



Agency Priority Goal Action Plan

Expansion of Centralized Services

Goal Leaders:

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Overview

Goal Statement

- GSA will develop and expand common solutions and service offerings for mission-support services, to drive more efficient and effective processes that help agencies maximize mission delivery. Specifically, to eliminate redundancies and reduce government-wide fleet costs, GSA's Fleet program will partner with agencies to study their vehicle inventories to identify savings and efficiency opportunities, reviewing over 75,000 vehicles in FY 2018 and 100,000 in FY 2019 and consolidating over 1,700 vehicles in FY 2018 and 5,000 vehicles in FY 2019, pending study results.

Challenge

- Government-wide motor vehicle management is disaggregated, often leading to redundancies and operational inefficiencies.

Overview

Opportunity:

- Currently, GSA Fleet leases more than 222,000 vehicles to Federal agencies, which represents approximately 1/2 of the non-postal Federal fleet. Agencies continue to make buy vs. lease decisions internally and reach out to GSA when they wish to convert to GSA Fleet leased vehicles. This approach may be leading to missed opportunities for reducing costs and improving operational efficiencies.
- Conduct independent cost comparison studies to determine if it is more cost advantageous for agency-owned vehicles to be converted to GSA Fleet leased vehicles. A third-party is being utilized to provide an unbiased determination of the most cost-effective source of fleet management services, as well as other cost-saving opportunities such as car sharing.

Goal Structure & Strategies

- GSA conducted studies of six agency fleets (Air Force, Army, Army Corps of Engineers (USACE), Energy (DOE), Homeland Security (DHS), and Veterans Affairs (VA) in 2018 (Year 1). Agriculture, Interior, Justice, Navy, and Marine Corps (USMC) are being studied in 2019 (Year 2) with four more expected to follow in 2020. GSA contracted with Grant Thornton to conduct the studies. The studies will include a lease vs. own analysis to determine if leasing from GSA is more cost-effective. The studies will also include a review of each agency's fleet operation to identify other opportunities for savings and for improvement in fleet management.
- If the study results indicate that it is more cost effective to lease from GSA, the first agency-owned vehicles would be consolidated into the GSA fleet beginning in FY 2019. Full consolidation efforts are expected to take several years.
- Success is dependent on the agencies participating in and cooperating with the study effort, and following through to consolidate their vehicles if studies indicate that is the most cost-effective course of action for the Government. Support from OMB to ensure agencies fully cooperate will be essential if the goals are to be reached.

Summary of Progress – Q4 FY 2019 and Closeout

- The DOI, USDA, and DOJ studies continued in Q4. The 50% drafts were sent for review and comment to DOI and USDA on September 6. The DOJ 50% draft was sent on October 3.
- The 90% draft of the USMC study was sent for review and comment on September 10. The final Navy study is now being completed.
- A follow-up meeting with senior VA leadership to discuss next steps was held August 13.
- A meeting with senior DOE leadership to discuss the study findings and next steps was held August 1. Subsequent to that, DOE and GSA signed an MOU in which DOE declared its intent to consolidate as many DOE-owned vehicles as possible.
- DHS and GSA signed an MOU on September 26 in which DHS declared its intention to consolidate “as many of its DHS-owned and commercially-leased vehicles as possible, where practicable and deemed appropriate by both parties”.
- The GSA Administrator had a second meeting with the Chief Management Officer for DoD in Q4 to discuss the completed DoD fleet studies (Air Force, Army, and USACE), as well as DoD funding issues that are delaying Navy and USMC vehicle consolidations.
- Actual consolidations have not yet occurred due to the lack of responsiveness of the agencies studied. While 1,805 vehicles were consolidated in FY19, none of those resulted from the completed studies and follow-up efforts.

APG Summary Statement: With a strong commitment to fleet efficiency, GSA completed the first Agency Reform Plan fleet studies aimed to expand shared services within GSA and across the Federal Government to improve performance and save taxpayer money. GSA conducted fleet efficiency studies regarding other agencies for over 190,000 agency-owned vehicles from FY 2018 - FY 2019 and expanded GSA’s leased fleet by consolidating more than 3,500 vehicles over the same time period. Achieving additional efficiencies is dependent on agencies following through to consolidate vehicles as studies indicate it is the most effective course of action for the Government. Critical to this is that agencies obtain the appropriate funding to pay for the GSA leases.

Key Milestones

The GSA Fleet program set forth an ambitious schedule to procure third-party services to conduct motor vehicle studies, partner with agencies to begin the studies, and provide the best solution for current and future fleet management needs.

Milestone Summary			
Key Milestone	Milestone Due Date	Milestone Status	Comments
Award blanket purchase agreement (BPA) for consulting support	Q2 FY 2018	Complete	BPA set up with multiple firms participating
Award Task Order for studies	Q3 FY 2018	Complete	Task order awarded on May 8th to conduct all motor vehicle fleet studies.
First round of motor vehicle consolidation studies underway	Q3 FY 2018	Complete	Study playbook completed on July 6th. Initial agency kickoff meetings were held with six agencies the week of July 9th.
First round of motor vehicle consolidation studies completed	Q1 FY 2019	Complete	All studies completed.
Determination of motor vehicles to consolidate from first study	Q2 FY 2019	Delayed	Sent Air Force, Army, USACE, DOE, and VA studies to agency heads and requested meetings to discuss findings and next steps. While DOE and VA responded, the other agencies have been non-responsive to requests to meet to discuss next steps. Only DOE has identified vehicles to be consolidated.
Second round of motor vehicle consolidation studies underway	Q2 FY 2019	Complete	Navy, USMC, DOI, USDA, and DOJ studies underway.


Key Milestones (continued)

Milestone Summary			
Key Milestone	Milestone Due Date	Milestone Status	Comments
Finalize first round of motor vehicle consolidations	Q1 FY 2020	Delayed	Year 1 agencies have been very slow to respond (or in some cases non-responsive) to requests to meet to discuss next steps.
Second round of vehicle consolidation studies completed	Q1 FY 2020	On Track	
Determination of motor vehicles to consolidate from the second study	Q2 FY 2020	Delayed	Based on the experiences with the Year 1 agencies, this milestone is unlikely to be met. Agencies currently being studied either don't have the necessary funding, or are expected to require additional time to engage in next steps.
Third round of motor vehicle consolidation studies underway	Q2 FY 2020	On Track	
Finalize second round of motor vehicle consolidations	Q1 FY 2021	On Track	
Third round of vehicle consolidation studies completed	Q1 FY 2021	On Track	
Determination of motor vehicles to consolidate from the third study	Q2 FY 2021	On Track	
Finalize third round of motor vehicle consolidations	Q1 FY 2022	On Track	

Key Indicators

Vehicles Under Study

Number of Vehicles Under Study			
FY 2016 Results	FY 2017 Results	FY 2018 Target	FY 2019 Target
n/a	n/a	25,000	100,000



	FY 2018 Results (cumulative)	FY 2019 Results (cumulative)
Q1	0	0
Q2	0	15,064*
Q3	0	114,207**
Q4	76,238	114,207**

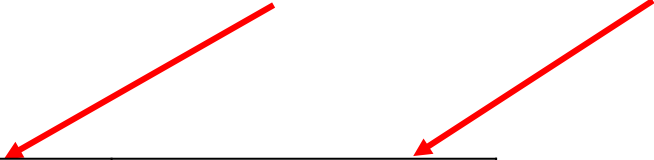
*Navy and USMC studies began in Q2.

**Interior, Agriculture, and Justice studies began in Q3.

Key Indicators

Vehicles Consolidated

Number of Vehicles Consolidated			
FY 2016 Results	FY 2017 Results	FY 2018 Target	FY 2019 Target
1,136	911	500	5,000



	FY 2018 Results (cumulative)*	FY 2019 Results (cumulative)*
Q1	105	692
Q2	179	777
Q3	608	1,676
Q4	1,797	1,805

* FY 2018 and FY 2019 consolidations were not related to the Agency Reform Plan study effort; they represent existing consolidation efforts that are part of ongoing operations. For GSA to achieve its target under the Agency Reform Plan study effort, partner agencies must finalize decisions around consolidations in the near term.

Data Accuracy and Reliability

GSA is confident in our data capture for the number of vehicles that we study and the number of vehicles consolidated.

GSA encountered the following issues regarding data accuracy and reliability with the Year 1 agencies, and has found similar issues in Year 2:

- Completeness and accuracy of agency fleet data;
- A wide range of fleet management systems capabilities ,which hinder data quality and comparability; and
- Poor/insufficient data that prevents the contractor from completing a lease vs. own analysis that is sufficient for making a decision on whether to consolidate owned vehicles into GSA's leased fleet. GSA and the agencies will work diligently to identify useful source data from any available source. Qualitative factors from the review of the agency's fleet operation are also being used.

GSA data capture through vehicle study process:

- Data regarding the number of vehicles studied will come from the completed studies; and
- Data on the number of vehicles consolidated into the GSA fleet will depend upon study outcomes. Once vehicles are consolidated, GSA Fleet will have detailed data in its Fleet Management System.

Additional Information

Contributing Programs

Organizations:

- GSA, Office of Fleet Management - lead organization on studies and any resulting vehicle consolidations
- Office of Management and Budget (OMB) - oversight ensuring agency compliance with studies and consolidations
- 2018: Air Force, Army, Army Corps of Engineers, DOE, DHS, and VA
- 2019: USDA, DOI, DOJ, Navy , and USMC

Program Activities:

- Within Studied Agencies: Fleet Management, Finance/Budget, Property Management, and Executive leadership
- Within GSA: Office of Fleet Management, Office of the Chief Financial Officer, Federal Acquisition Service, and Executive leadership

Regulations:

- Implementation of consolidations does not require regulatory change

Stakeholder / Congressional Consultations

No consultations held with Congress or other stakeholders beyond OMB and the agencies being studied. The completed studies for Air Force, Army, Army Corps of Engineers, DOE, and VA were provided to Congress at the request of Congressional staff on April 26, 2019.