

Port Visit Support Strategies: A Comparative Case Study



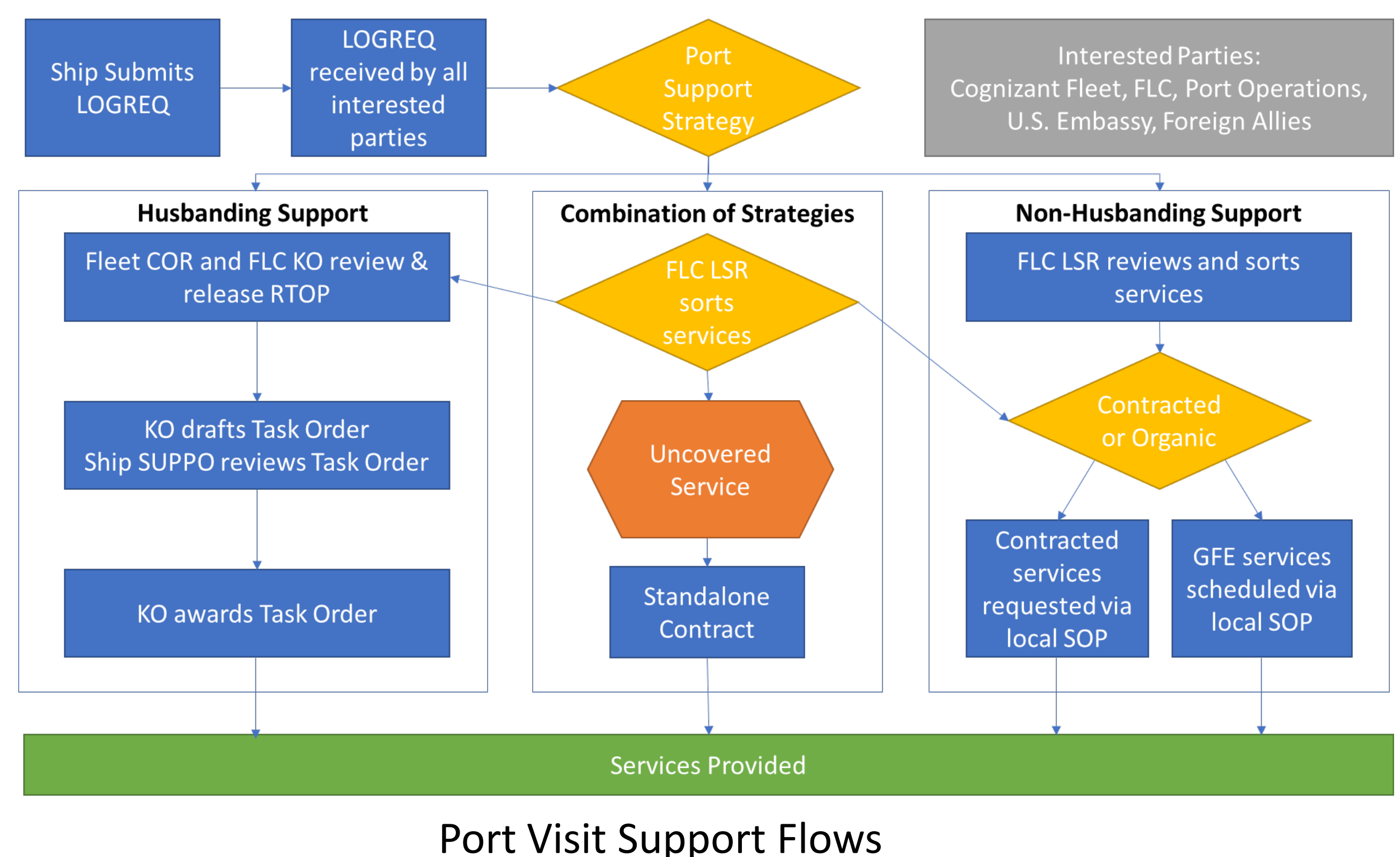
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Abstract

The U.S. Navy utilizes various port visit support frameworks around the world. This research evaluated the various frameworks and developed a model that can be used to inform planners and policymakers in determining which framework or combination thereof is best for a given port. It examines previous research on the topic of Husbanding Service Providers (HSP) and explores notable concerns about over reliance on them, such as excessive mark-ups on services, allegations of fraud in certain ports, operational security implications of sharing ship's schedule to non-Department of Defense personnel, and the limits of contractor furnished support during a major theatre conflict. Through discussions with subject matter experts, extensive personnel experience, and a review of available databases, this research provides valuable analysis between HSP support and non-HSP support. A comparative case study was conducted to highlight the differences and benefits of the two primary support structures that are used at two foreign fleet concentration areas based on five crucial metrics: Auditability, Flexibility, Reliability, Vulnerability, and Durability. This research identifies which type of support is more compatible with the desired end state for the port and the ships operating from them. The goal of this study was to ensure the Navy gets the best value out of its port support.

Methods

- 12 ports studies
- Date collection
 - Prior scholarly articles
 - Existing policy/guidance
 - Subject matter experts
 - Authors' experience
- Data analysis (bucketing)
- Comparative case study
- Planning tool development



Results & Their Impact

- Strategies bucketed into 1 of 3 frameworks:
 - Husbanding Service Provider (HSP)
 - Non-HSP, contracted and organic
 - Combination of strategies
- Two ports selected for comparative case study
 - NSA Bahrain (Mina Salman): primarily HSP
 - CFAS Sasebo: primarily non-HSP
- Ports scored based on five enabling factors
- Factors identified as benefits drawn from utilizing a specific support strategy

Five Enabling Support Factors

- **Auditability:** How well the framework prevents fraud, waste, and abuse
- **Flexibility:** How supportive the framework is at supporting last minute port visits or changes
- **Reliability:** How well the framework maintains consistent satisfactory service
- **Vulnerability:** How susceptible is the framework to concerns relating to operational security
- **Durability:** How supportive will the framework be in the case of a major theatre conflict

