

every three contractors. It is now at a ratio of 1 to 7, and will probably remain there through 1968. So it follows that the way Kennedy Space Center and the contractors work together becomes a very important element in whether we are successful in achieving our goals.

I would like to show a chart which will attempt to summarize four of the main concepts in our contractor relationships (fig. C-5). The first concept is that each stage and each support contractor is held responsible for performance of a specific mission. His contract definitely prescribes a scope, or scopes, of activity for which he, as an industrial organization, is expected to produce a satisfactory result. The question of whether this performance is satisfactory, of course,

KSC STAGE & SUPPORT CONTRACTORS END OF FY 68

APOLLO PROGRAM

VEHICLE STAGE CONTRACTOR	MANPOWER	UNMANNED	MANPOWER	MANPOWER	
CHRYSLER	685	LMSD - AGENA	299	AAP	140
DOUGLAS	532	GDC - AGENA	205		
BOEING	2,322	BURROUGHS - AGENA	23	SUPPORTING OPERATIONS	
NORTH AMERICAN	540	GE - AGENA	45		
IBM	747	WECO - DELTA	54	*LTV	740
		AEROJET - DELTA	7	*TWA	2,939
SPACECRAFT		ROCKETDYNE - DELTA	3	UNITEX	30
CONTRACTOR		DOUGLAS - DELTA	343	BENDIX	2,609
		GDC - CENTAUR	240	*RCA	574
NORTH AMERICAN	924	HONEYWELL - CENTAUR	3	*FEC	1,060
GRUMMAN	1,000	WECO - DELTA/AGENA	60	GE	1,270
MIT	10	ROCKETDYNE - DELTA/AGENA	14	*DOW/BECHTEL	607
AC ELECTRONICS	45	TRW - SUSTAINING ENG.	18		
KOLLSMAN	6	UNM - SUSTAINING ENG.	28	TOTAL	9,829
RAYTHEON	13	JPL - SURVEYOR	33		
LINK	204	HUGHES - SURVEYOR	33	GRAND TOTAL	18,562
INTERNATIONAL LATEX	6	BOEING - LUNAR ORBITER	60		
HAMILTON STANDARD	6	GE - BIOSATELLITE	85		
TOTAL	7,040	TOTAL	1,553	*SUBJECT TO RECOMPETITION IN FY 67	

FIGURE C-4

KSC-CONTRACTOR RELATIONSHIPS

1. EACH STAGE AND SUPPORT CONTRACTOR HELD RESPONSIBLE FOR PERFORMANCE OF A SPECIFIED MISSION.
2. GOVERNMENT RESPONSIBLE FOR INTEGRATING THE TOTAL MISSION, INCLUDING MONITORING, AND REDIRECTING THE CONTRACTOR'S EFFORTS WHERE APPROPRIATE.
3. KSC EVALUATES CONTRACTOR PERFORMANCE AGAINST INCENTIVE OR AWARD FEE TARGETS.
4. KSC'S OFFICIAL INTERFACES WITH THE CONTRACTOR ARE KEPT TO THE MINIMUM AND CLEARLY SPECIFIED BY DELEGATIONS FROM THE KSC CONTRACTING OFFICER.

FIGURE C-5