

APPENDIX A
FY 2016 FLEET MANAGEMENT PLAN
DEPARTMENT OF HOMELAND SECURITY
JUNE 1, 2016

Developing a Fleet Management Plan is critical to an agency in defining and describing how the motor vehicle fleet serves its mission needs. A Fleet Management Plan is multi-year map of a systematic approach to vehicle acquisition, use, maintenance, refueling, and replacement. The plan should anticipate and account for changes in mission, organization, and resulting vehicle demand. The plan must establish a strategy for achieving full compliance with mandates to lower greenhouse gas (GHG) emissions, acquire alternative fueled vehicles, utilize alternative fuels including bio-based fuels, acquire low greenhouse gas emitting vehicles, incorporate telematics, acquire zero emission vehicles, convert to asset level data reporting, and reduce petroleum. The plan must also define how vehicle selection will advance sustainable acquisition, achieve maximum fuel efficiency, and limit motor vehicle body size, engine size and optional equipment to what is essential to meet the agency's mission. The plan should guide the programming of funds necessary to continue fleet operations.

This document provides the template for Executive Branch agencies to prepare and update Fleet Management Plans to obtain an optimal fleet inventory and document the steps being taken to operate those fleets most effectively and efficiently. Agency adherence to this guidance will ensure compliance with the Executive Order 13693 requirement to prepare a Fleet Management Plan and incorporate it into the agency Annual Strategic Sustainability Performance Plan. It will also satisfy the instructions in OMB Circular A-11 entitled "Fleet Data Reporting in FAST" for a narrative section to explain and support inventory and cost data.

Instructions: Address each of the 11 areas listed below clearly and completely. Take as much space as needed. Please view this as your opportunity to tell your agency's story, to profile your agency's fleet operations, to explain its unique challenges, and to present its successes and failures. Read the introductory material carefully and address all of the questions. If something does not apply to your agency, say so; if the question misses something important that sheds light on your agency's fleet, add it. Be aware that not everyone reading your document may be a fleet expert so communicate clearly as if writing for the layman. Please leave the questions in place along with your response.

(A) Introduction that describes the agency mission, organization, and overview of the role of the fleet in serving agency missions.

(1) Briefly describe your agency's primary/core mission and how your fleet is configured to support it.

(2) Please describe the organizational structure and geographic dispersion of your fleet.

(3) Describe your agency's ancillary missions, such as administrative functions, and how your fleet supports them.

(4) Describe how vehicles are primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types.

The Department of Homeland Security was formed in early 2002 through the reassignment of components from various Federal agencies; to include but not limited to, the U.S. Coast Guard, U.S. Secret Service, U.S. Citizenship and Immigration Services, Federal Emergency Management Agency, Federal Law Enforcement Training Center, Immigrations and Customs Enforcement, and Customs and Border Protection. The Motor Vehicle Fleet Program is comprised of 52,189 domestic and foreign vehicles which include 43,770 Agency owned, 8,397 GSA leased and 22 commercially leased vehicles. DHS is committed to becoming a leader in sustainability to ensure its operations and actions are carried out in an environmentally, economically, and fiscally-sound manner. The mission of the DHS Motor Vehicle Fleet Program is to provide safe, effective, efficient and economical, state-of-the-art and environmentally friendly vehicles to employees allowing them to perform their official duties in a manner that promotes excellent stewardship over taxpayer's funds. DHS's diverse number of mission-related operations, projects, stakeholders, and issues require an extensive motor vehicle fleet with a variety of vehicle types. The DHS Motor Vehicle Fleet Program provides policy, guidance and support for the department's 250,000+ employees in their utilization of a wide variety of vehicles, encompassing everything from small plug-in electric and light duty flex fuel sedans to enormous mobile cargo shipment screening units. Due to the varied and diverse missions, the DHS organizational fleet management structure is decentralized. Each Component operates, maintains, acquires, and funds its own motor vehicle program.

Approximately 65% of DHS vehicles are used for law enforcement (LE) missions including protecting and patrolling over 6,900 miles of the Canadian and Mexican borders; interdict weapons and narcotics from the sea, air, and land; assist with the examination of passengers and cargo at 328 Ports of Entry; and serve to transport over

1,500 canine teams. These vastly different missions require the use of different types and quantities of vehicles. A large percentage of the LE vehicles are used for investigative and under cover immigration missions.

(B) Description of vehicle acquisition/replacement strategies.

(1) Describe your agency's vehicle sourcing strategy and decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing the cost of owned vehicles to leased vehicles, you should 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. Note: Information on calculating indirect cost is contained in FMR Bulletin B-38, Indirect Costs of Motor Vehicle Fleet Operations.

(2) Describe your agency's plans and schedules for locating AFVs in proximity to AFV fueling stations.

(3) Describe your agency's approach to areas where alternative fuels are not available and whether qualifying low greenhouse gas (LGHG) vehicles or ZEVs are being placed in such areas.

(4) EO13693 requires agencies to reduce greenhouse gas (GHG) emissions as compared to a 2014 baseline. Describe your agency's plans to meet this goal. If funding is required to comply with this mandate, do you have documentation that it has been requested?

(5) EO13693 requires agencies to acquire zero emission vehicles (ZEVs) as an increasing percentage of passenger vehicle acquisitions. Describe your agency's plans to meet this goal. If funding is required to comply with this mandate, do you have documentation that it has been requested?

(Note: Do not attach or provide funding documentation unless requested)

The DHS motor vehicle inventory is made up of the Department's thirteen constituent Component fleets. Those fleets are deployed in a multi-various array of mission-essential circumstances and environments; from desert border patrol and pursuit to natural disaster mitigation and relief, to executive and foreign dignitary protection, to maritime and aviation asset fueling and maintenance. Vehicles are acquired based on a determination of need and assigned based on mission requirements and for some law enforcement components, job classifications. GSA is given first consideration for all Acquisitions.

Vehicle acquisitions are consistent with the dictates of both the Energy Policy Acts of 1992 and 2005 (EPAAct) and Executive Order 13693; requiring the acquisition of vehicles

capable of operating on alternative fuels whenever feasible. DHS remains a consistent leader among federal agencies by acquiring and deploying alternative fueled vehicles nationwide.

The DHS Inspector General has recommended that the DHS Under Secretary for Management, in coordination with the DHS Office of the Chief Readiness Support Officer (CRSO), provide additional oversight and review of component vehicle acquisitions. To fulfil this requirement, Components will:

- 1) Submit all vehicle acquisitions, to include purchases, commercial and GSA leases, and long-term rentals, to the OCRSO for review, assessment and approval.

All vehicle acquisitions must, at minimum:

- Define the standard vehicle type by application according to need.
 - Provide a cost vs. benefit analysis for all non-standard vehicle types and equipment; e.g., up-fitted vehicles and law enforcement accessories.
 - Provide a cost benefit analysis of owned vehicles vs. leased vehicles, comparing all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle.
 - Provide rationale for acquiring vehicles from other than the most cost effective source.
 - Be in accordance with prescribed utilization, program management, fuel efficiency, and alternative fuel usage standards.
- 2) Submit a Fleet Management Plan to the OCRSO annually for assessment and approval of compliance with federal regulations, sustainability requirements and existing DHS Policy. Fleet Management Plans must capture vehicle acquisition needs assessment criteria and mission requirements.
 - 3) Maintain the minimum number of vehicles necessary to meet that Component's transportation requirements.
 - 4) DHS has developed a Leased vs Owned Tool, which conducts analysis to determine the most cost effective acquisition method prior to ordering a vehicle. Each component is required to use the tool when planning to acquire new vehicles.

For areas where alternative fuels are not available, low greenhouse gas emitting and plug in hybrid electric vehicles will be acquired, whenever practicable.

DHS also works with GSA's Automotive and Leasing offices to review vehicles orders before they are finalized to ensure compliance

(C) Description of Telematics related acquisition strategies.

(1) EO13693 requires agencies to incorporate telematics into the fleet. Describe your agency's plans to meet this goal.

(2) If funding is required to comply with this mandate, do you have documentation that it has been requested? (Do not attach or provide funding documentation unless requested).

(3) Has the agency acquired the telematics system through GSA or directly from a vendor/company? If so, provide the name of the vendor/company. Did the costs of telematics systems acquired directly from the vendor/company exceed those provided through GSA? If so, please provide rationale for the decision.

(4) Describe the type of telematics technology installed (satellite, cellular or radio frequency identification (RFID)).

(5) What type of telematics features are installed in your vehicles? Check all that apply from the list below: (Note – When the form is finalized, there will be check boxes or drop down box included on the template)

GPS tracking - Fleet managers can monitor the location of their vehicles in real-time by logging on to a user accessible website.

Engine diagnostics - Fleet managers can have engine diagnostics reports delivered to their email showing the current condition of the vehicle, odometer readings, idle time, emissions information and speed data.

Vehicle monitoring and driver identification - Fleet managers can track a driver of every vehicle via the usage of key fobs for the drivers or in-vehicle devices and can track who is, or was, driving any given vehicle at any particular time, as well as limit who can operate which vehicles.

In-vehicle recording – This solution uses inward and outward facing cameras to record the driver's behavior as well as the vehicle's surroundings. The device saves the footage from several seconds before and after a sudden movement occurs, such as sudden stop or hard turn.

Instant driver feedback – This system provides an immediate, private, in cabin indication via light activation within the driver's line of sight. The feedback device is designed to track and report harsh braking, sudden acceleration, cornering/high speed turns, unsafe lane changes and speeding (with a pre-determined speeding threshold).

Other – Describe other service

Fuel Usage - Information on gallons of fuel and subsequent MPG calculations.

(6) Describe the obstacles encountered, lessons learned, and any experiences or other information that may benefit other agencies. Consideration should be given to the impact that aftermarket telematics may have on vehicle warranties.

DHS has developed an Implementation Plan to identify a course of action and milestones for implementing Telematics across the department by March of 2017 to ensure compliance with EO 13693 and effectively utilize the telematics suite of available options throughout the Department. The implementation plan will provide DHS Components with clear acquisition methodologies and reporting guidance for the installation and use of telematics. The goal is to ensure preparation for the installation of Telematics for all new light duty and medium duty vehicles where practical and then install Telematics in the existing fleet. Already, approximately 16,326 vehicles across CBP, ICE and FLETC, located on the Southwest Border are currently receiving Telematics as part of the Southwest Border fuel program.

(D) Description of efforts to control fleet size and cost.

(1) Provide an explanation for any measurable change in your agency's fleet size, composition, and/or cost or if you are not meeting optimal fleet goals (based on agency VAM study results).

(2) Describe the factors that hinder attainment of your optimal fleet (e.g., budgetary, other resource issues, mission changes, etc.).

(3) Discuss any trends toward larger, less fuel-efficient vehicles and the justifications for such moves.

(4) Are you aware of and do you consider alternatives (short term rental, pooling, public transportation, etc.) to adding a vehicle to the agency's fleet?

(5) Discuss the basis used for your future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

DHS Components will utilize a variety of initiatives to control fleet size and cost, which is carefully evaluated by the headquarters program office. A VAM has been implemented throughout the Department without any exclusions, although GSA's VAM guidance indicated that law enforcement vehicles could have been exempted. This methodology establishes a uniformed process with standardized calculations by which future acquisitions are justified. Continued efforts in controlling fleet size and cost will include conducting surveys for VAM eligible vehicles to capture mission criticality, usage

profile, alternative fuel usage, Home-to-Work (HtW) practices, and alignment between vehicle types and mission needs.

Survey results will be used to identify how best to “right size” the DHS fleet. DHS has also updated the Motor Vehicle Acquisition Guide. The “Acquisition Guide” was developed to provide Acquisition procedures for the DHS Motor Vehicle Fleet Program, which will require Components to justify acquisitions prior to additional or replacement vehicles being ordered. The Acquisition Guide also includes a checklist for new and replacement vehicles that must be approved by the DHS Fleet Manager before vehicles are acquired. DHS has also developed a Leased vs Owned Tool to determine the most cost effective acquisition method prior to ordering a vehicle. Each Component is required to use the tool when planning to acquire new vehicles.

(E) Description of Vehicle Assignments and Vehicle Sharing.

(1) Describe how vehicles are assigned at your agency (i.e., individuals, offices, job classifications, motor pools).

(2) Describe your agency’s efforts to reduce vehicles assigned to a single person wherever possible.

(3) Describe pooling, car sharing, and shuttle bus consolidation initiatives as well as efforts to share vehicles internally or with other Federal activities.

(4) Describe how home-to-work (HTW) vehicles are justified, assigned, and reported, as well as what steps are taken by your agency to limit HTW use.

(5) Does your agency document/monitor the additional cost of HTW use of Federal vehicles? If so, please describe how.

DHS does not assign vehicles to individuals unless there is a specific mission requirement, such as a canine handler. We do analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives. Majority of the DHS vehicles are acquired to fulfill a specific mission, and utilized by multiple individuals at a particular location.

Home-to-work (HtW) vehicles are assigned based on the following authorities: Title 31, USC§ 1344 “Passenger Carrier Use”; Title 41, CFR Part 102-5 “Home-to-Work Transportation” and the DHS Manual 112-05-001 Home-to-Work Transportation. The aforementioned manual stipulates that HtW will only authorized if in the best interest of the government and should not be used for the sole convenience/comfort of employee. HtW is typically authorized for the following missions: Legislative (Secretary, Deputy

Secretary, and Commandant of USCG), Law Enforcement, Field Work and Emergency Situations.

(F) Evidence of Vehicle Allocation Methodology (VAM) Planning.

Provide information on the methods used to determine your agency's VAM targets/optimal inventory. (Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets).

(1) What is the date of your agency's most recent VAM study? Please describe the results (Add/Reduce/Change vehicle types, sizes, etc.). Have all bureaus been studied?

(2) From your most recent VAM study, please describe/provide the specific utilization criteria (miles, hours, vehicle age, or other measures) used to determine whether to retain or dispose of a vehicle? If different criteria were used in different bureaus or program areas, provide the criteria for each.

(3) From your most recent VAM study, what were the questions used to conduct the VAM survey (see FMR Bulletin B-30(6)(C)) (if lengthy, provide as an attachment)? If different questions were used by different bureaus or program areas, provide the questions for each. If a VAM survey was not conducted, please describe the methods used to apply utilization criteria to each vehicle in your agency's fleet and collect subjective information about each vehicle that potentially could provide valuable insights/explanations into the objective criteria.

DHS conducted full VAM studies for years' 2011 and 2012 to determine the optimal fleet size, and will be conducting a five year VAM in FY2017 using the following criteria:

- Established a baseline fleet inventory profile to track all vehicles individually.
- Developed utilization criteria to justify mission-essential vehicles. The criteria for determining vehicle elimination or retention included three utilization measures: miles/engine hours, hours of use, and number of trips. The utilization metrics were weighted by the vehicle class and calculations were performed to yield a combined utilization score.
- Utilized survey questions to document mission criticality. The combined utilization score and criticality score for each vehicle is compared to pass/fail parameters set by class to determine a vehicle's VAM status as eliminate or retain. For example, an ambulance or fire truck may have extremely low mileage "utilization" but high criticality for the mission, and therefore retained. The

algorithms used for the VAM determination are complex and proprietary to the contractor that conducted the survey.

- Conducted an on-line utilization and mission-criticality survey that included questions covering these factors:
 - a) Applied utilization criteria to each vehicle;
 - b) Collected additional information about each vehicle through user surveys;
 - c) Determined whether the vehicle needed special equipment (aftermarket equipment not standard to commercial vehicles and trucks) to accomplish the tasks;
 - d) Determined how important the vehicle is to accomplishing the mission;
 - e) Determined how many people will be regularly transported per trip;
 - f) Determined how much and what type of cargo the vehicle will haul regularly;
 - g) Determined whether the vehicle is shared with other employees or other agency organizations;
 - h) Determined whether there is access to alternative fuel within 5 miles or 15 minutes of the vehicles' garaged location, and if so, where is it location and what type of alternative fuel is available;
 - i) Determined if the vehicle is an Alternative Fueled Vehicle (AFV), whether it has an approved waiver from the use of alternative fuel;
 - j) Determined type of driving conditions in which the vehicle is used (exclusively on-campus setting, city, highway, off road, weather, etc.);
 - k) Determined whether the work being done can be accomplished via alternatives to owning or leasing a vehicle such as a shuttle bus, motor pool vehicles, sharing vehicles with other offices/agencies, public transportation, or short term rentals when needed, etc.;
 - l) Identified vehicles that fell below the pre-established minimum utilization criteria by Vehicle Identification Number (last 6 digits) and/or vehicle barcode;
 - m) Compared existing fleet composition to mission task needs;
 - n) Identified vehicles that are mission-essential regardless of utilization; and
 - o) Evaluated alternative such as public transportation, contract shuttle services, or rental vehicles.

Survey questions covered each of the considerations above and addressed all requirements specified in FMR Bulletin B-30. However, parameter weights assigned to the utilization metrics and core mission criticality questions can be adjusted by Component and program office to recognize differing missions.

For FY14 FAST has been updated as per the guidance issued by GSA. Each DHS component has established how it will achieve the required fleet size by the mandated deadline.

DHS is fully committed to complying with sustainability mandates through continuously evaluating, identifying, and implementing strategies for reducing the consumption of petroleum based products and thereby reducing GHG emissions. These strategies focus on the right-sizing of fleets, increasing fuel efficiency through acquiring vehicles with higher average miles per gallon (MPG), increasing the use of alternative fuel, and decreasing vehicle miles traveled (VMT)/idling time, where feasible based on mission requirements.

DHS VAM in FY 2017 will be completing a Fleet Right-Sizing Initiative that consists of planning and implementing efforts to align the size of its fleet to more efficiently meet the mission needs of each office within the Agency. The expected benefits are:

- a) Increased cost savings in the acquisition, disposition, and utilization of vehicles;
- b) Optimized asset utilization through improved vehicle-to-mission alignment; and,
- c) Improved reporting capabilities and analytical tools that will allow CBP to better understand its inventory of vehicles and adjust to any increases or decreases in operational funding.

Fleet Right-Sizing is a five-phase initiative:

Phase 1: Survey the Current Fleet capture vehicle mission criticality, usage profile, alternative fuel usage, Home-to-Work (HtW) practices, and alignment between vehicle types and mission needs. Survey results were used to identify how best to “right-size” the fleet.

Phase 2: Review, validate, and revise vehicle requirements in support of mission objectives.

Phase 3: Analyzed targeted group of vehicles: Office mission- and vehicle-specific information gathered and organized in Phase 2 were analyzed to determine the optimum fleet size and vehicle types. This analysis resulted in preliminary recommendations for alignment of individual vehicles within the fleet based on prioritized missions, personnel-to-vehicle ratios, and the strategy for the handling of spare vehicles.

Phase 4: Execute fleet right-sizing: Analysis results from Phase 3 will be further refined and used to initiate fleet right-sizing discussions and action planning with offices.

Phase 5: Fleet Right-Size Sustainment: The right-sized fleet will be maintained by aligning future vehicle purchase decisions to inventory-needs projections and changes in mission requirements. In addition to maintaining the recommended inventory from the Fleet Right- Sizing Study, DHS will continuously review the current needs of the fleet by analyzing changing mission requirements each fiscal year to determine their effects on vehicle needs by number, type, and location. This phase will establish the procedures necessary to perform this yearly update in an efficient manner.

As a result of DHS's Fleet Right-Sizing Study, which adopts a measured and managed approach to achieving optimal fleet composition, DHS has met its 2012 – 2015 VAM projections and is continuing to further streamline its fleet size.

NOTE: DHS does not envision any obstacles to attaining its optimum fleet size. The primary factor that may hinder attainment of the VAM target is change of mission, particularly for program offices providing border protection and those with overseas fleet. A secondary factor is insufficient appropriated funds for acquiring replacement vehicles for the aging fleet. As the owned fleet ages, maintenance and repair costs inevitably increase.

(G) Description of the agency-wide Vehicle Management Information System (See FMR 102-34.340)

Federal agencies are to begin collecting asset level data (ALD) beginning October 1, 2016 in order to be able to report ALD in the October-December 2017 FAST data call. To comply, your agency will need a management information system (MIS) capable of reporting inventory, cost, usage, and other information on a "per vehicle" basis.

Does your agency have a vehicle management information system (MIS) at the Department or Agency level that identifies and collects accurate inventory, cost, and use data that cover the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal), as well as provides the information necessary to satisfy both internal and external reporting requirements?

- 1) Your agency was provided a draft list of 70 ALD data elements. How many of the 70 data elements is your current system able to report on a "per vehicle" basis right now?

- 2) Describe your agency's plan for reporting all required ALD elements. What is the timeline?
- 3) If your agency does not currently have a system capable of reporting ALD, describe the steps (documented) that are being taken or have been taken to comply with Executive Orders, regulations, and laws that require such a system.
- 4) If your agency currently uses telematics systems, does your MIS capture and report all of the data from those devices?

DHS does not have an Agency-wide vehicle management information system, however, there are variety of vehicle management systems utilized throughout the Department. The Components' reluctance to giving up these often entrenched and long used, and in some cases, newly acquired, individual solutions continue to stymie efforts to overcome this impediment. DHS Fleet (along with HQ personal and Real Property) Management has developed an asset management data warehouse called CAPSIS. The Components information management systems is fed into CAPSIS, which normalizes the data and ultimately serves as the single source of information for all fleet inventory, acquisitions, costs and business intelligence. The Fleet module uses a system called Sunflower, which is a commercial off-the-shelf (COTS) software program designed to manage assets within various organizational elements of DHS and to provide a wide range of functional capabilities in the lifecycle management of its assets, including vehicles. Although each DHS Component is required to use CAPSIS for motor vehicles, they are not prohibited from utilizing other systems, some of which they are bound by contractual obligations.

For instance, the Systems Applications and Products (SAP) is used by Custom and Border Protection (CBP) (the largest DHS component fleet program) and is the system of record for all vehicle and fleet-related procurement transactions; it captures all required vehicle characteristics (e.g., location, make, and model); and costs (e.g., maintenance and fuel costs). Transactions are tied to assets managed in SAP and procurement orders and fuel purchases are coded as maintenance or fuel. All CBP offices capture vehicle information in SAP, however, SAP is not a fleet-dedicated system and has a number of limitations. Costs cannot be tracked at the asset level, requiring averages and estimates to be applied when analyzing individual vehicles and vehicle types.

SAP is capable of capturing all transactions and costs, but only at an aggregate level. All transactions made with fleet and purchase cards are automatically uploaded into SAP, but the system is not integrated with other agency systems or with external compliance reporting systems. Data is often incorrect and entered differently by location. Utilization

information (e.g., vehicle mileage and costs) are not available for a majority of the fleet by asset. Therefore, management of the fleet is not conducted to the fullest extent possible due to the inability to determine accurate vehicle usage and costs.

Implementation and integration of a single, comprehensive, Fleet Management Information System (FMIS) enhances the ability to effectively manage over \$800 million in vehicle assets. The data and information detail provided by an effective FMIS better informs decisions related to acquisition, maintenance, repair, and disposal of fleet assets.

(H) Justification for restricted vehicles.

- 1) If your agency uses vehicles larger than class III (midsize), is the justification for each one documented?
- 2) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33? If not, why not?
- 3) If your agency reports limousines in its inventory, do they comply with the definition in GSA Bulletin FMR B-29?
- 4) For armored vehicles, do you use the ballistic resistance classification system of National Institute of Justice (NIJ) Standard 0108.01, and restrict armor to the defined types?
- 5) Are armored vehicles authorized by appropriation?

Justifications are available for any vehicles larger than class III (midsize).

All executive fleet vehicles are posted on the DHS website as required by the May 2011, Presidential Memorandum on Federal Fleet Performance.

Due to the unique nature of the U.S. Secret Service missions such as dignitary protection, exemptions are granted for them to acquire larger vehicles on an as needed basis. All of the limousines in the DHS fleet are assigned to the Secret Service.

Components submit the needed specifications on the ballistic resistance classification of the National Institute of Justice that meets their needs for the mission of the vehicle. DHS complies with GSA Bulletin FMR B-29 and restricts armor to the defined types. Most of CBP's armored vehicles are used outside of the United States and, as such, abide by State Department regulations.

Armored vehicles are authorized by appropriation.

(I) Impediments to optimal fleet management.

- 1) Please describe the obstacles your agency faces in optimizing its fleet.
- 2) Please describe the ways in which your agency finds it hard to make the fleet what it should be, operating at maximum efficiency.
- 3) If additional resources are needed, (such as to fund management information system implementation or upgrades, or to acquire ZEVs, or LGHG vehicles, or install alternative fuel infrastructure) have they been documented and requested? Do you have a copy of this documentation? (do not attach or furnish unless requested).
- 4) Describe what specific laws, Executive Orders, GSA's government-wide regulations or internal agency regulations, budget issues, or organizational obstacles you feel constrain your ability to manage your fleet. Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

The key impediment to optimal fleet management continues to be the lack of centralized vehicle management information system. Another major obstacle is funding. Without adequate funding, DHS Components are unable to acquire new vehicles and/or fund vehicle replacements and must rely on an aging fleet to accomplish their missions. Ideally, the fleet right-sizing reductions will help to identify underutilized vehicles which can be relocated and repurposed and eliminate the older vehicles which will ultimately slow the aging of DHS's fleet.

Many of the Federal mandates pertaining to motor vehicle management are conflicting, for example, agencies are required to acquire all light duty AFV's by 2015 and place them where alternative fuel is available. However, the lack of accessible alternative fuel infrastructure makes it difficult for DHS to fully comply.

Additionally, many of DHS's law enforcement components have conducted analysis on AFV's versus gasoline fueled vehicles and have determined that the performance is significantly reduced when using alternative fuel. The cost of AFV's is another hindrance in incorporating more them into the DHS Fleet Program.

(J) Anomalies and possible errors.

- 1) Explain any real or apparent problems with agency data reported in FAST.
- 2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating

costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.

- 3) Explain any unresolved flagged, highlighted, or unusual-appearing data within FAST.

Fuel use data in FAST is subject to inaccuracies due to inconsistencies in reporting of fuel type and the unit of measure by vendor through the fleet card system. Commercial maintenance is subject to the same consideration.

1. Reasonable Fuel Use/Vehicle ratio: Mission change mileage increase due to reduction in vehicles. Unique missions requiring relocation and transfer of vehicles resulted in increase of fuel consumption.
2. Check GSA-leased current inventory should be approx. equal to prior year inventory minus 30% turnover + prior year planned acquisitions.

Flagged Issues:

- a) Owned vehicles: Fuel-use to vehicle ratio is reasonable (by fuel type) (greater than 10:1 and less than 1,000:1). Response: The 14 million gallons of fuel are actually being used by E85 vehicles, as well. E85 is a secondary fuel, while gas is the primary fuel used for the vehicle.
- b) Compare current fiscal year Inventory data against prior fiscal year Inventory data. Flag 50% variance (by aggregate vehicle type). Response: Reclassification of FAST vehicle types resulted in decrease of HD vehicles and increase of MD and Van vehicle types.
- c) Check to ensure less than 50% difference between the current year's planned acquisitions and the prior year's planned acquisitions (by aggregate vehicle type). Response: Mission Change. In response to changing mission(s) requirements, CBP acquired different vehicle types in FY 2013 than what was previously planned in FY 2012.
- d) Check Owned vehicles: Current inventory should be approximately prior year inventory - 14% turnover + prior year planned acquisitions. Response: Reclassification of vehicle types resulted in decrease of HD vehicles and increase of MD and Van vehicle types.

(K) Summary and contact information.

- 1) Who should be contacted with questions about this agency fleet plan?
- 2) Indicate whether the budget officer participated in the VAM and A-11 processes.
- 3) Indicate whether the Chief Sustainability Officer participated in the VAM, vehicle planning, and vehicle approval processes.

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The Budget Officer reviewing official did not participate in this process.