US General Services Administration

Vehicle Allocation Methodology – GSA Internal Fleet Management Plan November 13, 2012

Introduction

On May 24, 2011, the President signed Presidential Memorandum-Federal Fleet Performance which challenged agencies to lead by example and develop Vehicle Allocation Methodologies (VAMs) in order to identify and attain an optimum fleet size. The memorandum placed emphasis on eliminating unnecessary or non-essential vehicles from an agency's fleet inventory and ensuring lifecycle cost-effectiveness of maintaining such inventory. In addition, the memorandum required that the VAM address composition for agencies' light duty fleets based on their missions. Furthermore, once a fleet's optimum size has been determined, the memorandum requires agencies to write a Fleet Management Plan that describes the steps agencies will take to attain their optimum fleet size by December 31, 2015.

As directed by the President's memorandum, GSA's Office of Governmentwide Policy (OGP), issued Federal Management Regulation (FMR) Bulletin B-30 which directs agencies to perform a VAM study and provides the considerations and requirements for completing a VAM study.

The General Services Administration (GSA) controls an internal motor vehicle fleet of 1,217 vehicles. During Fiscal Year 2011, the fleet traveled approximately 9,700,000 miles and consumed 445,823 gallons of fuel. With this context in mind, the internal fleet management team conducted a VAM study of all 1,217 vehicles. The results and strategies that GSA will use to achieve the optimal size of the internal fleet are described in this Fleet Management Plan.

Agency VAM Implementation

To accomplish the VAM study and the requirements of FMR B-30, the internal fleet management team developed and deployed a detailed VAM survey that incorporated the requirements of FMR B-30. The survey was sent to internal fleet customers who were to complete a survey for each vehicle under their control—i.e., one survey for each of our approximately 1,217 vehicles.

The survey response rate was approximately 64%, thus the VAM results and analysis discussed in this Fleet Management Plan cover approximately 770 of GSA internal 1,217 motor vehicles. The analysis of the survey data took into account several factors such as: vehicle age, vehicle mileage, the number of trips per day and week, whether cargo space was needed, and how the vehicle was used to accomplish the mission. The VAM analysis resulted in an "optimal" fleet that is smaller than the current level by 48 vehicles for a potential inventory total of 1,169 vehicles. In addition to the identification of vehicles to eliminate from the fleet, the analysis of the VAM survey results identified 140 vehicles that the GSA internal fleet management team deemed as "questionable." GSA has eliminated some of these vehicles from its fleet; and, as of the end of FY 2012, GSA reduced the size of its fleet from 1,217 vehicles in FY 2011 to 1,136. This is

nearly a 7 percent decrease in fleet size and is a significantly greater than the reduction of 4 percent that GSA committed to in its VAM by the end of FY 2015.

Fleet Management Plan

The Administrator of General Services challenged GSA to achieve a zero environmental footprint (ZEF). Given the Presidential Memorandum and the ZEF challenge, the Administrator signed a memorandum indicating that GSA must seek options to reduce the size of the internal vehicle fleet, reduce its petroleum usage, and reduce its emissions of greenhouse gases to the extent that the GSA internal fleet will serve as a model for the rest of the Federal Government to follow.

Toward this goal, GSA is stepping up efforts to encourage the sharing of vehicles among colocated offices. Currently, GSA's service and staff headquarters-level offices are scattered throughout the Washington metropolitan region. The upcoming consolidation of these offices into the GSA Headquarters Building provides a unique opportunity to reduce the number of vehicles and shuttles that currently serve these dispersed locations. Furthermore, additional vehicle sharing opportunities throughout the country have been identified based on responses to the VAM survey. Finally, the survey responses have also identified situations where telecommunications and other meeting technologies are viable alternatives to using vehicles to accomplish the mission.

GSA's internal motor vehicle fleet is entirely leased from the GSA Fleet program. Consequently, we are working with GSA Fleet and internal customers to scrutinize the size of the internal fleet with the goal of phasing out older gasoline or diesel vehicles and underutilized vehicles from the fleet. In addition, underutilized vehicles may be moved to new locations to replace older vehicles. While right sizing the number of vehicles in the internal fleet, the internal fleet management team is also working with GSA Fleet and internal customers to right size the vehicles themselves without compromising mission requirements (i.e., replacing a midsize sedan with a smaller sedan). And in some cases, newer does not mean better as it might make more sense to keep some vehicles longer (hybrid vehicles, for example) to ensure that the fleet remains optimized to obtain the Administrator's ZEF goal, achieve the goals of existing environmental fleet mandates, and continue to support GSA's global mission.

In addition to these operational efforts, GSA has established and is in the process of establishing new management controls and policies in order to better monitor the internal fleet's inventory and performance. For example, GSA issued new acquisition guidance for the internal fleet making the sub-compact sedan the standard, requiring that alternative fuel be used instead of petroleum to the maximum extent possible, and requiring the consideration of alternatives to vehicle acquisition (such as public transit, vehicle sharing/pooling, taxi, meeting technologies, etc). In addition, the internal fleet management team must review and approve all requests to replace vehicles with larger vehicles or acquire additional vehicles for the fleet.

GSA internal fleet policy review also encompasses a thorough review of our home-to-work transportation policies under which employees may use internal fleet vehicles for transportation between their homes and places of work in certain situations. The amount of authorized home-

to-work transportation impacts the size and performance of the internal fleet. Consequently, a hiatus on new home-to-work transportation requests has been implemented for the duration of the VAM process. During this hiatus, the home-to-work transportation policies and processes are being re-written to ensure all home-to-work transportation is supported by businesses cases and support the agency's ZEF goals as much as possible.

Finally, the Presidential Memorandum requires that a VAM study be conducted on an annual basis. Conducting a VAM every year will serve as another management control mechanism to ensure that the fleet remains optimized in terms of size and its ability to successfully support GSA's missions.

Plan for Alternative Fuel Vehicle Acquisition

It is GSA's policy that where alternative fuel is available within five miles or a 15 minute drive of the potential vehicle's garaged location or normal route, the vehicle acquired must be an alternative fuel vehicle (AFV) and the alternative fuel must be used instead of petroleum to the maximum extent possible. Furthermore, the internal fleet management team matches all vehicle requests against the alternative fueling station locator tool offered by the Department of Energy's (DOE) Alternative Fuels and Advanced Vehicles Data Center. As of the end of FY 2012, 79 percent of GSA's internal fleet vehicles were alternative fuel vehicles. In accordance with the Presidential Memorandum, Federal Fleet Performance, GSA will continue to increase the number of alternative fuel vehicles in its internal fleet and ensure that all new light-duty vehicles procured are alternative fuel vehicles by the end of FY 2015.

In support of this policy and effort, GSA is working with the National Renewable Energy Laboratory (NREL) by using the NREL Optimal Vehicle Acquisition Analysis (NOVA) model. The NOVA analysis helps agencies optimize vehicle acquisitions for achieving petroleum and greenhouse gas reduction goals. Furthermore, the NOVA mathematical analysis model considers agency fleet data and Federally mandated constraints to generate an optimal vehicle acquisition plan, including number, location, and type of alternative fuel vehicles, along with total budget needs. GSA will be ready to achieve the Presidential Memorandum's goal of 100% AFV acquisitions by December 31, 2015.

Plan for Fueling of Alternative Fuel Vehicles

Another keystone of internal fleet alternative fuel efforts is a second NREL project- a Fleet Sustainability Dashboard for the internal fleet. This dashboard obtains GSA internal fleet data to

track fuel consumption, GHG emissions, and fleet inventories as well as operational reports highlighting specific instances where alternative fuel is well utilized and instances where it could be improved. The Dashboard's "Missed Opportunities" feature indicates the quantity of conventional fuel purchased at locations where alternative fuel could have been purchased at a publicly accessible alternative fuel station accepting the Wright Express fuel card within 5 miles. The Dashboard's data will be used to educate and better inform the internal fleet customers about the use of alternative fuels. In addition, the GSA internal fleet program will continue to

work with GSA Fleet, DOE, and alternative fuel providers to expand the number of fueling locations that accept the Wright Express card.

Vehicle Sourcing Assessment

GSA's Federal Acquisition Service's GSA Fleet program is the preferred source for motor vehicles and related services for GSA's internal motor vehicle fleet. The purchase of motor vehicles or the leasing of vehicles from other sources requires prior approval from the internal fleet management team and a submission of a business case supporting the action.

Conclusion

The GSA internal fleet team is using a variety of tools to aggressively accomplish the goals of the Presidential Memorandum. The fleet will shrink by 48 vehicles with the potential to shrink even more in the near term. The GSA internal fleet management team will also work with GSA Fleet to ensure that the normal annual vehicle acquisition/replacement cycle supports the VAM process. Finally, conducting a VAM study on an annual basis has the potential for a larger reduction in the fleet inventory. The benefits will not only support the GSA Administrator's ZEF goal but help the fleet continue to meet goals of reducing the amount of petroleum and increasing the amount of alternative fuel consumed while reducing the fleet's greenhouse gas emissions.

Interested parties with questions about GSA's internal motor vehicle fleet or about this fleet management plan should contact Maureen McKenna at 202-501-0024 (maureen.mckenna@gsa.gov) or Patrick McConnell at 202-501-2362 (patrick.mcconnell@gsa.gov)