:03,510 --> 00:37:00,400

for the ftp using the real computers and

919

00:37:05,349 --> 00:37:03,520

software on the node uh i'm not

920

00:37:08,550 --> 00:37:05,359

i don't think we'd have been successful

921

00:37:11,270 --> 00:37:08,560

and i credit what uh tiff and your team

922

00:37:14,390 --> 00:37:11,280

at ksc did uh making sure that when we

923

00:37:16,390 --> 00:37:14,400

got on orbit and we activated the iff

924

00:37:17,990 --> 00:37:16,400

i'll tell you nobody was more surprised

925

00:37:20,069 --> 00:37:18,000

to me when i sent those commands on the

926  
00:37:22,150 --> 00:37:20,079  
computer and everything worked exactly

927  
00:37:25,910 --> 00:37:22,160  
as it was supposed to it was all due to

928  
00:37:27,589 --> 00:37:25,920  
that meit testing at ksc

929  
00:37:29,990 --> 00:37:27,599  
still the greatest engineering feat

930  
00:37:32,310 --> 00:37:30,000  
putting that iss together right and

931  
00:37:34,390 --> 00:37:32,320  
having it all come together uh up in

932  
00:37:35,750 --> 00:37:34,400  
space so

933  
00:37:39,030 --> 00:37:35,760  
anybody else want to add anything to

934  
00:37:41,270 --> 00:37:39,040  
that jay yeah janet janet this is roy go

935  
00:37:44,710 --> 00:37:41,280  
ahead roy i just want to say that

936  
00:37:45,750 --> 00:37:44,720  
that i agree 100 with what's been said

937  
00:37:49,430 --> 00:37:45,760  
here

938  
00:37:53,349 --> 00:37:49,440

but i think the success of the iss over

939

00:37:55,270 --> 00:37:53,359

its now more than 20-year lifetime

940

00:37:57,270 --> 00:37:55,280

was uh

941

00:38:00,230 --> 00:37:57,280

the meit

942

00:38:01,910 --> 00:38:00,240

and how tip talon and all of his

943

00:38:04,390 --> 00:38:01,920

superstars

944

00:38:07,349 --> 00:38:04,400

pull that together i'm

945

00:38:09,190 --> 00:38:07,359

just most impressed by that

946

00:38:11,510 --> 00:38:09,200

and i would just like to say uh one

947

00:38:12,950 --> 00:38:11,520

other thing as an organizational leader

948

00:38:15,750 --> 00:38:12,960

the other thing that i'm really

949

00:38:19,910 --> 00:38:15,760

impressed about ksc

950

00:38:24,550 --> 00:38:22,550

which came down to ksc while i was the

951  
00:38:27,030 --> 00:38:24,560  
center director and

952  
00:38:29,829 --> 00:38:27,040  
their their phenomenal success over the

953  
00:38:30,710 --> 00:38:29,839  
years to me is also one of the standouts

954  
00:38:34,390 --> 00:38:30,720  
of

955  
00:38:37,910 --> 00:38:34,400  
what ksc and its people can do thank you

956  
00:38:41,030 --> 00:38:37,920  
and roy i would add to that that is a

957  
00:38:44,550 --> 00:38:41,040  
model for how an organization a program

958  
00:38:47,750 --> 00:38:44,560  
can be put together and and run

959  
00:38:48,790 --> 00:38:47,760  
seriously the lsp program has so much to

960  
00:38:50,710 --> 00:38:48,800  
offer

961  
00:38:53,670 --> 00:38:50,720  
to the other programs that are here at

962  
00:38:54,710 --> 00:38:53,680  
ksc and and throughout nasa and i think

963  
00:38:57,349 --> 00:38:54,720

uh

964

00:38:59,349 --> 00:38:57,359

there's some emulation that should occur

965

00:39:01,670 --> 00:38:59,359

you know they they really were the first

966

00:39:03,589 --> 00:39:01,680

commercial uh to make use of uh

967

00:39:05,750 --> 00:39:03,599

commercial uh partners and do it in a

968

00:39:07,829 --> 00:39:05,760

different uh acquire things in a

969

00:39:09,349 --> 00:39:07,839

different way and um i do believe

970

00:39:12,069 --> 00:39:09,359

they're one of the crown jewels in this

971

00:39:13,510 --> 00:39:12,079

agency and they you know as you said

972

00:39:16,390 --> 00:39:13,520

still remain so today and they're

973

00:39:18,630 --> 00:39:16,400

they're really world renowned as uh

974

00:39:20,790 --> 00:39:18,640

launch vehicle experts which uh make us

975

00:39:24,230 --> 00:39:20,800

uh really really proud here at uh

976  
00:39:27,430 --> 00:39:25,750  
all right so i'm gonna

977  
00:39:28,470 --> 00:39:27,440  
we've been talking about the ksc

978  
00:39:30,069 --> 00:39:28,480  
workforce

979  
00:39:31,829 --> 00:39:30,079  
i'm going to ask you guys what is the

980  
00:39:34,390 --> 00:39:31,839  
most important advice that you would

981  
00:39:36,790 --> 00:39:34,400  
share with our workforce today here at

982  
00:39:39,270 --> 00:39:36,800  
ksc and i'll start with

983  
00:39:42,630 --> 00:39:40,710  
well i think it's

984  
00:39:44,069 --> 00:39:42,640  
to share with what the workforce today

985  
00:39:45,270 --> 00:39:44,079  
is pretty much

986  
00:39:47,190 --> 00:39:45,280  
to share

987  
00:39:49,190 --> 00:39:47,200  
with uh

988  
00:39:50,310 --> 00:39:49,200

what was shared with them all all

989

00:39:51,829 --> 00:39:50,320

through uh

990

00:39:53,510 --> 00:39:51,839

certainly through shuttle and and

991

00:39:56,230 --> 00:39:53,520

potentially through the

992

00:39:57,829 --> 00:39:56,240

days before that and that's you know do

993

00:39:59,670 --> 00:39:57,839

your work

994

00:40:01,430 --> 00:39:59,680

do it do it right

995

00:40:03,030 --> 00:40:01,440

uh remember who you're working for

996

00:40:04,710 --> 00:40:03,040

because you're because you're working

997

00:40:06,309 --> 00:40:04,720

for the people are going to be flying in

998

00:40:07,190 --> 00:40:06,319

this thing and

999

00:40:09,190 --> 00:40:07,200

your

1000

00:40:11,750 --> 00:40:09,200

every single one of you is responsible

1001

00:40:13,990 --> 00:40:11,760

for the success of the

1002

00:40:16,150 --> 00:40:14,000

of the mission so

1003

00:40:19,030 --> 00:40:16,160

keep your ears open your mouth shut and

1004

00:40:23,190 --> 00:40:20,390

that's a little hard in today's

1005

00:40:25,270 --> 00:40:23,200

workforce but uh i get the uh take the

1006

00:40:27,670 --> 00:40:25,280

point uh bill how about you

1007

00:40:29,750 --> 00:40:27,680

well you know you i think jay just said

1008

00:40:31,990 --> 00:40:29,760

it but i also think you know one of the

1009

00:40:33,670 --> 00:40:32,000

things that we have here at ksc one of

1010

00:40:34,870 --> 00:40:33,680

the things this whole workforce has is

1011

00:40:38,950 --> 00:40:34,880

integrity

1012

00:40:41,109 --> 00:40:38,960

goes over when they when they make a

1013

00:40:43,589 --> 00:40:41,119

mistake they they have to be able to

1014

00:40:46,710 --> 00:40:43,599

step up and say i made a mistake and let

1015

00:40:48,550 --> 00:40:46,720

people know and i think that that that's

1016

00:40:50,790 --> 00:40:48,560

one thing that we need to keep within

1017

00:40:52,470 --> 00:40:50,800

this workforce is that integrity of our

1018

00:40:54,069 --> 00:40:52,480

work and what we do

1019

00:40:55,750 --> 00:40:54,079

and to make sure that

1020

00:40:57,589 --> 00:40:55,760

that everyone

1021

00:40:59,430 --> 00:40:57,599

takes that seriously because that is

1022

00:41:00,470 --> 00:40:59,440

what keeps

1023

00:41:01,270 --> 00:41:00,480

those

1024

00:41:03,270 --> 00:41:01,280

the

1025

00:41:05,990 --> 00:41:03,280

men and women that ride in our rockets

1026  
00:41:08,150 --> 00:41:06,000  
safe but also ensures that we get those

1027  
00:41:09,750 --> 00:41:08,160  
multi-billion dollar satellites in space

1028  
00:41:12,150 --> 00:41:09,760  
properly as well so

1029  
00:41:13,990 --> 00:41:12,160  
again yeah it's a part of our ksc

1030  
00:41:16,630 --> 00:41:14,000  
culture to have that integrity and it's

1031  
00:41:19,589 --> 00:41:16,640  
one of the things i'm most proud of

1032  
00:41:21,990 --> 00:41:19,599  
let me see uh roy anything uh any advice

1033  
00:41:24,790 --> 00:41:22,000  
you'd give to the workforce

1034  
00:41:26,950 --> 00:41:24,800  
well i just want to say

1035  
00:41:30,550 --> 00:41:26,960  
what i always tell folks is

1036  
00:41:33,030 --> 00:41:30,560  
both individually as an organization

1037  
00:41:36,069 --> 00:41:33,040  
go for it

1038  
00:41:37,750 --> 00:41:36,079

be all that you can be

1039

00:41:40,470 --> 00:41:37,760

because people

1040

00:41:43,430 --> 00:41:40,480

working together

1041

00:41:45,990 --> 00:41:43,440

sometimes don't realize

1042

00:41:49,270 --> 00:41:46,000

what they can rise to

1043

00:41:51,510 --> 00:41:49,280

what they can do for this nation

1044

00:41:54,150 --> 00:41:51,520

and i think over the years ksc has

1045

00:41:56,630 --> 00:41:54,160

demonstrated that over and over and

1046

00:41:58,069 --> 00:41:56,640

continue to do so today i'm so proud of

1047

00:41:59,349 --> 00:41:58,079

them

1048

00:42:04,550 --> 00:41:59,359

thank you

1049

00:42:07,190 --> 00:42:04,560

advice you'd give

1050

00:42:09,829 --> 00:42:07,200

well i hardly concur with uh everything

1051

00:42:11,829 --> 00:42:09,839

that everyone has said thus far i'll

1052

00:42:14,630 --> 00:42:11,839

throw in one more and it's more a

1053

00:42:17,270 --> 00:42:14,640

leadership thing also but i would say

1054

00:42:19,109 --> 00:42:17,280

uh never say no to an assignment

1055

00:42:20,950 --> 00:42:19,119

when your boss asks you to go do

1056

00:42:22,390 --> 00:42:20,960

something even if it's something that

1057

00:42:24,150 --> 00:42:22,400

you don't want to do

1058

00:42:26,950 --> 00:42:24,160

you know

1059

00:42:29,750 --> 00:42:26,960

yes sir yes ma'am and go off and do your

1060

00:42:31,670 --> 00:42:29,760

very best at it and learn from it you

1061

00:42:32,870 --> 00:42:31,680

know and i i've had a few planets i've

1062

00:42:35,030 --> 00:42:32,880

been asked to go do that i didn't

1063

00:42:37,510 --> 00:42:35,040

necessarily want to go to but i learned

1064

00:42:40,150 --> 00:42:37,520

from them and they made me better and i

1065

00:42:42,630 --> 00:42:40,160

would say don't say no when you're asked

1066

00:42:44,870 --> 00:42:42,640

to go do something rise to the occasion

1067

00:42:46,710 --> 00:42:44,880

and do your very best at it i have to i

1068

00:42:48,870 --> 00:42:46,720

have to add to that bob i i got a call

1069

00:42:51,510 --> 00:42:48,880

one time from a guy named george abby

1070

00:42:53,109 --> 00:42:51,520

and he said can you go

1071

00:42:54,950 --> 00:42:53,119

i'd like for you to go do this job at

1072

00:42:57,670 --> 00:42:54,960

the johnson space center and i said

1073

00:43:00,069 --> 00:42:57,680

george i don't want to move to houston

1074

00:43:01,910 --> 00:43:00,079

and i hung up and he said okay and i

1075

00:43:03,750 --> 00:43:01,920

hung up and then i got a

1076

00:43:05,910 --> 00:43:03,760

just minutes later i get a call from a

1077

00:43:07,990 --> 00:43:05,920

guy named jay honeycutt and he said i

1078

00:43:11,750 --> 00:43:08,000

don't think you understood that wasn't a

1079

00:43:15,910 --> 00:43:14,069

so i moved to the houston to houston to

1080

00:43:17,430 --> 00:43:15,920

work at the johnson space center for mr

1081

00:43:20,230 --> 00:43:17,440

george abbey and it was the best thing

1082

00:43:21,910 --> 00:43:20,240

that i ever did so yeah yeah getting out

1083

00:43:23,829 --> 00:43:21,920

of your comfort zone and saying saying

1084

00:43:25,430 --> 00:43:23,839

yes when maybe you don't want to uh

1085

00:43:27,910 --> 00:43:25,440

great great advice

1086

00:43:30,950 --> 00:43:27,920

so so i'm biased uh you know my my

1087

00:43:33,190 --> 00:43:30,960

favorite uh center i say this uh without

1088

00:43:35,109 --> 00:43:33,200

uh hesitation is a kenny space center i

1089

00:43:37,430 --> 00:43:35,119

love everything about it the workforce i

1090

00:43:39,829 --> 00:43:37,440

think it's the um not only the biggest

1091

00:43:42,390 --> 00:43:39,839

physically but uh the best but i know a

1092

00:43:45,430 --> 00:43:42,400

couple of you have um also been center

1093

00:43:46,950 --> 00:43:45,440

directors uh at other centers so uh bob

1094

00:43:49,270 --> 00:43:46,960

and roy i'm gonna put you on the spot

1095

00:43:51,109 --> 00:43:49,280

and uh ask you what's your favorite

1096

00:43:52,710 --> 00:43:51,119

center that you have been the

1097

00:43:54,550 --> 00:43:52,720

privilege of being the center director

1098

00:43:56,870 --> 00:43:54,560

of

1099

00:43:59,589 --> 00:43:56,880

so you said bob first i guess i gotta go

1100

00:44:02,630 --> 00:43:59,599

first so what i will say is

1101

00:44:04,470 --> 00:44:02,640

you know in my uh current position all

1102

00:44:06,950 --> 00:44:04,480

our centers play a crucial role in

1103

00:44:09,270 --> 00:44:06,960

making nasa's success oh bob you become

1104

00:44:11,030 --> 00:44:09,280

way too political you've been in dc too

1105

00:44:14,950 --> 00:44:11,040

long

1106

00:44:18,309 --> 00:44:14,960

i uh now i i gotta say i

1107

00:44:21,109 --> 00:44:18,319

i absolutely love my time at uh at ksc

1108

00:44:22,710 --> 00:44:21,119

uh the mission i love my time at stennis

1109

00:44:25,030 --> 00:44:22,720

i love my time at jsc and all the

1110

00:44:26,230 --> 00:44:25,040

centers that i've gotten to work at over

1111

00:44:29,430 --> 00:44:26,240

the years

1112

00:44:32,150 --> 00:44:29,440

tdy and so on but there's something

1113

00:44:33,990 --> 00:44:32,160

special about seeing rockets launch into

1114

00:44:35,030 --> 00:44:34,000

space and i don't care if there's humans

1115

00:44:39,270 --> 00:44:35,040

or

1116

00:44:42,630 --> 00:44:39,280

know when a rocket ship leaves planet

1117

00:44:45,990 --> 00:44:42,640

earth that is a an amazing event that is

1118

00:44:48,550 --> 00:44:46,000

emotional it's sight sound feel it it's

1119

00:44:50,630 --> 00:44:48,560

the whole ball of wax and uh being able

1120

00:44:54,150 --> 00:44:50,640

to see that on a regular basis and have

1121

00:44:57,910 --> 00:44:54,160

a an integral role in making that happen

1122

00:44:58,870 --> 00:44:57,920

ksc is a a special place

1123

00:45:03,109 --> 00:44:58,880

all right

1124

00:45:03,119 --> 00:45:06,950

can you see that

1125

00:45:10,790 --> 00:45:08,710

don't forget your days living on the

1126  
00:45:13,670 --> 00:45:10,800  
beach and launching rockets from the ksc

1127  
00:45:16,630 --> 00:45:13,680  
external relations staff yes

1128  
00:45:19,030 --> 00:45:16,640  
that was my motto down there um

1129  
00:45:20,950 --> 00:45:19,040  
clearly uh throughout

1130  
00:45:23,589 --> 00:45:20,960  
across my whole career and i've been a

1131  
00:45:25,670 --> 00:45:23,599  
lot of different places uh

1132  
00:45:28,309 --> 00:45:25,680  
living on the beach in

1133  
00:45:29,910 --> 00:45:28,319  
cocoa beach and

1134  
00:45:32,630 --> 00:45:29,920  
being privileged to be the center

1135  
00:45:36,069 --> 00:45:32,640  
director of the ksc

1136  
00:45:37,750 --> 00:45:36,079  
was the very it was my very favorite

1137  
00:45:40,790 --> 00:45:37,760  
and i'll i'll just

1138  
00:45:41,910 --> 00:45:40,800

i'll i'll just uh say echo bob's words

1139

00:45:43,990 --> 00:45:41,920

about

1140

00:45:45,910 --> 00:45:44,000

some of the thrills that you get from

1141

00:45:47,750 --> 00:45:45,920

from being there doing that it was

1142

00:45:49,910 --> 00:45:47,760

really great

1143

00:45:51,510 --> 00:45:49,920

smoking fire thank you all right one

1144

00:45:52,309 --> 00:45:51,520

last question i'm going to ask all of

1145

00:46:03,510 --> 00:45:52,319

you

1146

00:46:05,349 --> 00:46:03,520

i don't have any idea

1147

00:46:10,230 --> 00:46:05,359

i mean when you look at when you look at

1148

00:46:16,309 --> 00:46:14,390

i i don't even comprehend i mean maybe

1149

00:46:18,230 --> 00:46:16,319

maybe there's nobody down here working

1150

00:46:19,990 --> 00:46:18,240

robots are doing everything you know you

1151  
00:46:22,710 --> 00:46:20,000  
never

1152  
00:46:25,030 --> 00:46:22,720  
i i don't have enough vision to guess

1153  
00:46:26,950 --> 00:46:25,040  
what 60 years from now

1154  
00:46:29,430 --> 00:46:26,960  
it's going to be like but i do know that

1155  
00:46:31,510 --> 00:46:29,440  
if kennedy space center's got anything

1156  
00:46:32,630 --> 00:46:31,520  
to do with it it's going to be done just

1157  
00:46:35,109 --> 00:46:32,640  
right

1158  
00:46:37,190 --> 00:46:35,119  
and in a safe manner

1159  
00:46:39,750 --> 00:46:37,200  
thank you bill how about you

1160  
00:46:41,510 --> 00:46:39,760  
oh my goodness um you know we always

1161  
00:46:43,430 --> 00:46:41,520  
seem to come full circle so i think

1162  
00:46:45,990 --> 00:46:43,440  
we'll go back to seeing

1163  
00:46:47,990 --> 00:46:46,000

launches and landings right here at

1164

00:46:50,470 --> 00:46:48,000

kennedy and just going into space doing

1165

00:46:52,390 --> 00:46:50,480

our job and coming back right here to

1166

00:46:54,790 --> 00:46:52,400

the kennedy space center like we always

1167

00:46:58,230 --> 00:46:54,800

have and or like we did in the in the

1168

00:47:00,309 --> 00:46:58,240

past so you know maybe it's uh it's a

1169

00:47:03,510 --> 00:47:00,319

spaceport just like

1170

00:47:05,190 --> 00:47:03,520

roy bridges envisioned one day

1171

00:47:07,750 --> 00:47:05,200

uh only

1172

00:47:11,910 --> 00:47:07,760

more like uh the jetsons than i can even

1173

00:47:14,790 --> 00:47:11,920

imagine okay thank you bob

1174

00:47:17,270 --> 00:47:14,800

yeah i will second that you know it's

1175

00:47:20,549 --> 00:47:17,280

hard to predict the future but i do know

1176

00:47:23,349 --> 00:47:20,559

that the ksc team is going to play a key

1177

00:47:26,069 --> 00:47:23,359

role in keeping our nation a leader in

1178

00:47:28,790 --> 00:47:26,079

space and i'm kind of with you uh

1179

00:47:30,150 --> 00:47:28,800

i i think that uh you know we are going

1180

00:47:32,150 --> 00:47:30,160

to have the

1181

00:47:34,549 --> 00:47:32,160

the spaceport of the future where folks

1182

00:47:37,030 --> 00:47:34,559

are flying to and from low earth orbit

1183

00:47:40,230 --> 00:47:37,040

and beyond just like you're going into

1184

00:47:41,670 --> 00:47:40,240

orlando international this will be space

1185

00:47:44,549 --> 00:47:41,680

uh port

1186

00:47:46,710 --> 00:47:44,559

interstellar or whatever but i i believe

1187

00:47:48,950 --> 00:47:46,720

that kfc is going to play a key role in

1188

00:47:51,430 --> 00:47:48,960

our nation's future and it's because of

1189

00:47:53,510 --> 00:47:51,440

the people that make it the special

1190

00:47:57,349 --> 00:47:53,520

place that it is

1191

00:47:59,430 --> 00:47:57,359

thank you and uh roy

1192

00:48:02,870 --> 00:47:59,440

well let's see when i graduated from

1193

00:48:05,430 --> 00:48:02,880

high school the year was 1961

1194

00:48:07,670 --> 00:48:05,440

and that was the

1195

00:48:08,950 --> 00:48:07,680

year

1196

00:48:10,870 --> 00:48:08,960

when

1197

00:48:13,190 --> 00:48:10,880

the russians flew the first person in

1198

00:48:15,109 --> 00:48:13,200

space we put alan shepard up to the edge

1199

00:48:16,549 --> 00:48:15,119

of space and

1200

00:48:18,470 --> 00:48:16,559

president kitty announced that we're

1201

00:48:21,190 --> 00:48:18,480

going to the moon

1202

00:48:23,750 --> 00:48:21,200

so in these next 60 years

1203

00:48:26,230 --> 00:48:23,760

and probably come sooner than later

1204

00:48:28,710 --> 00:48:26,240

we're we'll be back to the moon

1205

00:48:31,829 --> 00:48:28,720

and on to mars

1206

00:48:33,589 --> 00:48:31,839

and ksc will be a big part of making

1207

00:48:35,270 --> 00:48:33,599

those things happen and happen

1208

00:48:37,750 --> 00:48:35,280

successfully it's going to be an

1209

00:48:39,829 --> 00:48:37,760

exciting time another golden age of our

1210

00:48:43,349 --> 00:48:39,839

space program

1211

00:48:45,670 --> 00:48:43,359

well thank you all for those answers

1212

00:48:47,910 --> 00:48:45,680

uh and let me thank all of you for

1213

00:48:50,549 --> 00:48:47,920

joining us today as we celebrate 60

1214

00:48:52,470 --> 00:48:50,559

years of kennedy space center i hope

1215

00:48:54,069 --> 00:48:52,480

that you've enjoyed this discussion and

1216

00:48:56,390 --> 00:48:54,079

that you're able to gain maybe a little

1217

00:48:57,670 --> 00:48:56,400

insight and maybe even your own nuggets

1218

00:48:59,829 --> 00:48:57,680

of wisdom

1219

00:49:01,990 --> 00:48:59,839

by honoring the lessons of our past we

1220

00:49:03,510 --> 00:49:02,000

are better equipped to lead the future

1221

00:49:07,380 --> 00:49:03,520

from all of us

1222

00:49:14,220 --> 00:49:07,390

thank you happy anniversary ksc

1223

00:49:36,710 --> 00:49:29,310

[Music]