



Acquisition Research Program:
Creating Synergy for Informed Change

Panel 6 - Contracting for Support of Military Operations

Report Documentation Page

*Form Approved
OMB No. 0704-0188*

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

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|--|------------------------------------|---|---|---------------------------------|---------------------------------|
| 1. REPORT DATE MAY 2007 | 2. REPORT TYPE | 3. DATES COVERED 00-00-2007 to 00-00-2007 | | | |
| 4. TITLE AND SUBTITLE Contracting for Support of Military Operations | | 5a. CONTRACT NUMBER | | | |
| | | 5b. GRANT NUMBER | | | |
| | | 5c. PROGRAM ELEMENT NUMBER | | | |
| 6. AUTHOR(S) | | 5d. PROJECT NUMBER | | | |
| | | 5e. TASK NUMBER | | | |
| | | 5f. WORK UNIT NUMBER | | | |
| 7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School, Monterey, CA, 93943 | | 8. PERFORMING ORGANIZATION REPORT NUMBER | | | |
| 9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) | | 10. SPONSOR/MONITOR'S ACRONYM(S) | | | |
| | | 11. SPONSOR/MONITOR'S REPORT NUMBER(S) | | | |
| 12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited | | | | | |
| 13. SUPPLEMENTARY NOTES 4th Annual Acquisition Research Symposium: Creating Synergy for Informed Change, May 16-17, 2007 in Monterey, CA | | | | | |
| 14. ABSTRACT | | | | | |
| 15. SUBJECT TERMS | | | | | |
| 16. SECURITY CLASSIFICATION OF: | | | 17. LIMITATION OF ABSTRACT Same as Report (SAR) | 18. NUMBER OF PAGES 6 | 19a. NAME OF RESPONSIBLE PERSON |
| a. REPORT unclassified | b. ABSTRACT unclassified | c. THIS PAGE unclassified | | | |

In all countries engaged in war, experience has sooner or later pointed out that contracts with private men of substance and understanding are necessary for the subsistence, covering, clothing, and moving of an Army.

__ Robert Morris, Superintendent of Finance, 1781



| Civilian Participation in Conflict | | | |
|------------------------------------|---------------|-----------|-----------|
| War/Conflict | Civilians | Military | Ratio |
| Revolution | 1,500 (est) | 9,000 | 1:6 (est) |
| Mexican/American | 6,000 (est) | 33,000 | 1:6 (est) |
| Civil War | 200,000 (est) | 1,000,000 | 1:5 (est) |
| World War I | 85,000 | 2,000,000 | 1:20 |
| World War II | 734,000 | 5,400,000 | 1:7 |
| Korean Conflict | 156,000 | 393,000 | 1:2.5 |
| Vietnam Conflict | 70,000 | 359,000 | 1:6 |

From: Contractors on the Battlefield: What have we signed up for? By Steven J. Zamparelli, Colonel, USAF

Balkans ratio 1:1

Desert Storm ration 1:104

From Increasing Reliance on Contractors on the Battlefield; how do we keep from crossing the line. By Stephen Blizzard

Iraqi Freedom about 1.5 contractors for every military

Mathew Uttley, Heritage Foundation Oct 2006



Dr. Victoria Greenfield,

- holds the Crowe Chair in the Economics of the Defense Industrial Base at the US Naval Academy where she has developed an upper-level undergraduate course, “The Economics of the Defense Industrial Base,” and leads a capstone research seminar. She conducts research on defense-industry structure, privatization and outsourcing, and globalization; international narcotics markets; and international trade.

Contractors on the Battlefield: When and How? Using the US Military’s Risk-management Framework to Learn from the Balkans Support Contract

- Applies the US military’s risk-management framework, to the Army’s Balkans Support Contract (BSC)



Richard L. Dunn

- Richard L. Dunn is an independent consultant and Senior Fellow at the University of Maryland. He conducts research in national security operations primarily emphasizing the analysis of laws, policies, and practices that impact the effective implementation of technology.

Contractors supporting Combat Operations: A failure of imagination

- Addresses the failures to adhere to historical lessons in the policy of using contractors in Iraqi freedom.



Jeffrey P. Parsons

- Director of Contracting, Office of Command Contracting, Headquarters, U.S. Army Materiel Command

- Discussant

