

# **Defense Logistics Agency**

## **Fleet Management Plan FY 2012**



**February 17, 2012**



**DEFENSE LOGISTICS AGENCY  
HEADQUARTERS  
8725 JOHN J. KINGMAN ROAD  
FORT BELVOIR, VIRGINIA 22060-6221**

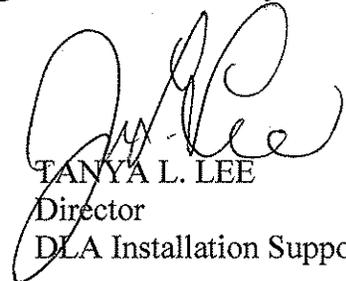
MEMORANDUM FOR RECORD

**FEB 16 2012**

SUBJECT: Fleet Management Plan Fiscal Year 2012

On May 24, 2011, the President of the United States issued a Memorandum on Federal Fleet Performance to senior leaders of all Executive Departments and Agencies in the Federal Government, providing guidance on the accomplishment of the Administration's Federal fleet performance goals and ensuring compliance with Executive Order 13514 of October 5, 2009, Federal Leadership in Environmental, Energy, and Economic Performance. The Presidential Memorandum directed agencies to use the Vehicle Allocation Methodology (VAM) to determine their optimal fleet inventory targets and develop a Fleet Management Plan (FMP) to achieve the targets no later than December 31, 2015. Agencies must also incorporate their FMPs into their Annual Strategic Sustainability Performance Plans, beginning with their June 2012 plan submission.

The Defense Logistics Agency (DLA) completed our first VAM survey on February 13, 2012, and we are analyzing the results of the optimal fleet inventory targets. The DLA Fleet Management Plan provides a summary of the VAM results and the plan of action and milestones needed to achieve the targets. DLA intends to use the initial VAM survey to continuously improve the Agency's fleet management by increasing utilization rates through vehicle consolidation and establishment of motor pools, and by acquiring the smallest, most fuel-efficient, and lowest greenhouse gas producing vehicles that satisfy mission requirements.

  
TANYA L. LEE  
Director  
DLA Installation Support

# Table of Contents

|   |    |
|---|----|
| Vehicle Allocation and Fleet Management Plan Summary..... | 4  |
| Introduction.....   | 5  |
| Fleet Management Plan.....                                | 7  |
| Plan and Schedule for the Optimal Fleet .....             | 7  |
| Optimal Fleet Inventory Action 1 .....                    | 7  |
| Optimal Fleet Inventory Action 2 .....                    | 9  |
| Optimal Fleet Inventory Action 3 .....                    | 10 |
| Optimal Fleet Inventory Action 4 .....                    | 11 |
| Optimal Fleet Inventory Action 5 .....                    | 12 |
| Plan for Alternative Fuel Vehicle Acquisition.....        | 13 |
| Plan for Fueling of Alternative Fuel Vehicles .....       | 14 |
| Vehicle Sourcing Assessment.....                          | 16 |
| Conclusion .....  | 22 |
| Attachment A: VAM Implementation .....                    | 23 |
| Fleet Management Information System Status .....          | 23 |
| VAM Study Steps .....                                     | 23 |
| Attachement B: Transportation Alternatives .....          | 28 |

## Defense Logistics Agency Vehicle Allocation Methodology Summary of Results

| GSA B-30 Requirement or Metric                            | Status/Result            |
|---|--------------------------|
| Total Vehicles Reported in FAST 2011                      | 1,915                    |
| Foreign Vehicles Reported in FAST 2011                    | 307                      |
| Domestic Vehicles Reported in FAST 2011                   | 1,608                    |
| Vehicles Exempted from VAM                                | 0                        |
| Total Vehicles Studied in DLA VAM <sup>1</sup>            | 1,574 (100.0%)           |
| Total Vehicles With a Survey Response                     | 1,564 (99.4%)            |
| Vehicles Recommended for Elimination (eVAM <sup>2</sup> ) | 83 (5%)                  |
| Vehicles Without a Survey Response                        | 10 (.6%)                 |
| Vehicle Types Assessed                                    | Yes (all those surveyed) |
| Vehicle Potential for Alternative Fuels Assessed          | Yes (all those surveyed) |
| Transportation Alternatives Assessed                      | Yes (all those surveyed) |
| Fleet Management Information System in Use (FMR B-15)     | Yes                      |

### Next steps

VAM results will be used by the Defense Logistics Agency (DLA) to develop its Optimum Fleet Attainment Plan which will define its future motor vehicle fleet composition. VAM results will also be used to develop the DLA Fleet Management Plan (FMP) which will outline plans and policies used to achieve DLA's Optimal Fleet by 2015.

### **Fleet Management Plan Status Summary**

#### VAM and fleet adjusting incorporated into policy and procedures

In process.

#### Plan and schedule for the optimal fleet

FY 2011 VAM completed. Attainment Plan (aka GSA VAM Agency Reporting Tool) completed. Fleet Management Plan completed.

#### Agency plan and schedule for locating alternative fueled vehicles (AFV) in proximity to AFV fueling stations

Initial vehicle-by-vehicle review completed based on VAM results. An evaluation will be performed in FY 2012 to identify alternative fuel vehicles that may be relocated. All vehicles acquired will be evaluated for compliance with Department of Defense (DoD) policies (which implement laws and regulations).

#### Plan for alternative fuel vehicle acquisition

In accordance with DoD policy and procedures, DoD Components are required to meet the Federal objectives for the acquisition of AFVs.

---

<sup>1</sup> A fleet inventory is a snapshot in time; consequently, fleet size and vehicle types will vary from month to month for many reasons. The VAM study gathered information on the covered domestic fleet inventory as of December 2011, which differs slightly from the final fleet inventory reported in FAST for 2011.

<sup>2</sup> eVAM™ is an electronic tool developed by Mercury Associates that contains algorithms that enable automated vehicle-by-vehicle recommendations for large quantities of vehicles being studied.

Vehicle sourcing decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially

Cost comparison has been performed for selected classes of vehicles within the DLA fleet. Cost comparisons for smaller fleet segments will be conducted in FY 2012.

## **Introduction**

On May 24, 2011, the President issued *Presidential Memorandum—Federal Fleet Performance*. In it, the President directed the General Services Administration (GSA) to develop and distribute to agencies a VAM within 90 days of the date of the memorandum. On August 22, 2011, the GSA released Bulletin FMR B-30, *Motor Vehicle Management*. The purpose of the Bulletin is to ensure that agencies “satisfy the requirements of the Presidential Memorandum.”

The Bulletin requires three agency actions:

1. Annual Implementation of the VAM: The purpose of the VAM is to identify the optimum fleet inventory “that is most efficient to meet the agency’s mission and the identification of resources necessary to operate that fleet effectively and efficiently.”
2. Report the VAM Results: Using the GSA VAM Agency Reporting Tool, currently an Excel worksheet, the agency must report its VAM results as an Attainment Plan annually “through FAST<sup>3</sup>,” with the first submission no later than February 17, 2012.
3. Annual Submission of a Fleet Management Plan: The agency must develop a FMP that describes how it will achieve its optimum fleet inventory by December 31, 2015.

Regarding implementation of the VAM, B-30 states:

*The VAM shall cover an agency’s entire fleet in the United States, encompassing all vehicle types, including law enforcement and emergency response vehicles. An agency head may include overseas vehicles when he or she determines doing so is in the best interest of the United States. An agency head may also exempt vehicles used for law enforcement, protective, emergency response, or military tactical operations when in the best interest of the Government.*

DLA completed a VAM study of its domestic fleet, as B-30 specifies. Table 1 depicts that DLA has exempted only its overseas vehicles (as allowed under B-30), so all classes and categories of its domestic fleet are covered in the DLA FMP.

---

<sup>3</sup> Federal Automotive Statistical Tool

**Table 1**  
**Exempt Vehicles**

| <b>Exempted Vehicle Categories</b> | <b>Number</b> |
|------------------------------------|---------------|
| Law enforcement                    | 0             |
| Emergency response                 | 0             |
| Overseas                           | 307           |
| Other                              | 0             |
| <b>Total Exempted Vehicles</b>     | <b>307</b>    |

Information on the VAM study can be found in Attachment A. The VAM results, which provide the key data for achieving an optimal fleet, have been reported in the Attainment Plan (aka GSA Reporting Tool) via FAST. For all covered (non-exempt) vehicles, this FMP documents how the “agency will achieve its optimal fleet inventory.”

Mercury Associates Inc. assisted DLA with its VAM. The team worked with DLA to conduct the VAM study and has provided vehicle-by-vehicle information that will be used to achieve the goals of the Presidential Memo and B-30.

DLA is formalizing steps to be taken to improve fleet management and has laid an organizational foundation that is essential to successful implementation of the FMP. Three factors characterize an effective fleet organization, and DLA is actively improving in each:

1. Centralization
2. Fleet management information system (FMIS)
3. Fleet policies and procedures

*Centralization*

The DLA fleet is operationally decentralized, with Field Activities around the globe. Vehicle missions range from providing administrative support to pallet trucks used for transfer of material between warehouses, shipping and receiving, to pickup trucks with utility tool boxes for maintenance purposes (e.g., plumbers, electricians, etc.). Management of this geographically dispersed and diverse fleet operation is an ongoing challenge.

DLA is currently putting plans in place to create a Fleet Management Council (FMC) to coordinate efforts to improve fleet management through agreed-upon initiatives, to enhance communication across dispersed fleet organizations both domestically and overseas, and to respond to regulatory requirements more efficiently and effectively. The FMC will supply the organizational leadership needed to implement the FMP. Through shared membership, the FMC will be linked to DLA’s Senior Sustainability Officer. The organizational structure will be in place to ensure integration of the FMP with the Annual Strategic Sustainability Performance Plan by June 2012.

The FMC toolkit for enhancing centralized management will include a plan for improved and centralized data gathering and a regular review of policies that allows for effective updates.

### Fleet Management Information System

Equipment Management and Control System (EMACS) is DLA's existing equipment management information system. This system, which was first developed in 1986 and has been updated periodically, meets most of the requirements cited in 41 CFR 102-34.347, and GSA Bulletin FMR-15, Motor Vehicle Management.

DLA currently is reviewing the capabilities of EMACS to determine whether to continue to enhance its capabilities or to include this capability in a future increment of DLA's Enterprise Business System (EBS).

### Fleet Policies and Procedures

DLA Instruction 4214, Support Equipment Management, communicates policy for all support equipment. However, no documents exist that describe operational processes for both domestic and overseas vehicles

Many DoD policies are already in place to move DLA toward compliance with the Presidential Memo and B-30 requirements. As this FMP is implemented, DLA will continue to refine its internal policies and procedures in support of operational fleet users and to fulfill regulatory requirements.

## **Fleet Management Plan**

### **Plan and Schedule for the Optimal Fleet**

This section of the FMP covers the five steps for determination of an optimal fleet inventory as listed in B-30 (Part 6.D). The completed and uploaded Attainment Plan statistically details the DLA plan based upon currently available information. FY 2011 FAST data constitutes the baseline fleet; the VAM study results drive the projected fleet composition and year-by-year adjustments through December 2015, which is the goal for attaining the optimal fleet size and composition based on the 2011 mission.

The Attainment Plan states *what* DLA will do to comply with the Presidential Memo and Bulletin. The following discussion describes *how* DLA will achieve the statistical outcomes.

#### Optimal Fleet Inventory Action 1

*Identify vehicles that fall below the minimum utilization criteria by VIN. Dispose or re-assign identified vehicles. (B-30 6.D.1)*

DLA's program for achieving an optimal fleet is based upon a comprehensive and cohesive set of associated parameters that designate whether to retain or eliminate each vehicle or whether it falls into a questionable category and requires further research. The weighted parameters assess both utilization and criticality. As a result, DLA's methodology is multi-dimensional, as opposed to being one-dimensional and based solely on utilization (for further discussion of the VAM study, see Attachment A). Results of the VAM study indicate the following potential disposition of the fleet.

**Table 2**  
**Recommended Fleet Right-sizing**

| Recommended Action    | Number of Vehicles      | Percentage of Vehicles |
|-----------------------|-------------------------|------------------------|
| Retain                | 1,525                   | 95%                    |
| Eliminate             | 83                      | 5%                     |
| <b>Total Vehicles</b> | <b>1608<sup>4</sup></b> | 100%                   |

Results of the VAM study indicate that the covered fleet should be reduced by 5%. The next step for DLA is to study each targeted vehicle to assess whether elimination is appropriate and subsequently develop a plan for fleet-size optimization by December 2015. The Attainment Plan measures the statistical progress toward that goal.

Comprehensive data-gathering results and recommendations are made vehicle-by-vehicle in eVAM<sup>TM5</sup> (see Attachment A). Also, eVAM enables decision-makers to enter and track final decisions reached on each vehicle, the results of which automatically populate the Attainment Plan spreadsheet.

DLA's actions described below necessitate policies that address re-assignment of vehicles. They will be developed and integrated into policies and procedures with a goal of completion before submission of the 2013 FMP.

Between February 17, 2012, and submission of an updated FMP in 2013, the DLA will take the following steps (Table 3):

---

<sup>4</sup> 1,608 vehicles were reported in FAST 2011. This count included electric vehicles that are not for highway use. For the VAM, the number was reduced to reflect highway use vehicles more accurately.

<sup>5</sup> eVAM is an electronic tool designed by Mercury Associates for VAM studies that conforms to B-30 standards and requirements. Using electronically gathered data-call information, it applies algorithms that yield recommendations. The next step in the process is for the DLA to review the information gathered and the recommendations for reasonableness prior to action.

**Table 3**  
**Optimal-Fleet Action 1 Steps and Timeline**

| Action Steps  | Estimated Timeline            |
|---|-------------------------------|
| <b>Policy Development</b>   |                               |
| <ul style="list-style-type: none"> <li>DLA working group to draft proposed policy and procedures incorporating field input to address vehicle re-assignment</li> </ul>                                      | May 2012                      |
| <ul style="list-style-type: none"> <li>DLA to charter a Fleet Management Council</li> </ul>   | June 2012                     |
| <ul style="list-style-type: none"> <li>FMC to review and approve new policy and procedures</li> </ul>   | July 2012                     |
| <ul style="list-style-type: none"> <li>DLA internal policy approval process undertaken</li> </ul>   | July-August 2012 <sup>6</sup> |
| <ul style="list-style-type: none"> <li>Management approval of policy</li> </ul>   | September 2012                |
| <ul style="list-style-type: none"> <li>Policy integrated into DLA Instructions and published</li> </ul>   | December 2012                 |
| <b>Vehicles Identified for Elimination</b>  |                               |
| <ul style="list-style-type: none"> <li>Identify vehicles recommended for elimination by organization and location</li> </ul>  | March 2012                    |
| <ul style="list-style-type: none"> <li>Communicate specific vehicles recommended for elimination to Field Activities for review and census on disposition</li> </ul>  | April-May 2012                |
| <ul style="list-style-type: none"> <li>Review results of Field Activities and local decision-makers and work with them to build a disposal plan</li> </ul>  | April-May 2012                |
| <ul style="list-style-type: none"> <li>Review disposal plan for approval/disapproval</li> </ul>   | June-July 2012                |
| <ul style="list-style-type: none"> <li>Require revised disposal plan for any disapproved</li> </ul>   | August 2012                   |
| <ul style="list-style-type: none"> <li>HQ, Field Activities and local decision-makers implement disposal plan</li> </ul>  | September-October 2012        |
| <b>Vehicles Identified as Questionable</b>  |                               |
| <ul style="list-style-type: none"> <li>Identify vehicles that fall into the “questionable” category by organization and location</li> </ul>   | March 2012                    |
| <ul style="list-style-type: none"> <li>Review VAM data call results and identify additional information needed to classify vehicles as retain or eliminate</li> </ul>                                       | March 2012                    |
| <ul style="list-style-type: none"> <li>Communicate specific vehicles recommended for elimination to Field Activities</li> </ul>   | April 2012                    |
| <ul style="list-style-type: none"> <li>Review information and classify vehicles as retain or eliminate</li> </ul>   | April 2012                    |
| <ul style="list-style-type: none"> <li>Communicate vehicles recommended for elimination to Field Activities and local decision-makers and work with them to build re-assignment or disposal plan</li> </ul> | April-May 2012                |
| <ul style="list-style-type: none"> <li>Review re-assignment or disposal plan for approval/disapproval</li> </ul>  | June-July 2012                |
| <ul style="list-style-type: none"> <li>Require revised re-assignment or disposal plan for any disapproved</li> </ul>  | August 2012                   |
| <ul style="list-style-type: none"> <li>Component and local decision-makers implement re-assignment or disposal plan</li> </ul>  | September-October 2012        |

DLA will repeat these process steps annually with the objective of reaching the targeted fleet size shown in the GSA VAM Reporting Tool.

**Optimal Fleet Inventory Action 2**

*List of vehicle types approved for each organization and mission requirement. Vehicles selected should be the most efficient possible. (B-30 6.D.2)*

<sup>6</sup> Timelines for mandatory reviews may exceed those shown.

Imposing a list of vehicle types on the individual Field Activities is impractical because their operations are too distinctive for such a centralized approach. However, all covered vehicles subject to the VAM have been electronically evaluated for “right-typing” through the study. eVAM documents the current vehicle type and a recommended vehicle type based on the data-call questions. DLA will review every recommended vehicle type and reach agreement on whether a change in type is required. eVAM provides an automated process for capturing changes in vehicle type and electronically populating the Attainment Plan accordingly.

As DLA replaces its current fleet of vehicles, alternative vehicle types will be considered. DoD policy includes a justification and vehicle-type review protocol with which DLA must comply. Information on applicable policies is available upon request.

Between February 17, 2012, and submission of an updated FMP in 2013, the DLA FMC and DLA Field Activities will take the following steps (Table 4):

**Table 4**  
**Optimal-Fleet Action 2 Steps and Timeline**

| Action Steps   | Estimated Timeline    |
|--|-----------------------|
| Filter all vehicles for which alternative vehicle types are recommended by the VAM study output  | March 2012            |
| Sort the filtered data by Field Activity   | March 2012            |
| Require Field Activities to review alternative vehicle types recommended by the VAM study output and submit a) justifications for no change or b) plan for changing vehicle type | April-May 2012        |
| FMC reviews and approves (or disapproves) justifications and plans regarding vehicle type  | August 2012           |
| Field Activities and local decision-makers implement plans regarding vehicle type with their acquisition and disposal forecasts and plan as reported in FAST                     | October-December 2012 |

DLA will repeat these process steps annually through December 2015 with the goal of attaining the optimal fleet in terms of vehicle type.

**Optimal Fleet Inventory Action 3**

*Compare the existing fleet composition to mission-task needs. (B-30 6.D.3)*

DLA has completed this step. Table 5 displays the current fleet composition and an alternative fleet composition based on the VAM data-call questions.

**Table 5**  
**Current Fleet and Recommended Fleet Composition by Class**

| <b>Vehicle Types<sup>7</sup></b> | <b>Current Class (FAST 2011)</b> | <b>Recommended Class - Optimum Fleet<sup>8</sup> (eVAM 2012)</b> |
|----------------------------------|----------------------------------|--|
| LSEV                             | 80                               | 99   |
| Subcompact or smaller            | 19                               | 99   |
| Compact                          | 126                              | 20   |
| Midsized                         | 81                               | 48   |
| Large                            | 3                                | 18   |
| Limousine                        | 0                                | 0  |
| Light SUV                        | 177                              | 175  |
| Medium SUV                       | 4                                | 4  |
| Light Passenger Van              | 210                              | 200  |
| Medium Passenger Van             | 22                               | 21   |
| Light Truck 4x2 (8500 or less)   | 281                              | 257  |
| Light Truck 4x4 (8500 or less)   | 50                               | 47   |
| Medium Truck (8501-16,000)       | 302                              | 292  |
| Heavy Truck (over 16,000)        | 244                              | 238  |
| Ambulance                        | 3                                | 3  |
| Bus                              | 6                                | 4  |
| <b>Totals</b>                    | <b>1,608</b>                     | <b>1,525</b>   |

DLA will review every recommended vehicle type and reach consensus on whether a change in type is required. eVAM provides an automated process for tracking all agreed-upon vehicle-type changes and electronically populating the Attainment Plan accordingly. As DLA replaces its current fleet of vehicles, alternative vehicle types will be considered.

Action steps are the same as those listed in Table 4.

**Optimal Fleet Inventory Action 4**

*Identify mission-essential vehicles regardless of utilization. Ensure that the most efficient vehicle type is assigned to the mission. If the most efficient vehicle is not presently allocated to the mission, the fleet management plan must include a changeover program for shifting to the most efficient alternative. (B-30 6.D.4)*

For the DLA VAM study, items 3 and 4 are redundant because all covered vehicles are electronically evaluated for “right-typing”; Table 5 above displays the current fleet

<sup>7</sup> Classification and point-in-time differences exist between the FAST and eVAM baselines.

<sup>8</sup> Optimum fleet reflects recommended eliminations from eVAM consensus.

composition and an alternative fleet composition. As DLA replaces its current fleet of vehicles, alternative vehicle types will be considered on a vehicle-by-vehicle basis.

As described above, the DLA VAM combines utilization and mission criticality in its vehicle assessment which addresses the requirement to identify mission-essential vehicles regardless of utilization. (For further information, see Attachment A.)

Optimal Fleet Inventory Action 5

*Evaluate transportation alternatives such as public transportation, contract shuttle services, car rental. (B-30 6.D.5)*

DLA evaluated transportation alternatives for every vehicle through its data-call questions, including whether a specific vehicle could be eliminated through use of those alternatives. If a transportation alternative can be substituted for a government-provided vehicle, DLA will not approve an acquisition request for replacement and may remove the vehicle from its fleet.

**Table 6**  
**Optimal Fleet Action 5 Steps and Timeline**

| Action Steps  | Timeline              |
|---|-----------------------|
| Filter survey data for vehicles for which transportation alternatives might be used in lieu of an assigned vehicle  | April 2012            |
| Sort the filtered data by Field Activity  | April 2012            |
| Require Field Activities to review vehicles for which transportation alternatives might be used in lieu of an assigned vehicle and communicate results to FMC | April-May 2012        |
| FMC reviews and approves (or disapproves) plans regarding use of transportation alternative(s) in lieu of assigned vehicle(s)                                 | August 2012           |
| Field Activities and local decision-makers implement plans and integrate any inventory changes into 2012 FAST   | October-December 2012 |

DLA is exploring changes to EMACS that will enable implementation of the fleet best-practice of running a motor pool at various installations. The program, upon implementation, which may include dispatch services, will require a robust FMIS for electronic reservations and utilization tracking, among other metrics. Vehicles in such a pool tend to be used more consistently than those assigned to individuals or departments because they are rotated among users, balancing out usage. DLA will continue to implement this program as part of its fleet-optimization initiative under B-30.

**Table 7**  
**Transportation Alternatives Steps and Timeline**

| Action Steps   | Estimated Timeline   |
|--|--|
| Include transportation alternatives in the DLA vehicle acquisition and justification (VAM) process.              | December 2012<br>Incorporate into an electronic justification tool. Document process in the Standard Operating Procedures and training program.  |
| Design and implement a motor pool planning process to be undertaken by Field Activities.                         | December 2012  |
| Where appropriate, work with Field Activities to implement motor pools.  | December 2012<br>Results of the planning process will enable targeting of Field Activities where a formal motor pool makes sense.  |
| Implement processes to monitor motor pool vehicle utilization.   | December 2012 and Ongoing<br>An FMIS with a motor pool management module will provide administrative ease for this requirement. If an FMIS is not available in the short term, a basic system can be built in Excel (and may already be in use at a Field Activity that has a formal motor pool). Document processes in Standard Operating Procedures. |
| Continuously right-size motor pools based upon vehicle utilization data.   | 2012 and Ongoing<br>Apply data from step 4. Document processes in Standard Operating Procedures.   |
| Implement a managed vehicle and equipment sharing program.   | 2012<br>Formalize a sharing program by documenting processes in Standard Operating Procedures.   |
| Provide an electronic tool to facilitate comparing the cost of vehicle leasing vs. rental vs. POV reimbursement. | 2012<br>DLA will place on an equipment and vehicle web site information on rental and leasing programs and options. DLA will also provide a costing tool on the site for analysis of the available alternatives. Document alternatives and tool use in Standard Operating Procedures and cover in training program.                                    |

Further detail for transportation alternatives can be found in Attachment B.

**Plan for Alternative Fuel Vehicle Acquisition**

The Attainment Plan has been completed and statistically details the DLA plan based upon currently available information. The Attainment Plan shows acquisitions and disposals by vehicle type and by fuel type (conventional vs. alternative) through 2015.

Detailed information that exceeds the requirements of B-30 has been obtained on every vehicle by means of the VAM data call.

All covered vehicles due for replacement through December 2015 will undergo a structured process of evaluation to ensure that they meet all DoD acquisition policies. The goal is to increase the number of alternatively fueled vehicles and to ensure that those vehicles have access to the type of fuel needed.

**Table 8**  
**AFV Acquisition Action Steps**

| Action Steps   | Timeline              |
|--|-----------------------|
| Filter all vehicles that were identified in eVAM as being within 5 miles of an alternative fuel station  | March 2012            |
| Sort the filtered data by Field Activity   | March 2012            |
| Require Field Activities to review vehicles within 5 miles of an alternative fuel station and compare the recommended fuel to the present vehicle fuel type to determine the operational feasibility of ordering future vehicle replacements that use the recommended fuel | April-May 2012        |
| FMC reviews and approves (or disapproves) justifications and plans regarding vehicle fuel type   | August 2012           |
| Field Activity and local decision-makers implement plans regarding vehicle fuel type with their acquisition and disposal forecasts and plan as reported in FAST  | October-December 2012 |

The DLA Installation Support Fleet Management office is developing a comprehensive strategy to comply with the current regulatory requirements for reducing vehicular petroleum consumption by two percent per year and for increasing alternative fuel (AF) use in vehicles by ten percent compounded annually as compared to the fiscal year 2005 baseline. The strategy includes the use of E85, a fuel blend of 85 percent ethanol and 15 percent gasoline, instead of conventional gasoline fuel; the use of B20, a fuel blend of 20 percent biodiesel and 80 percent diesel, in place of conventional diesel fuel; continued use of compressed natural gas (CNG) in natural gas vehicles; increased use of AFs in alternative fuel vehicles (AFVs); improvements in the operating efficiency of DLA vehicles; working with other agencies and organizations to improve AF availability; and continued acquisition of light-duty or medium-duty vehicles with higher fuel economy, to include AFVs such as flex-fuel vehicles, hybrid electric vehicles, low greenhouse gas emitting vehicles (LGHGEVs), and plug-in hybrid electric vehicles (PHEVs) when they are commercially available and cost feasible versus comparable non-PHEVs.

Section 13218 of the Energy Policy Act of 1992, 42 USC 13218(b), requires each Federal agency to place its annual fleet AFV compliance report on a publicly available website. DLA’s AFV compliance report is rolled up along with other defense agencies into the DoD report titled “Defense Agencies.”

With its policy of exclusively acquiring AFVs for its non-exempt fleet, except where operational requirements make such acquisitions impractical, DLA expects to continue its record of meeting or exceeding the 75 percent EAct percentage for the foreseeable future. DLA will also continue acquiring LGHGEVs as OEMs provide more makes and models that meet operational requirements.

DLA will continue to advance in this area, applying the results of the VAM study to optimize its vehicle fleet by December 2015.

**Plan for Fueling of Alternative Fuel Vehicles**

The VAM study data call gathered information on where vehicles are domiciled (parked overnight). DLA will use this information to review whether vehicles can be shifted from

one location to another. DLA will consider the following factors in assessing possible movement of vehicles from one location to another:

- Is the alternative fuel available in any other office location?
- Is the vehicle type suitable to the mission (e.g., terrain, climate conditions, type of use) if it is moved from one office/location to another?
- Does the replacement cycle of the vehicle call for disposal within the next 12 months?
- Is replacement of the vehicle more efficient and effective than relocation?
- What is the distance between respective office locations?
- What is the best means of arranging transportation of the vehicle?
- What will the cost of transportation be?
- Do Field Activity budgets have funds to cover the cost of transporting vehicles from one location to another?

Beyond possible vehicle relocation, DLA will investigate the potential for working with other agencies for installation of fuel delivery systems where appropriate.

DLA has plans on installing E85 pumps at two of their largest locations: New Cumberland, PA 17070, and San Joaquin, CA 95304.

EPAAct 2005, Section 701 requires that dual-fuel AFVs (e.g., AFVs that can run equally well on gasoline or an AF) use AF exclusively unless the AF is (1) not reasonably available (neither within a 15-minute drive nor five miles from garaged location) or (2) unreasonably expensive (costs more per gallon than gasoline at the same station). For DLA, Emergency Response vehicles (e.g., fire-fighting and medical assistance) are exempt from this requirement. Federal agencies can request a waiver annually via FAST by June 30 for each non-exempt, dual-fuel AFV for which the distance, time, and/or cost exceed these criteria. DLA requested a total of 166 waivers during the FY 2011 FAST cycle and 123 were approved.

AF usage in DLA AFVs, which was estimated to be about 4.1 percent in FY 2011, has not met DLA expectations and targets. As a result, DLA is researching its fuel transaction data to determine whether the E85 FFVs/bi-fuel CNGs are being fueled with gasoline when E85/CNG, respectively, were available at or near the station where the fuel was actually purchased. In addition, DLA has volunteered to be one of three fleets to pilot a DOE-sponsored software program that will use geographic information system (GIS) software to analyze fuel transaction data and AF station location data to ascertain where specific AFVs could be using more AF.

DLA determined that fuel coding problems substantially impact the reliability of the fuel transaction data. While the data is available for agencies to download (from GSA and from the Voyager fuel card databases), it is deficient in accurately identifying the fuel purchased because of software problems at the point of sale and problems in the transmission of data from the point of sale to the credit card transaction databases.

A lack of adequate commercial AF infrastructure continues to hinder AF refueling, but DLA endeavors to keep its waiver requests to a minimum and to monitor the expansion of the AF infrastructure.

DLA recognizes that vehicle drivers ultimately determine what type of fuel goes into the vehicle so plans are being developed to increase driver awareness regarding AF station locations and use of AF whenever the distance/cost criteria are met.

The Attainment Plan, which includes statistics on conventionally and alternatively fueled vehicles, has been completed. It specifies the DLA plan relating to acquisition of alternative fuel vehicles based upon currently available information.

**Table 9**  
**AFV Fueling Action Steps**

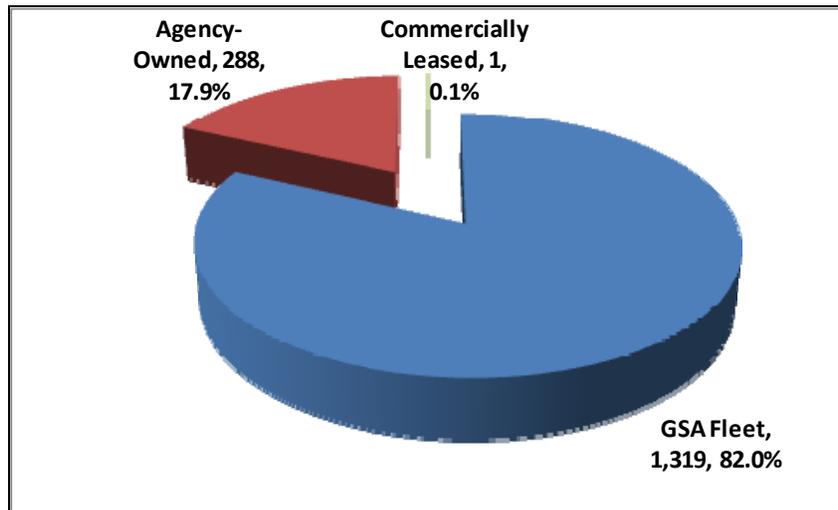
| Action Steps  | Timeline         |
|---|------------------|
| Field Activities will review whether AFVs can be moved from a location where the alternative fuel is not available to a location where the alternative fuel is available  | March-May 2012   |
| If appropriate, Field Activities will relocate vehicles   | June-August 2012 |
| FMC will continue to investigate opportunities for installation of alternative fueling stations   | Ongoing          |
| Increase driver awareness of station locations and to use AF whenever the distance/cost criteria are met  | Ongoing          |
| Investigate joining a pilot for a DOE-sponsored software program that will use geographic information system (GIS) software to analyze fuel transaction data and AF station location data to ascertain where specific AFVs could be using more AF | Ongoing          |

All covered vehicles due for replacement through December 30, 2015, will undergo a structured process of evaluation to ensure that they adhere to all DLA and DoD acquisition policies. The goal is to increase the number of alternatively fueled vehicles and to ensure that those vehicles have access to the type of fuel needed.

**Vehicle Sourcing Assessment**

It is DLA policy to obtain motor vehicles from GSA unless the vehicle type is not available, such as overseas or for specialized equipment.

An Attainment Plan has been completed to validate this approach. It specifies the DLA acquisition plan insofar as number of GSA Fleet, Agency-owned, and commercially leased vehicles is concerned, based upon currently available information. As the chart below shows, 82% of the DLA covered vehicles are leased from GSA Fleet while 17.9% are owned, and most of those fall outside the light-duty vehicle category, as shown in the Attainment Plan. Only one vehicle is commercially leased.



All covered vehicles due for replacement through December 30, 2015, will undergo a structured process of evaluation to ensure that they conform to all DLA acquisition policies.

B-30 requires agencies to provide support for their vehicle sourcing decision(s). Specifically it calls for a comparison of purchasing/owning vehicles to leasing vehicles through GSA Fleet or commercially. The bulletin states:

*When comparing cost of owned vehicles to leased vehicles, compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost effective source.*

Initial information gathered from GSA by Mercury Associates indicates that the costs incurred under the current, actual life cycles of owned vehicles should be compared with the fixed and operating costs of GSA Fleet and commercially leased vehicles over that same period of time. Working with DLA, Mercury applied a costing model that **compares the current “budgetary costs”** for vehicles via the three methods currently available to Federal Agencies:

- A. Agency Ownership
- B. GSA Fleet Lease
- C. Contract Closed End Commercial Lease

This differs substantively from an economic optimization model where the total cost of financing and operation for a given fleet asset begins with determining the optimal economic replacement point using life-cycle cost analysis. For informational purposes, in the following box we have provided an overview of what an economic optimization model includes.

Optimized economic analyses examine the “hard” capital and operating costs associated with vehicle financing and operation. First, the costs are reviewed over alternative replacement cycles for a given type of vehicle. After the optimized replacement cycle is determined, a comparison of alternative methods to finance and manage the vehicle over the optimum life cycle is developed. The lowest cost combination of financing and management that is *feasible to implement* becomes the recommended approach. Generally, in such models, the current practice is compared with one or more operating and finance alternatives.

For fleet management, alternatives generally recognized include:

- Agency management & operations
- Central organization management & operations
- Fleet Management Company management/services

For financing, the approaches evaluated for the public sector include:

- Outright purchase with cash from ad hoc appropriations
- Outright purchase with cash accumulated in a reserve fund
- Various forms of debt financing

In the budgetary comparison model employed to meet the requirements of B-30, an optimal life cycle has not been determined, alternative financing methods have not been reviewed, and Fleet Management Company services have not been considered. What has been considered as current-environment budgetary expenses associated with the primary cost elements of vehicle use include:

- Capital Costs,
- Maintenance Costs,
- Fuel Costs, and
- Overhead Costs.

Cost comparison estimates have been developed for selected classes of vehicles to reveal the lowest budgetary cost for vehicle ownership and operation under current cost and rating structures. Cost comparisons for smaller fleet segments will be conducted in FY 2012.

Comparisons were completed for the largest three classes in each Field Activity’s fleet. Given the uniqueness of heavy equipment and each vehicle’s application, heavy duty vehicles were excluded from class comparisons. Such comparisons would have to be made using individual unit specifications specifically matched to a GSA rate. In addition, few GSA Schedule contracts for leasing heavier equipment exist; therefore, individual commercial leasing costs would have to be secured and compared to actual costs for the comparison to be meaningful. As a result, DLA has not undertaken cost comparisons for assets in a heavy equipment class at this time.

The methodology for estimating specific costs under the three alternatives, along with core data elements and sources is available upon request. A summary of the model elements and methodology appears below in Table 9.

**Table 9**  
**Summary of Costing-Model Elements**

| <b>What</b>                                | <b>Agency Owned</b>   | <b>GSA Fleet</b>                           | <b>Commercial Closed End Capital Lease</b>                              |
|--|---|--|---|
| <b>Vehicle Life Cycle</b>                  | Current Practice (non-optimized)  | GSA Published Replacement Standards        | 36 months   |
| <b>Capital Cost</b>                        | Net Capital Cost (Purchase Price less Resale value)   | GSA Monthly Rate X Agency Life Cycle       | GSA Passenger and Light Duty Vehicle Contract Price X Agency Life Cycle |
| <b>Maintenance</b>                         | Agency Data (if complete and accurate) or estimate based on Vehicle Equivalent Unit (VEU)   | GSA Mileage Rate (Rate also includes Fuel) | Estimate based on VEU   |
| <b>Fuel</b>                                | Agency Data (if complete and accurate) or estimate based on MPG                             | Included in GSA Mileage Rate               | Estimate based on MPG   |
| <b>Management and Operational Overhead</b> | Agency Data (if complete and accurate) or estimate based on Mercury experience/client data. | 10% of Owned Amount                        | 90% of Owned Amount   |

Complete and accurate cost data is not available at a vehicle-unit level and the cost data that appears in FAST is aggregated at too high a level to be of use in the required comparisons and is often irregular. Therefore, DLA vehicle-cost data was not used in developing maintenance and repair or the overhead cost components (details on the costing methodology are available upon request).

Because the budgetary comparisons may include looking at vehicles with differing life cycles, it is important to note that there often are other costs, some more easily measured than others, which are impacted by an organization’s replacement cycle decisions. Specifically, longer cycles typically carry associated costs that are not easily measurable (and not included in the model). Examples of these “soft” costs include:

- Increasing vehicle downtime and its associated impact on fleet size
- Mission disruptions
- Reduced employee productivity
- Reduced employee safety
- Reduced public safety
- Unmanageability of repair costs

For example, if the agency life cycle for owned vehicles is longer than the GSA Fleet cycle, GSA vehicles will be newer and therefore experience reduced maintenance, breakdowns and downtime. Impact on agency productivity and fleet size could be significant if cycle variance is large. Therefore, to the extent that the agency owned and GSA costs are very close, it would be logical to tip the scales more heavily in favor of the shorter cycle.

Another important point for this costing exercise is that the budgetary costs are viewed from this agency's perspective as opposed to an organizational perspective (i.e., DLA vs. Federal government). This is important because the GSA Fleet lease rate includes elements that are not included in the agency cost comparison. Specifically, according to the U.S. General Services Administration FY 2011 Summary of Rates and Fees: "*The ASF is authorized to retain earnings to cover the cost of replacing fleet vehicles (Replacement Cost Pricing), maintaining supply inventories adequate for customers' needs, and funding investments specified by the Cost and Capital Plan. Any additional earnings in excess of expenses must be returned to Treasury as miscellaneous receipts.*" This means that at the end of a given life cycle there may be reserve funds that would appropriately be considered in a comparison at the organizational level.

The first step in developing the comparison was to identify the largest classes in each Field Activity's fleet. For this exercise, both covered and exempted vehicles were considered. After identifying the classes, an individual vehicle model that was representative of the class was selected for the comparison exercise. Next, the GSA rate and the commercial lease rate that corresponded to the selected vehicle were identified. Because DLA lacked specific information on these elements, the best apparent matches were selected from GSA Fleet rates and commercial-lease contract lists. Table 10 depicts the vehicles selected and the corresponding specification type used to match GSA Fleet and commercial-rate lists.

**Table 10**  
**Vehicle Types Selected for Cost Modeling**

| Agency | Largest Fleet Classes (GSA Nomenclature) |                               | Specification Type | Sample Model        | Number in Fleet Class | Percent of Total Fleet | Total Repres. |
|--------|--|-------------------------------|--------------------|---------------------|-----------------------|------------------------|---------------|
| DLA    | Van, Passenger                           | 4X2 Van Wagon Compact         | 20.11DA            | Dodge Grand Caravan | 202                   | 12.8%                  |               |
| DLA    | Pickup, Regular Cab LD                   | 4X2 Pickup, Min 6000 LBS      | 50.11DA            | Dodge Ram 1500      | 239                   | 15.2%                  |               |
| DLA    | Pickup, Regular Cab MD                   | 4X2 Stake Bed, Min 10,001 LBS | SIN 124.11FA       | Ford F350           | 127                   | 8.1%                   | <b>36.1%</b>  |

A comparison of the three sourcing options was then completed for each model. Table 11 below summarizes the results of the class comparisons for organizational components covered by this plan. Detailed data for each vehicle class is available upon request.

**Table 11**  
**Budgetary Cost Comparisons**

| Agency | Vehicle Class              |                     | Owned       | GSA         | Commercial  |
|--------|----------------------------|---------------------|-------------|-------------|-------------|
| DLA    | LD Minivan 4x2 (Passenger) | Dodge Grand Caravan | \$26,063.86 | \$19,272.88 | \$30,184.34 |
| DLA    | LD Pickup 4x2              | Dodge Ram 1500      | \$39,253.37 | \$31,478.09 | \$54,038.15 |
| DLA    | MD Pickup 4X2              | Ford F350           | \$51,202.47 | \$41,189.17 | \$91,454.57 |

Based upon the standardized costing method used and the costing data available, GSA Fleet is the lowest-cost budgetary option. GSA Fleet costs range from 20 to 26 percent below the agency-owned cost, a reflection most likely of the GSA Fleet class-average fleet rating method. Because GSA Fleet employs an average-rate system, rather than actual-cost-plus-service method, it is not feasible to determine specifically in what cost areas GSA Fleet is lower. In general, a centralized operation, if effectively operated, would typically achieve a lower cost of administration due to economies of scale.

The commercial lease cost is higher in each instance. Given that it is a closed end 36-month lease, this is to be expected.

## **Conclusion**

Aggressive efforts by DLA to improve fleet management were initiated in 2011 and included:

- December 2011 through February 2012: Conduct VAM study of the domestic fleet.
- February 15, 2012: Submit Fleet Alternative Fuel Vehicle Program Report for Fiscal Year 2011.
- February 17, 2012: Submit FMP.
- 2012: Establish a Fleet Management Council (FMC) comprising all DLA overseas and domestic motor vehicle stakeholders, with the goal of improving fleet management policy and complying with appropriate laws.
- 2012: Review and update fleet policy.
- 2012: Develop requirements to determine whether EMACS can be enhanced to perform full FMIS functionality.
- 2012: Initiate changes to EMACS or determine whether procurement of dedicated FMIS would be in the best interest of DLA.

Planned efforts to continue to improve fleet management include:

- January through May 2013, 2014: Conduct annual VAM study<sup>9</sup>
- June 2013, 2014: Submit updated FMP<sup>10</sup>
- June 2012, 2013, 2014: Incorporate FMP into Annual Strategic Sustainability Plan
- December 31, 2015: Complete fleet-size optimization initiative covering number and types of vehicles and fueling of alternative fuel vehicles (per B-30)

## **END OF FLEET MANAGEMENT PLAN**

---

<sup>9</sup> Dates based upon communication with GSA's Office of Governmentwide Policy.

<sup>10</sup> Dates based upon communication with GSA's Office of Governmentwide Policy.

## Attachment A: VAM Implementation

DLA contracted with Mercury Associates, a leading fleet management consulting firm, to assist with the VAM study. The team has been under contract and assisting DLA with its fleet management improvement program since December 2011.

### Fleet Management Information System Status

GSA's guidance document B-30, part 6. A) 1) notes that FMR § 102-34.340 requires agencies to implement a fleet management information system (FMIS). DLA is in the process of creating a Fleet Management Council (FMC) to facilitate communication and to centralize decision-making among its respective bureaus and organizations with fleet-related responsibilities (e.g., safety). A key action of the FMC will be to determine whether system enhancements to the existing DLA EMACS will be cost efficient to allow it to continue to perform as a dedicated fleet management information system.

### VAM Study Steps

Step 1 (B-30, 6. A. 2): Establish a baseline fleet inventory profile that tracks vehicles individually.

Building a database of individual GSA Fleet, Agency-owned, and commercially leased vehicles, DLA aggregated the covered domestic fleet inventory for each reporting organization as the first step in implementing the VAM study. The following table documents the composition of the fleet for which the Fleet Management Plan (FMP) has been developed.

**Table 1**  
**Covered Vehicles**

| Current Covered Vehicles      | Number      |
|-------------------------------|-------------|
| Agency-owned                  | 288         |
| GSA Fleet                     | 1319        |
| Commercially leased           | 1           |
| <b>Total Covered Vehicles</b> | <b>1608</b> |

As specified in B-30, the vehicle-by-vehicle inventory data fields included:

- Unique vehicle identifier (at least one)
  - VIN
  - License plate
  - Other (Asset ID or Vehicle #)
- Manufacturer (for example, Ford)
- Vehicle model (for example, Taurus)
- Vehicle type (sedan, truck, other etc.)
- Vehicle size (LSEV, midsize sedan, light-duty truck, etc.)
- Vehicle model year
- Acquisition cost or Lease cost
- Vehicle ownership (agency owned; GSA Fleet; commercial lease)
- Current mileage

- Date of last odometer reading (if available)
- Fuel type
- Passenger capacity (if available)
- Cargo capacity (if available)
- Installed equipment beyond that provided by the original equipment manufacturer (if available)
- The vehicle's garaged location by address or Latitude/Longitude
- Vehicle in service date

Step 2 (B-30, 6. A. 3): Develop vehicle utilization criteria that justify mission-essential vehicles (specific, objective thresholds). B-30 states that agencies must consider the following criteria. We address each in the order listed.

- 1) Mission: In its draft of B-30, GSA related mission with vehicle type, and this correlation has been employed in the VAM study. Therefore, the DLA data-call questions map to a decision tree that establishes either that the current vehicle type is appropriate to its mission or recommends an alternative for consideration when replacement occurs. The results are included in the FMP.
- 2) Historical/expected miles-of-use per vehicle: Historical miles-of-use per vehicle was calculated and applied as one of the factors to recommend whether the vehicle be retained or eliminated. Expected miles of use were not applied as part of the VAM, but DLA will be enforcing its existing acquisition policy that requires submission of justification that includes that projection. The data call targeted all covered vehicles.
- 3) Historical/expected hours of use per vehicle: EMACS does formally track utilization by hours; however, the data-call questions gathered hours-of-use information, and the responses are included in the overall justification assessment.
- 4) Ratio of employees to vehicles: For its domestic fleet, DLA does apply a ratio of employees to vehicles as a justification parameter for replacement vehicles on a case by case basis. The VAM study relied on utilization and mission criticality factors for the justification assessment (see Step 3 below for further background).
- 5) Frequency of trips per vehicle: DLA does not formally track trips per vehicle, except for a segment of its fleet used in a motor-pool operation; however, the data-call questions gather estimates of this utilization information, and the responses are included in the overall justification assessment.
- 6) Vehicle function: Data-call questions gathered information to assess this criterion. The responses contribute to the assessment of mission criticality and vehicle-type for the respective missions.
- 7) Operating terrain: Data-call questions gathered information to assess this criterion. The responses contribute to the assessment of vehicle-type for the respective missions.

- 8) Climate: Data-call questions gathered information to assess this criterion. The responses contribute to the assessment of vehicle-type for the respective missions.
- 9) Vehicle condition, age, and retention cycle: GSA Fleet establishes age and retention cycles for its vehicles and these also are applied informally to the owned fleet, as appropriate. The age and retention cycle for commercially leased vehicles are limited according to contract. For GSA Fleet and commercially leased vehicles, condition is rarely an issue that must be addressed.
- 10) Vehicle down time: DLA does not track this criterion specifically. Utilization information and data-call questions that focus on vehicle condition sufficiently address vehicle availability for meeting respective missions.
- 11) Needed cargo and/or passenger capacity: Data-call questions gathered information to assess this criterion. The responses contribute to the assessment of vehicle-type for the respective missions.
- 12) Required employee response times: Data-call questions relevant to criticality gathered information applicable to this criterion.
- 13) Greenhouse gas emission level of the vehicle: This criterion is will be assessed when replacing a vehicle as part of the proposed DLA acquisition protocol.

Step 3 (B-30, 6. A. 3): Conduct a utilization survey.

DLA used an electronic VAM data-call tool (eVAM<sup>11</sup>) to provide users with a structured approach for determining the need for vehicles and what type of vehicles are appropriate for a given mission. It is automated to enable the efficient processing of vehicle justifications for the entire DLA fleet.

The eVAM Tool was built using MS Excel spreadsheets and consists of two components:

- a. *Determination of Need*; i.e. how badly is the vehicle needed. Need is ascertained by addressing:
  1. The *criticality* of the work or mission to be performed;
  2. The projected *utilization* of a vehicle or group of vehicles.
- b. *Determination of Type*; i.e., if a vehicle is needed, what type should be provided.

Because eVAM is highly configurable, DLA weighted the parameters to reflect the relative importance of the need and type questions and pass/fail parameter adjustments for the respective organizational components. In sum, eVAM is an automated vehicle justification protocol that applies utilization (defined as miles, hours in use, and trips taken) and data call responses to make recommendations for vehicle actions automatically.

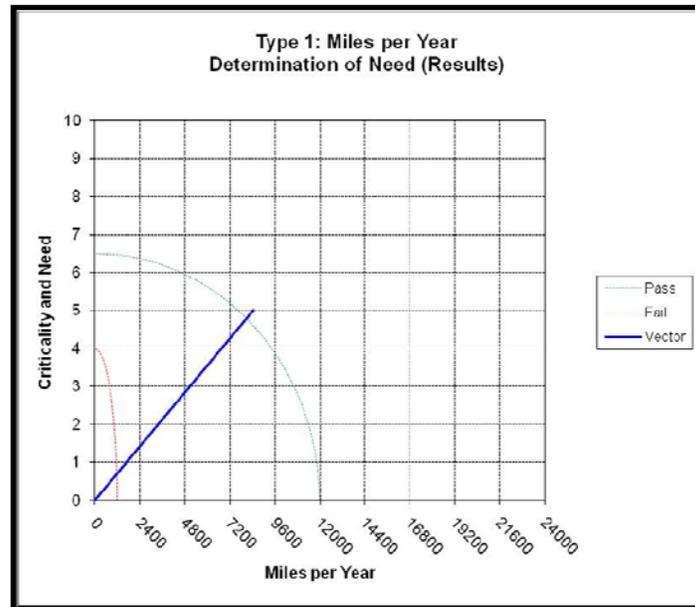
---

<sup>11</sup> eVAM is an electronic tool designed for VAM studies that conform to B-30 standards and requirements. It applies algorithms that yield recommendations. The next step in the process is for the DLA to review the recommendations for reasonableness prior to action.

Regarding determination of need, the study process views the VAM approach as two dimensional. eVAM outputs a graphic for every vehicle studied. The chart displays a curved red line below which a vehicle fails, an area between the red and a green line for a vehicle that requires further review, and above the curved green line is for a vehicle that the logic built into the Tool deems justified. Charts for hours and trips are also output.

Actual *use* of eVAM consisted of two steps:

1. Conducting an electronic data call (in this case, a web-provided questionnaire) to collect information about each vehicle from the users (the justification step);
2. Transfer of data call responses into eVAM to generate results.



eVAM used the information input into the online questionnaire by vehicle users in the respective Field Activities. The information gathered included per-vehicle mileage; trips per vehicle; mission requirements; operational terrain/environment and extensive additional information. When the data-call information was imported into eVAM, it applied algorithms embedded in the spreadsheet to arrive at a recommended action for each vehicle (such as Retain, Eliminate, or Questionable -- meaning further discussion was suggested; it also reported when "No Response" was received; see the eVAM index below).

DLA's data call covered all questions listed in B-30 and many others pertinent to optimizing the covered fleet. Moreover, the FY 2011 VAM study data call required information pertinent to most of the utilization criteria discussed under step 2.

**Step 4:** Determine optimal fleet inventory. Per B-30, this step has five requirements to complete:

1. Identify vehicles that fall below the minimum utilization criteria by VIN. Dispose or re-assign identified vehicles.
2. Create a list of vehicle types approved for each organization and mission requirement. Vehicles selected should be the most efficient possible.
3. Compare the existing fleet composition to mission-task needs.
4. Identify mission-essential vehicles regardless of utilization. Ensure that the most efficient vehicle type is assigned to the mission. If the most efficient vehicle is not presently allocated to the mission, the fleet management plan must include a changeover program for shifting to the most efficient alternative.

- Evaluate transportation alternatives such as public transportation, contract shuttle services, car rental.

Each action is addressed in DLA's FMP.

Below is the index from eVAM that lists the information DLA has at hand for management decision-making as it implements its FMP.

| Tab   | Work Sheet Name                        | Description  |
|-------|--|--|
| 1     | <b>Vehicle Attainment Plan</b>         | The base and optimal fleet data resulting from the eVAM. This gets fed into the agency FAST reporting tool where the annual plans are developed.   |
| 2-4   | <b>Charts</b>                          | Charts Depicting Key Results   |
| 5     | <b>Summary</b>                         | A table depicting of the eVAM Automated Tool Results.  |
|       | No Response                            | Failure to Respond to Survey   |
|       | Questionable-NS-No Meter               | Questionable- No Survey or Meter Data  |
|       | Eliminate-NS-Low Use                   | Elimination - No Survey Data - So, based solely on Low Use (< 1,200 Average Miles per Year)  |
|       | Questionable-NS-Moderate Use           | Questionable - No Survey Data - So, based solely on Moderate Use (1,200 to 6,000 Average Miles per Year)   |
|       | Retain-NS-High Use                     | Retain - No Survey No Survey Data - So, based solely on High Use (>6,000 Average Miles per Year)   |
|       | Eliminate-Turn In                      | Elimination identified by respondent in survey   |
|       | Eliminate-Already Turned in            | Elimination identified by respondent in survey   |
|       | Eliminate-VAM Result                   | Elimination recommended by eVAM automated analysis   |
|       | Questionable-VAM Result                | eVAM automated analysis indicates possible elimination, further review required  |
|       | Retain-VAM Result                      | Retention of vehicle recommended by eVAM Automated Analysis  |
|       | Retain-K-9                             | Retention Recommended Due Special Purpose Vehicle Needed to Support K-9 Assets   |
|       | Retain-New Vehicle                     | Vehicles less than a year old were excluded as there was not sufficient time in service to allow for review.   |
| 6     | <b>VAM Results</b>                     | The eVAM results sheet is a complete list of Agency vehicles with data and information from a variety of sources as listed in the color key below  |
|       | Column Color Key                       |  |
|       | Survey Response                        | This information is from the actual survey responses   |
|       | <b>VAM Result</b>                      | This information is the output from the eVAM automated tool analysis   |
|       | Working Columns                        | These are open columns for use by the Agency. If results are entered into the consensus action column, they get brought forward to the attainment plan. If nothing is entered the eVAM result moves forward to the attainment plan |
|       | Calculations from Survey Information   | This information was calculated by eVAM automated tool based on survey responses   |
|       | Alternative Fuel Data developed by MAI | Alternative Fuel Data developed by MAI   |
|       | Client Inventory Information           | This information is from inventory data submitted by the client  |
| 7     | <b>Vectors</b>                         | The pass and fail curves for each usage view and a sample vector for an individual vehicle. Vehicle may be selected in Column H on the eVAM Results tab.   |
| 8     | <b>Class Parameters</b>                | The maximums, pass points and fails points in the automated eVAM analysis.   |
| 9     | <b>Criticality Parameters</b>          | The criticality question scoring utilized in the automated eVAM analysis   |
| 10    | <b>Alt Fuel Parameters</b>             | The alternative fuel parameters used in the automated eVAM analysis  |
| 11    | <b>Survey Responses</b>                | This is the actual survey responses as entered in eVAM   |
| 12-15 | <b>Fuel Stations</b>                   | The list of alternative fueling stations used in the eVAM analysis.  |

**FMP-Related Department of Defense and DLA policies are available upon request.**

## **Attachment B: Transportation Alternatives**

### Action Step 1: Include transportation alternatives in the DLA vehicle acquisition and justification (VAM) process.

- a. Prepare and distribute instructions to all Field Activities and DLA procurement offices indicating that the process of vehicle acquisition must include answers to the transportation alternative questions and only if the answers are “no” or reasonable explanations as to why answers cannot be “yes” will acquisition be approved.
- b. Alternatively, incorporate all transportation alternative questions into the DLA justification system.
- c. Apply the transportation alternative questions to acquisition of reuse vehicles as well as vehicles acquired as new or nearly new, whether leased or purchased.

### Action Step 2: Design and implement a motor pool planning process to be undertaken by all Field Activities.

- a. Design planning method and plan-reporting template (keeping in mind that the two most common types of motor pools are those for use by all in an organization and sub-pools [see Action Step 3.a. below]).
- b. Review planning process, instructions, and template with FMC.
- c. Revise planning documentation as needed and establish deadline for receipt of plans.
- d. Communicate planning documentation to Field Activities.

### Action Step 3: Where appropriate, work with Field Activities to implement motor pools.

- a. Recognize that nearly all Field Activities have informal sub-pools (a sub-pool is when a department has one or more vehicles for “check-out” at its office).
- b. Each Field Activity should have at least one vehicle allocated to a sub-pool for general assignment as a motor pool unit. (Today, this happens informally. The goal is to establish a formal program, not to take the vehicle away but to increase its utilization and, perhaps, reduce the need to add net-new vehicles to the fleet.)
- c. Where appropriate, establish a motor pool available to all qualified DLA personnel.
- d. Develop DLA policies and procedures for motor pool management, vehicle use, utilization tracking, and electronic utilization reporting. Incorporate into Standard Operating Procedures.
- e. The motor pool process should enable personnel to reserve the vehicle on line or call someone in the sub-pool department, get information on the vehicle(s), reserve one, use it, clean it up, and return it based on pre-established time lines.
- f. Vehicles allocated to fulfill this requirement should either be new or existing fleet vehicles that are in like-new condition.
- g. Ensure Field Activity-wide communication of the availability of the motor pool vehicle and how to reserve it. The same communication should occur for sub-pool vehicles as well; those intended primarily for use by a specific user group (i.e., sub-pool vehicles) should be available to all qualified DLA personnel.
- h. Provide an on-line motor pool reservation program so that all can quickly determine vehicle availability.

Action Step 4: Implement processes to monitor motor pool vehicle utilization.

- a. Use a standard motor pool reservation program for all Field Activities. If such a program is unavailable, design a standard motor pool vehicle checkout form to be used by all Field Activities.
- b. In addition to capturing reservation information, obtain utilization information on number of trips (outings) every day, number of round-trip miles for each outing, and hours of operation per trip. Also capture number of passengers in the vehicle in addition to the driver. (We note that motor pool sizing can be done with manual records showing only check-out and corresponding check-in times and dates for pool vehicles recorded sequentially throughout a given year.)
- c. The system must also track inability to meet demand; that is, a user wants a vehicle but one is not available. In addition to utilization, tracking demand is important to right-size the motor pool.
- d. Have Field Activities enter data by vehicle.
- e. Field Activities should electronically upload utilization information to the HQ DLA.
- f. Analyze data by vehicle and by class.

Action Step 5: Continuously right-size motor pools based upon vehicle utilization data.

- a. Repeat the VAM process annually for motor pool vehicles as well as all other vehicles to achieve continuous refinement of fleet composition and vehicle allocation.

Action Step 6: Implement a managed vehicle and equipment sharing program.

- a. Place vehicle inventory on the Field Activity fleet portal, including fields that identifies the point of contact to arrange sharing.
- b. Develop policies and procedures to govern the sharing program, working with representatives of Field Activities that have participated in vehicle sharing.
- c. Develop share-equipment agreement templates for use by Field Activities.
- d. Implement processes to ensure vehicle-sharing is reported to the HQ DLA to track the program and any associated issues that arise.
- e. Document processes and forms in the Standard Operating Procedures.

Action Step 7: Provide an electronic tool to facilitate comparing the costs of vehicle leasing vs. rental vs. POV.

- a. Develop, evaluate and improve, as needed, a costing tool. Ensure that the tool covers the transportation alternatives accessible on the Field Activity fleet site, such as short-term rental from GSA Fleet and rental under Schedule 48 as well as POV use.
- b. Document tool and processes in Standard Operating Procedures.