



Acquisition Research Program:  
Creating Synergy for Informed Change

## **Panel 6 - Contracting for Support of Military Operations**

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

