CONTRACTORS SUPPORTING
COMBAT OPERATIONS

A FAILURE OF IMAGINATION

Richard L. Dunn
**Report Documentation Page**

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.

1. REPORT DATE  
   MAY 2007 

2. REPORT TYPE  

3. DATES COVERED  
   00-00-2007 to 00-00-2007 

4. TITLE AND SUBTITLE  
   Contractors Supporting Combat Operations. A Failure of Imagination 

5a. CONTRACT NUMBER  

5b. GRANT NUMBER  

5c. PROGRAM ELEMENT NUMBER  

5d. PROJECT NUMBER  

5e. TASK NUMBER  

5f. WORK UNIT NUMBER  

6. AUTHOR(S)  

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)  
   University of Maryland, College Park, MD, 20742 

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:  
   a. REPORT unclassified 
   b. ABSTRACT unclassified 
   c. THIS PAGE unclassified 

17. LIMITATION OF ABSTRACT  
   Same as Report (SAR) 

18. NUMBER OF PAGES 6 

19a. NAME OF RESPONSIBLE PERSON 

---

Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
Prevalence of Contract Support For Combat and Contingency Operations

- Post-Cold War Peace Dividend
- Reduction in Force Structure
- Outsourcing in public and private sectors
- LOGCAP - pioneering effort
- Sophisticated weapons - total system support contracts
- Specialized support
- “Tooth”/ “Tail” mix in military
Public Debate and Political Controversy

- Effectiveness vs Efficiency
- Commander vs Contracting Officer
- Arm’s length relationship vs “One team/one fight”
- Contracting rules and oversight
- Total force but...
- Bureaucratic response
- Politics
IRAQ AND CURRENT POLICY

• Focus of much attention for obvious reasons
• “If it ain’t broke, don’t fix it?”
• What’s wrong, what’s right?
• How many are over there?
• Who is in charge?
• A management, legal, moral problem?
• Influence on recent policy developments
Examples From Other Conflicts and Countries

• LOGCAP and other combat support contracts have worked
• LOGCAP and the East Timor Operation
• Examples From World War II
• Other Countries
Top Level Issues Overlooked or in Flux

- Unity of Command (where do contractors fit?)
- Logistics for Joint Operations
- Common Standards for Personnel in the Combat Zone
- The basic systemic issue with our “contracting” system