



Regionalization, Outsourcing, and Consolidation: An Analysis of Navy Tug Operations within Navy Region Southeast

Deborah A. Stark

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This paper covers both the background of outsourcing and a Business Case Analysis (BCA) conducted within the Fleet Concentration Area (FCA) of Mayport, FL, Kings Bay, GA, and Port Canaveral, FL for Commander, Navy Region Southeast. The analysis describes and evaluates the impact on the fleet mission with regard to outsourcing, consolidation and reorganization of tug service functions. Privatization, outsourcing, consolidation and reorganization of tug service functions described in this report evaluated cost avoidance over the next two years. The research was conducted via a series of functional studies, Business Case Analysis (BCA) team meetings, Process Action Teams (PAT) and the cooperation of various departments within Navy Region Southeast.

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