



U.S. Fish and Wildlife Service

Five-Year Fleet Plan

Service Transportation Review Board Charter

Fleet Action Plan

January 2010

Table of Contents

**Section
Page**

I. Overview1

II. Responsibilities2

III. Five-Year Goals3

IV. Service Transportation Review Board Charter.....4

V. Action Plan.....7

I. Overview

1. **Purpose.** The Service Five-Year Vehicle Fleet Management Plan (Plan) is a strategic initiative developed to enable the Service to achieve carbon neutral goals and petroleum fuel reduction mandates by increasing our fleet management effectiveness. The Plan recognizes our need to reduce carbon emissions from vehicle fleet operations, a top contributor to our overall carbon footprint, and is designed to ensure that the motor vehicle fleet is the right-size for current and future needs; meets appropriate carbon emission reduction goals; alternative fuel and fuel efficiency standards, and applicable Federal guidelines. Regional officials will manage the critical day-to-day functions for their vehicle fleets using this plan and are accountable for attaining established goals. The Plan places an emphasis on making management decisions based on best practices acquired through Service, Department of the Interior, other agencies, and fleet management industry experience.
2. **Authority.** The Plan implements policies and guidance contained in the Carbon Neutral Plan, Part 320 of the Service Manual, Title 41 of the Code of Federal Regulations, Executive Order 13514 and the Service's Asset Management Plan.
3. **Goal.** The overall goal is to right-size the vehicle fleet in relation to carbon emissions and petroleum fuel reduction goals while successfully managing and supporting the Service mission of working with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the American people. Goals will be revised periodically as mission requirements change. Specific goals are:
 - a. Develop performance measures to properly evaluate fleet utilization;
 - b. Collect and compile accurate data for use in reviewing fleet management Plan performance;
 - c. Establish an appropriate vehicle baseline allowance to meet Service mission requirements in a safe and cost effective manner;
 - d. Ensure compliance with the Service Asset Management Plan and E.O. 13514 the Office of Management and Budgets' "Transportation Management Scorecard," including, ensuring Alternative Fuel Vehicles (AFV's) are a minimum of 75% of overall vehicle acquisitions net of credits and waivers; increases in Alternative Fuel use of no less than 10% per year from previous year; and reductions in petroleum fuel use of 2% per annum (from a 2005 baseline) through year 2020.
 - e. Dispose of aged, under-utilized, or excess vehicles that cannot be justified;
 - f. Keep personnel up to date on Service Official Use Policy for Motor Vehicles;
 - g. Assign vehicles based on operational requirements and functions; and,
 - h. Use economical consideration as a primary criteria when ordering vehicle accessories or replacing vehicles.
4. **Strategies.** Establish the Service Transportation Review Board (STRB) designated by Regional Directors and the Assistant Director-Business Management and Operations (ABMO), to review progress and recommend strategies that will enable the Service to achieve Plan goals.
5. **Guidelines and Controls.** The Plan will ensure that Service management attains maximum utilization of its vehicles and meets executive and Departmental policies, including budgetary cost-containment initiatives. This Plan also contains procedures to comply with public law and carbon neutral goals using industry practices that will best serve Regional and field offices in improving the overall effectiveness of the Service fleet management program.

II. Responsibilities

1. **The Deputy Director**, as the Service Senior Asset Management Official, is responsible for managing the FWS fleet to attain established goals.
2. **The ABMO/Chief Financial Officer** will provide staff support to the STRB in the conduct of their business to include reports and status of inventories and acquisitions. The ABMO staff will coordinate regular STRB meetings.
3. **Regional Directors**, as senior officials, and Assistant Directors, as appropriate, will manage their share of the motor vehicle program to meet the objectives of the Plan and ensure compliance to Service mission.
4. **Assistant Regional Directors for Budget and Administration** will provide process guidance and support to the respective Regional Director and Assistant Regional Directors (programs), including the establishment of sufficient controls to ensure the integrity of data collected and reported on fleet operations.
5. **Assistant Regional Directors (programs) and Field Managers** will ensure adherence to Service policies and the Plan, including recording accurate inventories, reporting vehicle utilization and fuel consumption, and complying with alternative fuel and fuel efficiency standards.
6. **Fleet Coordinators** will review fleet management practices within Regional Programs responsible for sizeable fleet inventory to ensure day-to-day (including acquisitions) activities are in line with the Fleet Plan, current Service and Department policies, Executive Orders, Federal Regulations and mission. Designated by senior management of that Program, Fleet Coordinators will act as liaison between the program's fleet management activities and the Regional Property/Fleet management office.
7. **Regional Property/Fleet Managers** disseminate current Regional, Service and Department policies, Executives Orders and Federal Regulations pertaining to fleet management to program Fleet Coordinators. Serve as Regional voting member on the Service Transportation Review Board (STRB). Ensure vehicle acquisitions are in accordance with approved 5-Year Fleet Plan and meet program needs. Coordinate transfer and disposal of excess vehicles. Consolidate all regional data for reports pertaining to the Service fleet, such as the semi-annual motor vehicle report and annual FAST report. Track Regional progress in obtaining a "Green" status on various transportation scorecards.
8. **The Service Transportation Review Board (STRB)** is comprised of Regional Property Managers, Directorate designees, and other designees at the discretion of the Regional Management and ABMO. This group will:
 - a. Review vehicle use;
 - b. Analyze fleet management reports;
 - c. Make recommendations to the Regional Directorate/ABMO;
 - d. Draft guidance and policies at the direction of ABMO, Regional Directors, and Assistant Regional Directors for Budget and Administration;
 - e. Track periodic progress and provide status reports to the Service; and
 - f. Advise Regional Directorate/ABMO on plans within the context of the Service's Vehicle Fleet Management Five-Year Plan.

III. Five-Year Goals

1. Establish a Service Transportation Review Board.
Develop a charter for a Service Transportation Review Board for approval by the Directorate and the Department.
2. Designate fleet coordinators within Regional Programs responsible for sizeable fleet inventory to coordinate and act as liaison between the program and the Regional Property/Fleet Managers.
3. Validate the Service Fleet Inventory via review of each Regional inventory and obtain certification of results from each Regional Director. These actions will be performed in accordance with FWS Policy Directive 320.
4. Right-size the Fleet by Acquiring the Minimum Number and Size of Vehicles that will accomplish the mission:
 - a. **Reduce Carbon Emission from Fleet Operations by 10% per Year Through 2020.** Starting with a 2005 baseline, the Service will reduce carbon emissions from fleet operations by 10% per year through 2020.
 - b. **Utilization Review.** Assistant Regional Directors for Budget and Administration, in coordination with Regional Program Assistant Regional Directors will review and analyze vehicle miles/hours driven and will set program goals for the replacement of vehicles that meet Service replacement policy. The ABMO will compare utilization rates to the annual goals established in the Service policy Part 320, Motor Vehicle Management, for each vehicle type. The data will be analyzed for consistency to ensure Service goals are met for each vehicle type assigned throughout the Service. Utilization rates will be provided to Regional Directors and Assistant Regional Directors, as appropriate, for their management.
 - c. **Under-utilized Vehicles.** Each Region will justify vehicle retention of old and under-utilized vehicles annually, and as requested. Regional Directors and Assistant Regional Directors, as appropriate, will provide justification for each vehicle found to be below standard levels.
 - d. **Seasonal Vehicles.** Each Region will evaluate their need to maintain seasonal vehicles on a year-round basis. Short-term replacements for these vehicles can be from excess vehicles (when practical) from the Region, short-term rentals, and vehicles transferred on a temporary basis from within the Region, when economically feasible.
 - e. **Over-utilized Vehicles.** Each Region will identify vehicles eligible for replacement based on the criteria specified in 320 FW 2, Vehicle Replacement Standards. Vehicles found to be too costly to maintain in the fleet will be placed on excess status and sold or transferred to another authorized agency.
 - f. **Oldest and Least-Utilized Vehicles.** Each Region will review its share of the five percent of oldest and least-utilized vehicles for the Service annually. Once reviewed, actions taken for each vehicle will be provided and forwarded for compilation to the ABMO to determine progress for the Service.
5. Determine Life-cycle Cost Patterns and Establish Performance Measures
The STRB will analyze vehicle operating and maintenance costs and determine a life-cycle cost for each vehicle type based on criteria contained in Service policy in 320 FW 2. Vehicle Replacement Standards in FW320 FW2 will be used to determine the maximum repair and replacement target for vehicles based on Service policies and the life-cycle

costs of vehicles.

6. Implement Energy Saving Technologies:
 - a. **Develop Strategies to Comply with Current Executive Orders and Fleet Performance Standards.** The STRB will develop strategies that will enable the Service to comply with standards contained in current Executive Orders and Departmental performance measures to include compliance with reductions in petroleum fuel use; increases in alternative fuel use; increases in AFV purchases; and use of alternative fuels in AFV's. The ABMO will develop and circulate results to each Region. Regional Directors are to monitor performance and ensure compliance.
 - b. **Perform Annual Fuel Consumption Analysis.** The STRB will perform an annual fuel consumption analysis to track consumption in each Region.
 - c. **Emphasis on Alternative Fueled Vehicles (AFV's).** The Service will continue its emphasis on purchasing AFV's, Hybrid, and more fuel efficient vehicles as a means to replace those that are older and less fuel efficient.
7. Monitor Fleet Utilization and Size

Develop Standard Requirements to Justify Vehicle Acquisition or Retention. The STRB will recommend to the Regional Directorate/ABMO standard justification requirements for Service-wide use to justify vehicle replacement or retention.
8. **Develop Fleet Composition Baseline and Justifications** for Each Vehicle Based on Mission requirements:
 - a. **Fleet Benchmark.** The STRB will review current vehicle inventory annually and compare to 2005 data (based on OMB directive), then develop strategies to improve overall size and composition of the Service fleet. The study will be presented to the Service.
 - b. **Vehicle Justification.** Develop one form to justify requested options, identify special use code, fuel type, etc. for Service-wide application. A vehicle justification shall be required for new acquisitions regardless if addition or replacement; for transfers to another location; and for retention of vehicles that do not meet performance standards (age, over or underutilized).
9. **Review Performance Semi-Annually**
 - a. **Fleet Reporting Requirements.** Regions will update vehicle data in the Personal Property Management System semi-annually and provide the STRB with the data annually. The ABMO will analyze the types and quantities of vehicles in the Regions, the utilization rates, and the overall age of the fleet.
 - b. **Law Enforcement Vehicle Fleet.** Vehicles used for law enforcement purposes, including pursuit vehicles, are required to adhere to data collection and agency reporting requirements. Exceptions may be granted by Service policy and Federal Law.
 - c. **Vehicle Rental and Lease Administration.** Refer to 320 FW 8.
10. **Improvements in the Reporting Process.** The STRB will develop and recommend to the Service any improvements in the reporting process to ensure that data is sufficient to attain management objectives.

The Service Transportation Review Board Charter

Purpose:

The Service Transportation Review Board (STRB) advises the Service on plans and progress towards achieving goals contained in the Fish and Wildlife Service's Vehicle Fleet Management Five-Year Plan.

Scope:

The charter spans the Service's entire motor vehicle fleet management program. It establishes the STRB that reports to the Assistant Director, Business Management and Operations. The STRB is comprised of senior Service staff, Regional Property Managers, and others at the discretion of the STRB.

Roles and Responsibilities:

Chairman – The Assistant Director of Business Management and Operations may appoint a Project Leader of the STRB on an annual basis.

Authority:

The STRB has authority to recommend policies and guidance as contained in 320 FW 1, 1.4 Responsibilities, 412 DM 1.6 E (6), and the Five-Year Fleet Plan to the Service.

Meetings and Voting Procedures:

The STRB shall meet as required, but not less than one time per calendar year. It is anticipated that the STRB will meet in conjunction with the annual Federal Fleet (FEDFLEET) conference, typically in June. The STRB will approve an annual calendar of meetings and activities that are aligned with the Service's fleet management cycle.

The STRB meeting shall be conducted according to five basic principles of parliamentary procedures:

1. Only one subject may claim the attention of the STRB at one time;
2. Each proposition presented for consideration is entitled to full and free debate;
3. Every STRB Regional team shall have member has equal rights;
4. The will of the majority must be carried out, and the rights of the minority preserved; and,
5. The personality and desires of each STRB member should be merged into the larger unit of the organization.

The STRB may, from time to time, adopt or amend rules of procedures applicable to their meetings. At the discretion of the Project Leader, the rules contained in Robert's Rules of Order, Newly Revised, may be invoked and govern the meeting procedures.

The STRB Project Leader shall conduct the meetings according to the approved agenda. The Working Group will follow standard order of business for meeting conduct. All members are authorized to engage in discussions to allow for diversity of perspectives and enrichment of information on which to base recommendations to the Service.

Each Region, including Region 9 (the Washington Office), shall have one vote on the STRB.

Ex-officio members may not vote. Each member present is obligated to vote “aye”, “nay”, or to abstain. A quorum or consensus (majority rule) is needed in order for the STRB to take action. All efforts shall be made to reach a consensus within the STRB.

Duties and responsibilities:

The STRB will develop and recommend strategic policies and processes necessary to support effective management of the Service’s Fleet.

The STRB primary functions are to:

- Develop and modify the Five-Year Fleet Management Plan for approval by the Service.
- Review vehicle management.
- Analyze fleet management reports.
- Make recommendations to the Service.
- Write guidance and policies at the direction of the Regional Directors and ABMO.
- Track periodic progress and provide status reports to the Service.
- Provide updates to the Service on plans and progress towards achieving goals contained in the Service’s Vehicle Fleet Management Five-Year Plan.
- Make recommendations to the Service with respect to progress towards achieving Plan goals.
- Perform reviews or functions that may be requested by the Regional Directorate and ABMO.

Membership:

- Regional designees.
- Directorate designees.
- Others at the discretion of ABMO.
- Membership of the STRB will be subject to annual review.
- The STRB may consult independent experts, when necessary, to carry out their duties.

Approved:

Project Leader, STRB

Date

Action Item #	Action Item Category	Action Items and/or STRB Recommendations	Due Date	Assigned Party	Status	Date Completed	Comments
1	General	Provide draft Charter comments to Project Lead	4QFY2007	STRB	Complete	9/14/2007	
2	General	Distribute revised fleet documentation for review by 2QFY2007 <ul style="list-style-type: none"> • STRB Charter • Five-Year Fleet Plan • FWS320 (Section 1 – 3) • Five % / Zero Miles Report 	2QFY2007	(STRB) Project Leader)	Complete	8/30/2007	First review by STRB and Regions.
3	General	Schedule STRB conference call for each month to discuss current progress and recommendations.		(Project Leader Scotty Martin)		On-Going	Finalize Five-Year Plan and the action items/recommendations from this document.
4	General	Finalize documentation for recommendation to the Service: STRB Charter; <ul style="list-style-type: none"> • Five-Year Fleet Plan; • STRB Actions; and • STRB Recommendations. 	2QFY2008	STRB	Under review by STRB and Regional Mgmt.	10/23/2007	Finalized Fleet Plan, Charter, and recommendations to be presented to STRB Chairman and Service Director.
5	General	Review the updated FWS 320 policies prior to approval and implementation.	2QFY2008	STRB	Under Review by STRB	3/2008	Compile STRB feedback on updated FWS 320 policies.
6	General	Develop policies to further enhance fleet management as it relates to accountability and responsibility.		STRB	Ongoing		Recommendations to be provided to STRB Chairman.

Action Item #	Action Item Category	Action Items and/or STRB Recommendations	Due Date	Assigned Party	Status	Date Completed	Comments
7	General	Provide a concise guideline to decision makers in the field in areas such as acquisitions, disposals, and overall management of the fleet. Developed in a manner that minimizes administrative burden on field staff.	3QFY2008	STRB	In Development		Maintain priority status when determining future Fleet Management recommendations
8	General	Recommend specific actions to the Service needed to meet the "green" progress requirements within the context of the Five-Year Fleet Plan.	2QFY2008	STRB	Submitted annually		For presentation to STRB Chairman.
9	Fleet Evaluation	1. Define the composition of the fleet on a standardized basis. 2. Determine criteria to use in defining vehicle classifications, e.g., vehicle GVRW. 3. Explore level of effort required to add additional fields to PPMS to facilitate vehicle classification.	1QFY2008	WO – CFM	WO CFM and STRB created a fleet mgmt system (Fleet Management Interface, or, FMI) to capture GVWR support items 1 through 3.	1/2010	To provide fleet composition by Service and Region to STRB to develop fleet management strategies.
10	Fleet Evaluation	Develop the criteria for standardized justification of Service fleet vehicles incorporating a justification form for use Service-wide.	3QFY2008	(Project Leader) Scotty Martin (WO-CFM)	Standardized justification form complete and provided to all Regions for implementation.	12/15/2009	-The criteria may include developing performance measures and replacement schedules. -Criteria are expected to vary by vehicle class. -Justification templates will be presented at December STRB meeting.
11	Fleet Evaluation	Develop a "Costs Template" to assist the STRB and regional fleet management personnel to determine a life-cycle cost for each vehicle type	4QFY2008	STRB	Provided in 320 FW 2 MV Fleet Policy	10/2008	

Action Item #	Action Item Category	Action Items and/or STRB Recommendations	Due Date	Assigned Party	Status	Date Completed	Comments
12	Fleet Evaluation	Review the relevancy of the 4:1 ratio of individuals to vehicles (Review DOI policy, and if the policy requires the ratio, pursue the exceptions to the ratio).	4QFY2008	Jim McCaffrey (WO-CFM)	Complete	9/30/2007	Based on DOI guidance, the 4:1ratio is no longer used by Department bureaus/agencies.
13	Fleet Evaluation	Validate that the "FWS Fleet Zero Fleet Ceiling Level" is 6889.	4QFY2008	Jim McCaffrey (WO-CFM)	Complete	9/24/2007	The Service incorporated a baseline method into it's
14	Fleet Evaluation and Reporting	Provide the "Service Fleet Inventory List", focusing on the top 5% oldest vehicles and vehicles with zero mileage. This document will be provided to the Director with the recommendation that it be distributed to the appropriate Regional Directors.	4QFY2007	STRB	Complete Now provided annually to each Region.	9/30/2007	Actions taken by each Region contributed to first reduction in fleet since 2001.
15	Reporting and Data Management	The STRB will obtain and analyze all FAST reports to determine progress towards meeting strategic fleet objectives.	3QFY2008	STRB	Ongoing.		For Review at STRB annual meeting in conjunction with FEDFLEET.

Action Item #	Action Item Category	Action Items and/or STRB Recommendations	Due Date	Assigned Party	Status	Date Completed	Comments
16	Reporting and Data Management	Investigate cost and feasibility of migrating FAST report to PPMS.	2QFY2008	Jay Littleton (WO-CFM)	Developed Fleet Mgmt System to assist with developing necessary information to submit to FAST.	1/2010	Include Gross Vehicle Weight in PPMS revisions – if feasible.
17	Reporting and Data Management	Validate 2005 and 2006 Fleet data.	1QFY2008	Scotty Martin (WO-CFM)	Complete	12/23/07	Results led to revisions of Service Petroleum Fuel and Alternative fuel use baselines.
18	Reporting and Data Management	Continue investing in PPMS to further develop advanced reporting functionality. PPMS should have ad-hoc reporting capabilities for use by property managers, i.e., management by exception – the ability to decide what fields to view or generate reports.	3QFY2008	WO – CFM (PPMS) STRB(take action on reports produced)	Ongoing with new Fleet Mgmt Interface System - FMI		