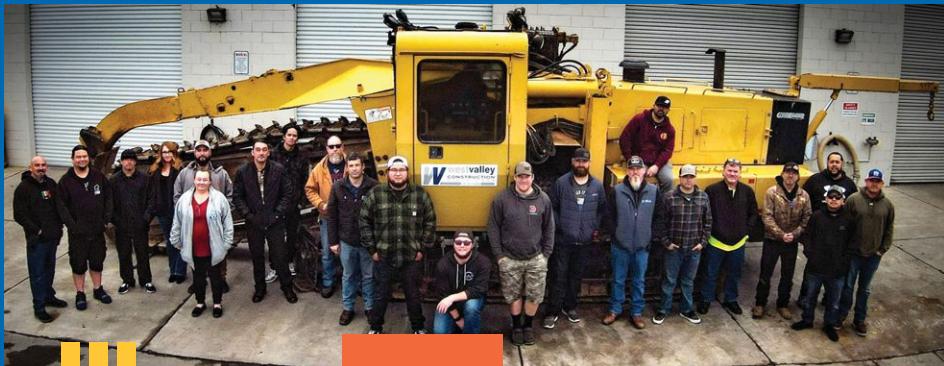


FLEET Solutions

NAFA FLEET MANAGEMENT ASSOCIATION

SEPTEMBER/OCTOBER 2024



100 BEST FLEETS

What You Can Learn from the Peak Performers of 2024



PLUS

The City Creating a Blueprint for the World

100 Best Winners Share Their Rank-Boosting Strategies

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Q: **What are the safety concerns with employee-owned fleet vehicles?**

Torben Robertson

CONTENT MARKETING MANAGER
CARDATA
ONTARIO, CANADA

A: A gray fleet is a set of vehicles owned by the employees of a company and driven for work purposes. As an alternative to a traditional company car program, the employer reimburses the employee for the business expenses they incur while using their personal car for work. It sounds good, but there are some considerations.

How do you implement a safety program with employee-owned fleet vehicles? Driver safety practices in standard fleets are well established and include defensive driving courses, preventive maintenance, regulatory compliances, fleet policy, and employee background checks like motor vehicle checks (MVRs). What about safety in employee-owned fleets? There are some serious misconceptions among fleet managers about the risks associated with employee-owned fleets. Chief among them is the myth that general business insurance or commercial auto insurance plans will cover the cost of

“Not having safety training or enablement in employee-owned fleets exposes you to the risk of liability for an accident.”

an accident suffered by an employee driving their personal vehicle on business. This is not the case; generally, employees need a business-use endorsement on their personal auto insurance to be covered.

Not having safety training or enablement in employee-owned fleets exposes you to the risk of liability for an accident. Not only does a less-safe employee driving culture expose you to the average 8-day employee downtime when there's an accident (according to SambaSafety's 2024 Driver Risk Report), but also to the financial and legal liability for accidents that happen during business hours — whether or not you own the vehicle that was involved.

It's better for your employees to be driving in a safety culture. They will be less stressed on the road and at their desk.



TORBEN ROBERTSON

Nobody likes road rage, and driver safety training is a toolkit to avert it. Moreover, take advantage of MVRs. MVRs make sure you're only putting qualified and problem-free employee drivers on your driving team. Things an MVR looks for include critical violations like license suspensions, violations, DUIs, accidents, and revocations.

The safety procedures and systems ingrained in the fleet industry can all be easily replicated in an employee-owned fleet. Many vendors offer driver safety training and MVR checks as part of a vehicle reimbursement program. MVRs are recommended when onboarding new employees and to continuously monitor existing drivers. Create a driver safety training package assigned directly to a driver's email at hire or in the case of an infringement or incident. Ask your vehicle reimbursement partner if they verify personal auto insurance policies, so you can check whether employees have business use designations on their policies.

And here's the good news: After 12 months of continuous driver safety monitoring, you can expect violations to reduce by an average of 32%. **FS**

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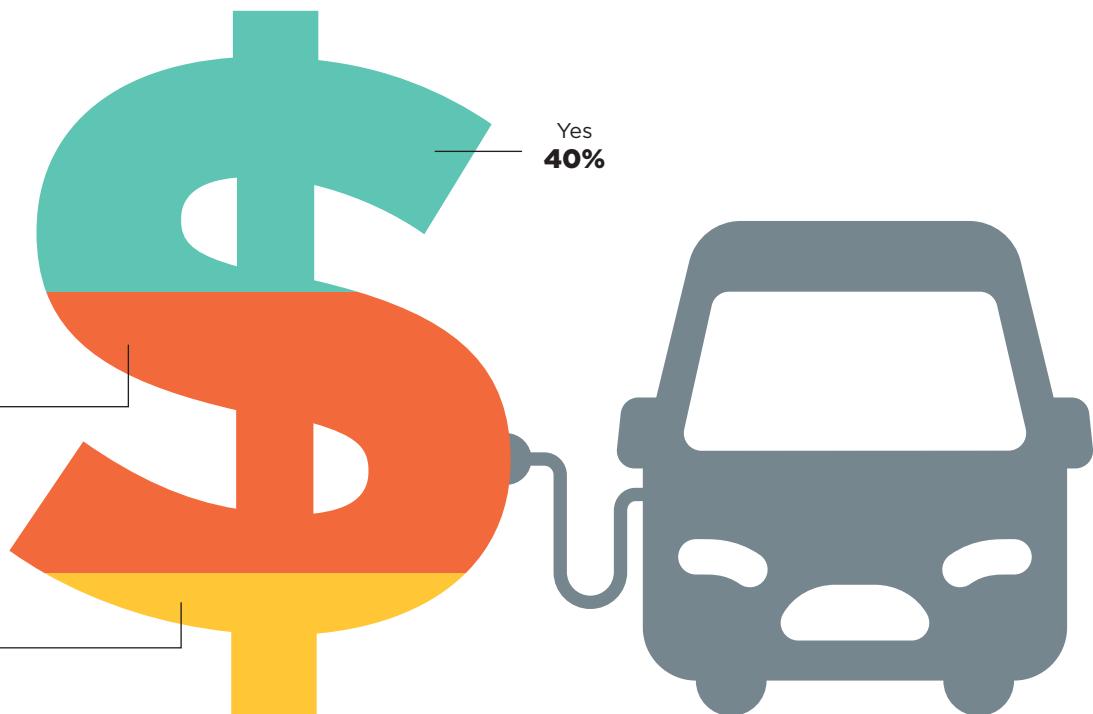


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Fleet@BlinkCharging.com



Q: **Have you received financial assistance for your EV program?**

No
40%Planning
to Apply
20%Yes
40%

Q: **Do you have employee-owned vehicles in your fleet?**

Yes
42%No
42%Considering it
16%

Yes

27%

No

64%

No, but would consider it
9%

Q: **Do you have any leased EVs in your fleet?**

Support System

Are you keeping pace with how other fleets are encouraging their team's professional development?

In this interview with Bradley Northup, CAFM, City of Carlsbad's (California) public works superintendent — fleet operations, he talks about how and why his agency takes extraordinary measures to encourage ongoing education in its fleet.

FLEETSolutions: How did you get into fleet and when did you get your CAFM along that journey?

Northup: I started working on cars back in the early 2000s and worked for a Ford dealership up until about 2009 when the downturn moved me over into a much more stable position with the County of San Diego. I worked with the County of San Diego as a technician and then a supervisor and then a manager. In 2020 I joined the City of Carlsbad as their fleet manager. My CAFM journey started soon after I was promoted to the fleet coordinator role in San Diego in 2015. In 2017 I got my final exam passed and walked for my certificate at I&E in Tampa.

FS: What is the City of Carlsbad's culture around the CAFM program?

Northup: The City of Carlsbad is highly supportive of professional development, offering a generous tuition reimbursement program of up to \$40,000 per degree or certification for full-time employees with at least one year of service. This commitment not only attracts and retains top talent but also fosters a skilled team that benefits the community. Additionally, the city supports specific professional goals, such as enrolling our first-line supervisor in the NAFA CAFM certification. This initiative aids in succession planning and sets a precedent for future fleet supervisors and managers in Carlsbad.

I've never had any pushback from our leadership on why someone is pursuing a certain credential or training. If you hire good people and support their development throughout their life, that's how they end up with the best employees.

FS: How do you make sure that the team members know about the CAFM?

Northup: It's my job to communicate the training opportunities and certification pathways. Our leadership believes that the succession planning piece of the CAFM program is critical. They need to know fleet's rules of the road. If you don't know the rules, then you don't know how to navigate the complexities of fleet management. The rules are demonstrated in the best practices of the CAFM.



BRADLEY
NORTHUP, CAFM



“Education is critical to becoming a great fleet manager, and that education has to start early.”

FS: How has getting your CAFM impacted your career?

Northup: You can't really excel as a fleet manager until you know the principles of fleet management and its best practices. You can pick these up over a long career, but you won't get there as fast without a CAFM background. The best practices within the CAFM become the building blocks to excel faster within your profession. Without a CAFM, you're working off trial and error, which slows down the process and your success.

FS: When is the ideal time to pursue the CAFM?

Northup: If you're being hired as a fleet analyst — but you don't have any fleet experience — then at least enrolling in the financial management or asset management areas will help you understand how to do your job better. If you're on the fence about it, go to some educational events prior to enrolling in the CAFM program. Any newly hired fleet manager or mid-level manager or supervisor should have CAFM on their radar because it helps bridge the gap. A shop supervisor dealing with technicians is not thinking about the managerial decisions happening at the next level. CAFM helps paint the picture of why managers are thinking in a certain way or why they are making an operational change or a policy decision.

FS: What advice do you have for an organization interested in encouraging their fleet team to earn their CAFM?

Northup: Make it a standard practice for certain positions that the person can have a CAFM in lieu of experience. It helps to supercharge a person's ability to function at a higher level. If an organization's succession plan does not have an expectation of education and certification for their employees to get into that next role, they're putting themselves at a disadvantage. A succession plan needs to identify the educational and certification pathways to develop that employee for the role they are coming in to.

All CAFM graduates will agree that we're not where we are today without the CAFM certification. **FS**

100 BEST FLEETS

Learn from the Peak

What are the characteristics of an award-winning fleet? Pick up some tips and takeaways from this year's winners and breathe new life into your own initiatives.

By Carla Kalogeridis

NAFA's 100 Best Fleets in the Americas competition is the premier recognition for fleets across North, Central, and South America. Over the last 20+ years, earning a ranking on the 100 Best Fleets has become the industry's No. 1 indication of success. The purpose of the program is to foster pride in the industry, build recognition in the international fleet community, increase productivity and operational effectiveness, and encourage more rising leaders to consider fleet operations as a career choice.

Fleets participate in the competition (there are separate rankings for public and commercial fleets) to benchmark against their prior years' performance and to see how they stand up alongside other fleets. It is a rigorous application process that yields a great deal of valuable information, including free one-on-one consultation with the judges during NAFA's annual I&E event in April.

Here, we cast a spotlight on a small handful of this year's winners who we hope will inspire you to enter the competition in 2025. For more information, visit nafa.org/awards.

CITY OF LYNCHBURG

- **100 Best Ranking:** #5 Public
 - **Fleet size:** 1,000
 - **Chuck Cramer, CAFM**
- Director of Fleet Services

Description: Lynchburg's Fleet Services operates an ASE Blue Seal shop with an outstanding team of technicians and administrators holding numerous

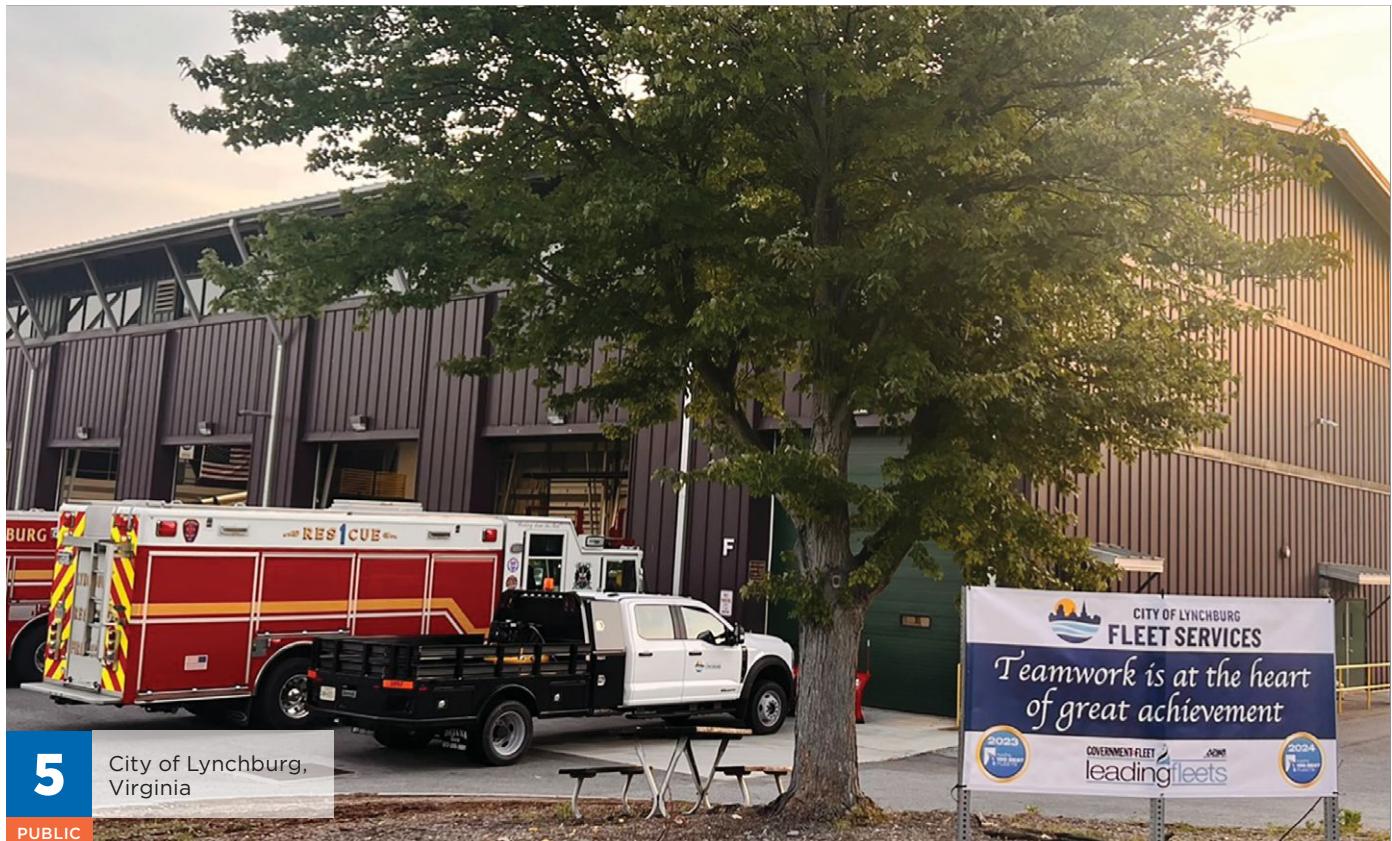
national certifications. We provide a safe and reliable fleet that enables outstanding service to our citizens through innovative, sustainable, and cost-effective practices. The city maintains approximately 1,000 assets supporting 18 departments and outside agencies.

Current key initiatives: We're looking to the future of fleet and deciphering what that means. We've partnered with IT and the City Manager's Office (CMO) on a technology plan, and we're learning how we can use data from all departments to identify cross-functional efficiencies. Although the initiative is in its infancy, we're learning what we have and how we can improve every day. We're also working with the CMO on other initiatives, including long-term compensation, the addition of personnel, and potentially a new, larger, and/or additional fleet facility to adjust for the city's growth and multiple vehicle additions.

Most proud of this year: Our team. Over the last couple of years, we've really grown together and learned just how much potential we have. We make most decisions together, and we try to keep a collaborative focus on continuous improvement while aiming toward common goals. Once we made the commitment to apply, NAFA's 100-Best Fleets competition became our guide to doing that. When we finished at #25 in 2023, we saw a sparkle in everyone's eyes and we knew we could do better. When we were awarded the overall #5 spot this year, we were ecstatic to say the least.

What makes this fleet special: Many things, but specifically, teamwork and collaboration. We don't just work together — we bond and build friendships through team-building exercises and after-hours celebrations. A couple years ago we started

Performers of 2024



First Fridays where we celebrate everyone's successes, personal and professional. We've now added an annual awards celebration (off-site) where family, friends, coworkers, and former employees share in our team's success.

Another area is hiring based on the person, not just skills. It made a huge difference in the way we operate. Two such hires have flourished and become excellent technicians, and more importantly, outstanding team members...so it works!

What we learned by participating in 100 Best Fleets: We didn't know what we didn't know. It helped identify shortfalls,

and we learned how to fix them. Now we use the 100 Best Fleets application as a guide to getting better. We look for efficiencies, increased collaboration, and defined strengths. We even changed our mission and vision statements as a result.

Strategy for improving our ranking next year: Getting things right the first time (not just repairs). We'll increase our use of technology, expand collaboration among departments, and be more precise with internal/external goal setting. We take the post-awards feedback we receive from the 100 Best judges to heart and try to improve based on their input — plus some.

 **We use the 100 Best Fleets application as a guide to getting better. We look for efficiencies, increased collaboration, and defined strengths. We even changed our mission and vision statements as a result.” — Chuck Cramer, CAFM, City of Lynchburg**



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Prince George's County –
Office of Central Services

PUBLIC

PRINCE GEORGE'S COUNTY – OFFICE OF CENTRAL SERVICES

► **100 Best Ranking:** #27 Public

► **Fleet size:** 4,300

► **LP Monroe**

Deputy Fleet Division Manager

Description: Our fleet manages over 4,000 vehicles and equipment across two facilities and 20 fuel sites. With a combined budget of \$40 million, we handle procurement, repairs, and maintenance, while also overseeing alternative fuels and charging stations for public transportation and public safety agencies.

Current key initiatives: Our fleet is driving several pivotal initiatives to enhance operational efficiency and sustainability across the county. We are diversifying the fleet to better meet the varied needs of our community and ensuring uniform standards across five public safety agencies. A key project is the launch of B100 diesel, demonstrating our commitment to greener fuel alternatives. We are exploring the

use of AI in our auto body department to improve repair processes and efficiency. Additionally, we are strengthening inter-county agency partnerships to expand the use of soy-based products, further reducing our carbon footprint.

Most proud of this year: In 2023 our Fleet Division was nationally recognized, ranking 3rd in the NAFA 100 Best Fleets and 14th in Government Best Fleets. This recognition underscores our commitment to excellence and operational efficiency in fleet management.

What makes this fleet special: We were honored by NAFA for our innovative use of bio-based products in 2023. These achievements reflect our team's dedication to sustainability and set us apart as leaders in environmentally responsible practices within the public sector. These accolades inspire us to continue advancing our standards for operational excellence and to further our sustainability initiatives.

What we learned by participating in 100 Best Fleets: Participating in the 100 Best Fleets competition highlighted the value

 **Participating in the 100 Best Fleets competition ignited partnerships across municipalities and friendships with fleet managers from Georgia, Virginia, and Louisiana, emphasizing that the real benefit of NAFA's competition is the exchange of information and camaraderie.** — LP Monroe, Prince George's County

of collaboration. It ignited partnerships across municipalities and friendships with fleet managers from Georgia, Virginia, and Louisiana, emphasizing that the real benefit of NAFA's competition is the exchange of information and camaraderie.

Strategy for improving our ranking next year:

Next year we'll enhance our auto body and parts processes with new tech and provide advanced training on electric vehicles. We will also expand staff recognition programs, aiming to reduce our carbon footprint and set a sustainability example for other agencies.

KING COUNTY FLEET SERVICES

► **100 Best Ranking:** #71 Public

► **Fleet size:** 2,800

► **Chantelle Hellner**

Fleet Services Division Director

Description: King County Fleet Services Division manages the county's portfolio of non-revenue vehicles and equipment, operates two full-service maintenance



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King County
Fleet Services

PUBLIC

Sponsors Weigh in on This Year's Competition

NAFA's 100 Best Fleets is supported by a number of exceptional companies that provide products and services to the industry. Here's what inspires them most about this year's winners.

Mike Hicks

VP of Sales & Marketing, Agile Fleet

Why we support 100 Best Fleets: We are grateful to provide our clients the tools, data, and expertise to help them operate among the most effective fleet organizations nationwide. In fleet, all ships rise with the tide, so we see our sponsorship as an opportunity to bring attention not only to our clients but to the whole fleet community.

What inspires us the most about this year's winners: Fleet is a discipline where smooth and efficient operations can actually decrease the attention paid by the organization. As those "in the know" about the hard work required to succeed in fleet, we're inspired by all our clients who've worked tirelessly to make their fleets a success.

Joe Keefe

Director of Sales, AssetWorks

Why we support 100 Best Fleets: I can't picture the fleet industry without the 100 Best Fleets awards program. The entire AssetWorks team looks forward to reading through the list of finalists and their achievements. We're proud to be a sponsor of these awards because it allows us to connect with and recognize those who are setting the bar high in the industry.

What inspires us most about this year's winners: This year's winners are the epitome of fleet innovation. What inspired us most about this year's winners is their creativity and resilience. They've found smart, sustainable solutions and kept their fleets running smoothly despite all the challenges.

Ethan Quimby

Marketing Manager of Brand & Enterprise, Fleetworthy

Why we support 100 Best Fleets: Fleetworthy has always supported the 100 Best Fleets program simply because we love fleets that take safety and efficiency seriously. Our goal is to help make the public roads as safe as possible and supporting an association like NAFA — which supports and rewards safe drivers and fleets — is a no brainer!

What inspires us the most about this year's winners: The 100 Best winners this year have inspired us to keep "fighting the good fight" and continue helping fleets of all sizes be proactive instead of reactive with their choices when it comes to safety, innovation, and more. Congrats to all the winners and thank you for keeping our roads safe.

Thomas M. Bates

Fuel Management Consultant, FuelForce

Why we support 100 Best Fleets: At FuelForce, we take great pride in our partnership with the 100 Best Fleets program. Their commitment to recognizing and nurturing innovation in fleet operations complements our core values. We are particularly pleased that NAFA has added commercial fleets to the contests.

What inspires us most about this year's winners: Their professionalism and emphasis on creating value for their constituencies — for example, Charlie Stevenson of Essential Utilities who set continuous improvement initiatives for his team, demonstrating their commitment to lifelong learning in fleet operations. Kevin Schlangen, CAFM of Dakota County (Minnesota) stressed the importance of voicing the value that you have to the elected officials and to the taxpayers.

Emily Kiddie

Manager, Events, Geotab

Why we support 100 Best Fleets: The 100 Best Fleets program celebrates top-performing fleets. Achieving this recognition involves enhancing safety, reducing emissions, managing a precise maintenance agenda, and building a succession plan with the ultimate goal of cutting costs. Essential to this transformation is good data. Our goal is to support all fleets' efforts by integrating predictive analytics for effective tactical and strategic planning.

What inspires us most about this year's winners: Geotab is proud of all the fleets and their winning initiatives. Many have shared that without the best vehicle data, these accomplishments would not be possible. What has inspired us most this year includes the following:

1. The massive improvements the top fleets have made
2. The growth of the program to include both public and commercial fleets
3. The increasing number of women who are leading award-winning fleets

Josh Turley

CEO, RTA Fleet

Why we support 100 Best Fleets: Our company exists to help fleets succeed. Celebrating that success is a key piece of the journey and provides others in the industry with goals and aspirations, bettering the fleet management industry.

What inspires us the most about this year's winners: The amount of fleets that are new comers to the list, as well as those that have moved up the rankings, is really exciting this year. That spirit of continuous improvement motivates us to keep pushing for better products and services that drive meaningful impact in helping fleets get ranked.

shops, and provides mobile field services to support county operations and storerooms of parts, materials, and supplies. Our shops are certified to perform warranty repairs on Ford, General Motors, and Peterbilt vehicles.

Current key initiatives: We are focused on updating our vision, mission, and values to ensure team cohesion and alignment. We are in the process of implementing renewable diesel to reduce carbon emissions in our daily operations as a bridge until the fleet is transitioned to zero emission or electric vehicles. Vehicle electrification planning and implementation efforts are underway with approximately 100 EVs already deployed in the light-duty fleet. Lastly, we are implementing a new mobile application technology solution for pooled vehicles to better support the transportation needs of our county customers and ensure maximum utilization of fleet vehicles.

Most proud of this year: We are most proud of the strides in vehicle electrification efforts despite the challenges and barriers in this work. A collaborative, enterprise-wide approach to transition planning kicked off this year. We successfully piloted home charging for EVs in our Public Health Department to support deployment where county and public charging were not available. We launched EV demos to engage and educate customers, gather data, and understand operational impacts. Through these efforts, the team was successful in more than doubling the number of EVs in the light-duty fleet. The feedback received from the real-world operation of these vehicles in county operations is providing valuable insights into future planning and a blueprint for the full-scale adoption of EVs.

What makes this fleet special: Our team puts excellent customer service at the center of their work. We receive consistent positive feedback from customers regarding support, customer service, and problem solving. Each member of our team works hard to keep vehicles and equipment in service and on the road for the community. We recently received feedback from a customer thanking a technician for dropping their scheduled work on a Friday afternoon to fix their belt loader to keep the road construction on schedule. They shared, "Every time that I have worked with this technician, it has been nothing short



**Remembering
100 Best Fleets
Founder Tom
Johnson**

"Tom Johnson used to remind us at his 100 Best Fleets seminars: 'Nobody shows up from the 100 Worst Fleets!' Oh, how we all miss that man with his insights, strict schedules, and unique sense of humor." — Thomas M. Bates, FuelForce

partner and share information, innovations, and lessons we are learning in all aspect of our fleet operations. Our goals include being good stewards of our financial and environmental resources and having strong systems in place to monitor and maintain our key performance indicators.

Strategy for improving our ranking

next year: Over the next year, we are focusing on increasing the health of our fleet and our performance measures after the disruption and impacts of the pandemic era, which reduced the number of county vehicles on the road and the usage patterns of those vehicles. One specific area of focus is improving metrics in our preventative maintenance program.

ALSCO UNIFORMS

- **100 Best Ranking:** #8 Commercial
- **Fleet size:** 3,500
- **Jennifer Pemberton**
Senior Manager, Fleet and Routing

Description: The staple of Alsco's service fleet consists of the conventional step van (walk-in van) truck. Alsco runs about 1,800 step vans throughout North America. Drivers provide fresh linens, uniforms, mats, and facility services to our customers. The fleet also consists of box trucks, tractor trailers, and passenger vehicles.





Current key initiatives: Alsco is always focused on safety. Our fleet is currently installing dashcams throughout our U.S. and Canadian operations. Dashcams will provide visibility and opportunities to identify high-risk drivers and determine where training is most needed. It also tracks driver safety behaviors such as distracted driving and auto incident risk mitigation.

Most proud of this year: Being awarded #8 Best Commercial Fleet in 2024 by NAFA in the 100 Best Fleets competition! Also, the many changes and initiatives the fleet has endured over the past year, including installing dashcams, rebranding efforts, new truck design, and a fuel card transition. Our fleet initiatives continue to push Alsco to new levels in safety, security, and standardization.

What makes this fleet special: The corporate fleet team are all new to Alsco within the last year and have already made many wonderful contributions using previous experience paired with collaborating with internal teams and vendor partners. There is also a dispersed fleet team of technicians and shop managers across the organization providing support and guidance at the local level.

What we learned by participating in 100 Best Fleets: I've learned that sometimes the best resources are our counterparts in fleet management throughout other organizations. NAFA has provided a wonderful opportunity to

get connected with others, develop your network, and access other resources and materials.

Strategy for improving our ranking next year: Alsco has many safety initiatives in the works for our fleet, and we plan to better capture those efforts and articulate the results we're seeing from their implementation.

WEST VALLEY CONSTRUCTION

- **100 Best Ranking: #5 Commercial**
- **Fleet size: 1,000**
- **Jolie Hughes, CAFM**
Administrator

Description: Our fleet consists of class 2 through 8 trucks of varying specialization and earthmoving equipment like backhoes, loaders, and excavators. We use this equipment to build, maintain, and repair essential utility infrastructure like water, gas, power, and telecommunications. We also provide 24/7 emergency services.

Current key initiatives: We are currently evaluating our fleet management practices to better understand our true lifecycle costs, increase the accuracy of our equipment cost recovery, and improve long-term scalability.

Most proud of this year: Ranking 5th in the 100 Best Fleets was something that we were not expecting, and we are very proud of not only placing but placing as well as we



We are more than co-workers or a team — we are family. We love what we do, who we do it for, and who we do it with.”

— Jolie Hughes, CAFM,
West Valley Construction

did. Being our first run at it, it was nice to see that we are doing a good job compared to our peers.

What makes this fleet special: We are more than co-workers or a team — we are family. We love what we do, who we do it for, and who we do it with. Most of our team has been here more than 10 years. We have had kids start as summer help at 16 who grew to become mechanics and shop foremen. We've had mechanics start on the shop floor who became fleet and facility managers, and we had a fleet manager retire as a vice president. We support each other and we grow together, which makes us and being here special.

What we learned by participating in 100 Best Fleets: Being a part of this competition showcased some of our strengths and identified some areas where we can improve.

Strategy for improving our ranking next year: We are working to standardize our metrics so we can better gauge our progress and provide numbers along with our submission next year that were lacking this year.



How We Got Better

These fleets significantly improved their ranking from 2023 to 2024. Here's how.



PIMA COUNTY FLEET SERVICES

2023 RANKING	2024 RANKING
#67 PUBLIC	#6 PUBLIC

- **Fleet size:** 1,576
- **Ray Ochotorena**
Director

Description: Pima County Fleet is a full-service shop providing asset management, repair, and maintenance in support of public services to approximately a 9,000-square-mile area. Services include nine fuel stations, motor-pool, equipment rentals, and driver qualification. Our strategic goals include a focus on sustainability by integrating alternative fuel vehicles, humanitarian, and youth education programs.

How we got better: The entire Fleet Services team embraces the continuous improvement process and understand the importance of measuring performance to industry standards. At the beginning of each fiscal year the leadership teams reviews and approves operational key

performance indicators and establishes our Strategic Plan. At the end of each fiscal year an Operational Performance Report is completed and reviewed with the entire Fleet Services team. The report quickly identifies our strengths as well as areas with opportunities for improvement. The goal is to improve operationally each year, and by doing so, our ranking will hopefully follow.

Advice for improving your ranking: Think outside of the traditional fleet management box; do not continue to do something because it has always been done that way. Incremental changes can have a significant impact to operational efficiencies and work environment. Encourage creativity and pride and recognize team members to motivate success.

Strategy for improving our ranking next year: Pima County Fleet Services plans to provide more opportunities for employee professional growth with a focus on internal and online training, as well as implementation of new technologies in fleet management and AI.

LEON COUNTY SHERIFF'S OFFICE

2023 RANKING	2024 RANKING
#51 PUBLIC	#16 PUBLIC
► Fleet size: 476	
► Tim Coxwell, CAFM, CFPF, CEM Fleet Management Division Director	

Description: We are a full-service law enforcement fleet operation, managing the lifecycle of 475 assets in an 8-bay facility, with 6 technicians and 1 parts and service technician. We outsource paint and body, towing, decals, and glass repairs. We've held ASE's Blue Seal of Excellence for 9 years.

How we got better: 2023 was our first attempt in 100 Best Fleets and we finished 51st. We're fortunate to participate in FLAGFA, home to nearly 25% of the 100 Best Fleets. We're exposed to the omniscience





18

City of Knoxville
Fleet Services

PUBLIC

of Sara Burnam, CAFM, Bob Stine, CAFM, Hall of Fame Members Gary McLean, Will Massey, Tim Calhoun, Darryl Greenlee, and more. Essentially, we knew what we knew, and we became very aware we didn't know what we didn't know. Allowing ourselves to be vulnerable, 100 Best Fleet judges Scott Rood and Mike Brennan's review highlighted weaknesses I was probably too proud to see. We targeted those weaknesses and focused on elevating our game.

Advice for improving your ranking:

If you want to be #1, network with #1s. I met Kevin Schlagen, CAFM from Dakota County several years ago. Dakota County is a leading fleet annually with decades of recognition. Spending time at I&E with legends Bob Stine, CAFM, Al Curtis, Robert Gordon, and Jeff Hawthorne, CAFM just makes you better.

Strategy for improving our ranking next year: Sometimes we focus on the metrics so much we forget the simple processes that made us successful in the first place. Without losing sight of our 100 Best KPIs, we're focused on preventing complacency. Complacency kills. We want our drivers to value their experiences with fleet.

CITY OF KNOXVILLE FLEET SERVICES

2023 RANKING

#81 PUBLIC

2024 RANKING

#18 PUBLIC

► **Fleet size:** 1,700

► **Nicholas Bradshaw**
Director

Description: From emergency response like police and fire to residential services like leaf and brush pickup, our fleet provides all manner of safety, maintenance, and repair services that keep daily life moving for residents of the City of Knoxville.

How we got better: Getting an early start on the application was key.

accomplishments reminds our department that our ultimate goal is to be the best fleet possible.

ERIE INSURANCE COMPANY

2023 RANKING

#7 COMM.

2024 RANKING

#2 COMM.

► **Fleet size:** 1,350

► **Tiffany Duran, CAFM**

Corporate Travel and Fleet Manager

Description: Our fleet consists of mainly light-duty SUVs with some pickup trucks included for our Catastrophe Team for large-loss events. Our drivers are service call response, for material damage, property adjusters, and re-inspectors to manage insureds' claims along with our sales side of district sales managers.

How we got better: We focused mainly on our vehicle utilization and our acquisition process along with expense management. We tried to find ways to improve how our orders and upfitting were routed, along with positions that may not necessarily need a vehicle now to do industry changes.

Advice for improving your ranking: Fleet managers always have more goals than most. Set clear goals for what you want to accomplish and try to focus on only a few instead of the whole 50 or 60. Allow yourself to spend time focusing on one or two areas that your fleet really wants to excel in.

Strategy for improving our ranking next year: We recently implemented telematics through the whole fleet, so we are spending the year analyzing the data to help improve safety of drivers. We want to understand more in depth how our fleet is operating and hope that this will improve route efficiency and maintenance schedules.





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12

Superior
Linen Service

COMM.

SUPERIOR LINEN SERVICE

- **100 Best Ranking: #12 Commercial**
- **Fleet size: 49**

Description: The majority of our fleet is comprised of heavy-duty commercial motor vehicles that do not require drivers to have a commercial driver's license (CDL). Superior Linen Service operates as a commercial laundry, specializing in delivering and collecting reusable textiles for the healthcare and hospitality sectors. Our routes are specifically designed to cater to the needs of these industries.

Current key initiatives: Our continuous efforts include striving for zero preventable accidents, even those involving stationary objects. To accomplish this goal, we consistently meet with drivers whenever there is a vehicle change to assess any changes in truck height or weight, review the routes to look for any trouble spots, and closely monitor and provide guidance to drivers. We are continuously working toward improving our safety metrics, as reported through our telematics tracking, to effectively reduce the costs of insuring our fleet. Our management team fully understands that providing regular training sessions and educational resources enables our drivers to make well-informed choices, follow safety procedures, and uphold a strong sense of professionalism.

Most proud of this year: We implemented the in-cab camera project this year, which is tied to our telematics tracking to help us monitor driver behavior. We track drivers' behaviors along the metrics of

distracted driving, driver phoning, harsh breaking, harsh cornering, and speeding. With a scoring range of 0 to 100 (with 100 being the best), our drivers constantly get a score of 99%. We were concerned about how our drivers would respond to having the devices in the trucks, so we ran a campaign to sell the drivers on the cameras' benefits for both the driver and the company. We lost no drivers over implementing cameras. As a matter of fact, most of the drivers had a positive attitude about having the cameras in the trucks.

What makes this fleet special: What tells the story of our stellar crew of drivers are the driver metrics that come off our telematics and our in-cab cameras, which both constantly stay over 95% for all drivers. We are not a large fleet — we drive only about 20,000 miles per week total — but we are in the delivery business making deliveries in high-traffic areas with narrow streets, and we have not had a moving vehicle incident that was our driver's fault this year. Our drivers are very conscious of their safe-driving records.

Strategy for improving our ranking next year: Superior Linen Service has a well-established safety program, but we are committed to constantly improving in all aspects of our operations. We are always searching for ways to enhance our performance. At this time, we are researching ways to improve our driver training to make it more comprehensive. **FS**

CARLA KALOGERIDIS is editor of **FLEETSolutions**.



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An aerial photograph of a parking lot with several vehicles. Three specific vehicles are highlighted with yellow outlines and labeled with black boxes: 'VEHICLE #109' on the left, 'VEHICLE #110' in the center, and 'VEHICLE #109' at the bottom right. Each highlighted vehicle is accompanied by a white callout box containing its vehicle details.

VEHICLE #109			
License Plate	HRU9986 NY	VRC	072
Vehicle Type	Standard	Cost Center	(Unassigned)
Device #	00408183704	Status	ACTIVE
Device Type	NY E-ZPass - Windshield	Last Modified	05/31/2023

VEHICLE #110			
License Plate	HRH9989 NY	VRC	521
Vehicle Type	Standard	Cost Center	(Unassigned)
Device #	00408183704	Status	ACTIVE
Device Type	NY E-ZPass - Windshield	Last Modified	05/31/2023

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Net-Zero Hero

Is a ‘city’ in the middle of Idaho creating a blueprint for the world?

By Carla Kalogeridis

As the Net-Zero Program executive director at Idaho National Laboratory (INL), Jhansi Kandasamy is busy working with dedicated teams to transform the laboratory's 890-square-mile campus — including a fleet of 700-plus vehicles, stationary combustion, and purchased electricity — to meet what she calls the “audacious” goal of net-zero carbon emissions by 2031. The laboratory's fleet features about 90 diesel motorcoaches that operate 24/7, 365 days a year transporting employees 2.7 million miles annually to and from the remote desert site to develop nuclear and other clean-energy solutions. INL also has ambulances, fire trucks, and construction equipment.

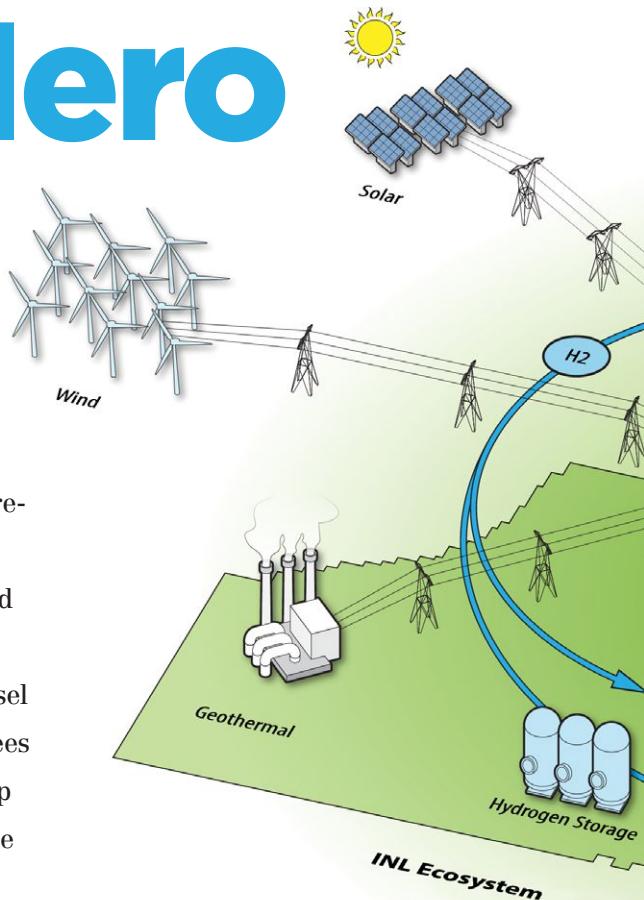


JHANSI KANDASAMY

“With INL's large footprint and 6,000-plus employees, we operate very much like our own city or municipality, so the lessons we are learning are broadly applicable to other communities that are looking to make similar transitions toward net-zero,” Kandasamy says.

Kandasamy has over 30 years of experience in the nuclear industry — an industry she is proud to say provides roughly half of the country's clean energy. Over those three decades, she rose through the ranks from an electrical engineering intern to the vice president of engineering at GE-Hitachi. Having built a reputation in a field where women are largely underrepresented, Kandasamy says INL tracked her down for the job. “When they told me about their goal to reach net-zero in 10 years, I knew it was going to be a massive challenge,” she says. “I said, ‘OK, let's go make this happen.’ I'm known for taking on tough challenges.”

Kandasamy started with strategy. “I knew that the first thing I needed was to reach all 6,000 employees with this vision

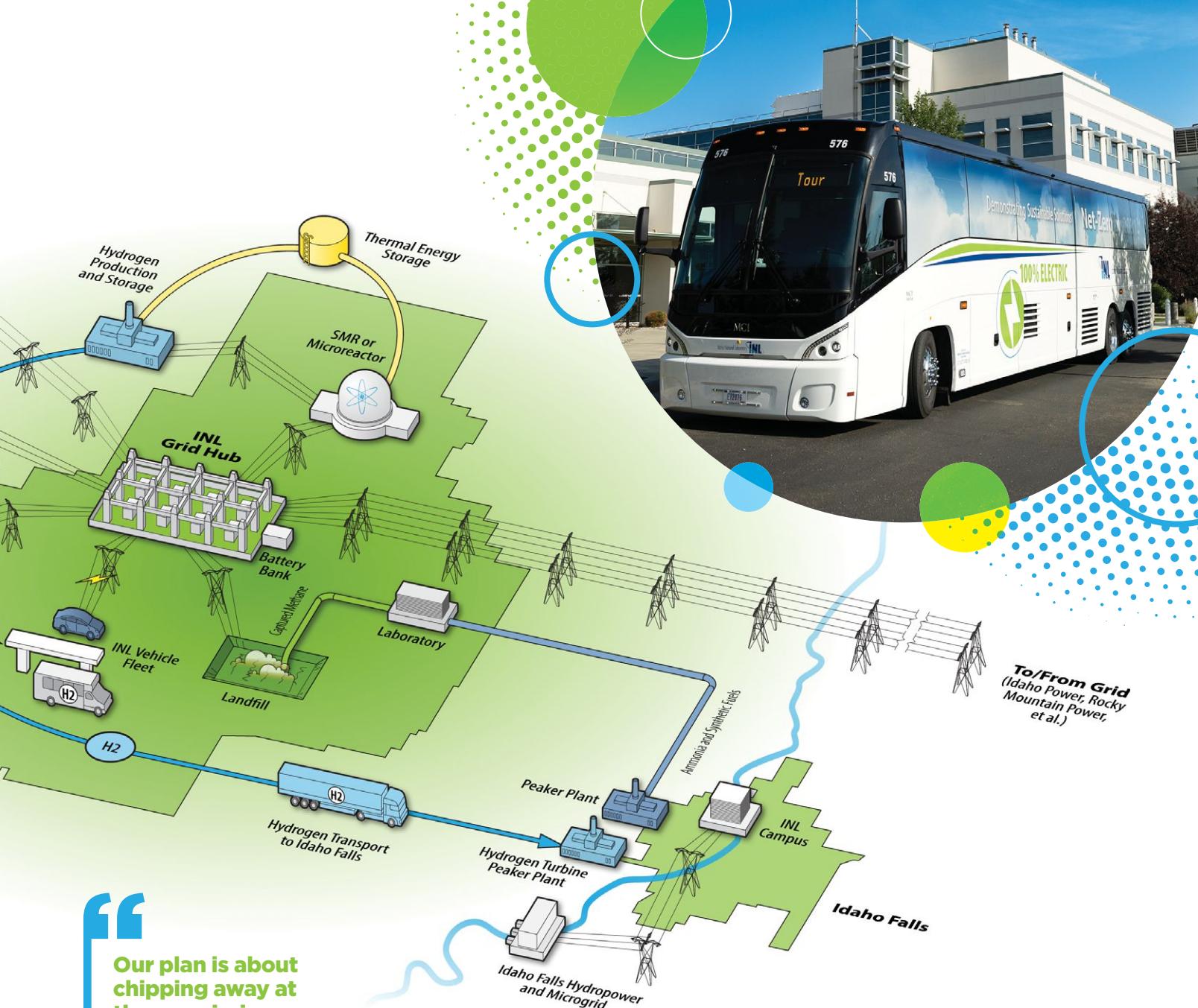


of a net-zero campus. A huge part of this is getting the employees to understand this isn't one team's job. We all play an important role in reaching this bold goal. This includes getting them to tell their story about what they are doing to help reach net-zero emissions, personally and professionally.”

The second part was sharing her vision. She sketched out a net-zero city on the back of a napkin. It outlined how nuclear could function as a keystone energy source to help eliminate emissions generated by electricity, vehicles, and buildings. Her communications team made it into a powerful visual that employees from each department could understand.

“This is what it's going to look like in 2031,” she told employees. “We're walking the talk right now and saying that's what we're going to do.” Within a year, she had developed an action plan to begin to bring the net-zero city to life with the goal of creating a blueprint for others.

“I told my team the entire world is struggling with this right now



“Our plan is about chipping away at these emissions as we are transitioning and building some of the bridges to get us there.”

— you're not the only ones. We will innovate, and we will also collaborate to leverage the work others have done.”

Net-Zero Opportunities in Fleet

Kandasamy says her fleet has presented opportunities for creative thinking. “One of the biggest challenges for us is availability of clean vehicle technologies,” she says. “Our motorcoaches are the biggest contributor of carbon emissions within the fleet, but there isn't currently a zero-emission replacement

that meets the needs of all our routes. Challenges always exist for early adopters, and we were the first Department of Energy facility to acquire an electric motorcoach. When you're the first mover, you're also the first to confront the challenges. INL's research teams have been terrific at problem-solving.”

Kandasamy says while incorporating an electric motorcoach into the fleet reduces emissions and maintenance and provides a very comfortable and quiet riding experience, the motorcoaches aren't a singular solution. First, they are expensive because you must buy the vehicle plus the charging station infrastructure. “That's the

challenge of transitioning 89 motorcoaches,” she says. “We also figured out that the electric motorcoach has range limitations due to reduced battery performance in Idaho's harsh climate, which ranges from negative 30 degrees to over 100 degrees. INL is doing research for DOE and industry on EV battery performance, but until there is a solution, we have to have back-ups.”

Currently, the rest of the motorcoaches run on diesel. INL can curb emissions immediately by using R99 fuel. “It's a renewable diesel made out of recycled oil,” she explains, “and we don't need infrastructure or vehicle modifications to use it. This has been our quick-and-easy fix

as we transition to electric and hydrogen, but it's not a slam dunk because it gels in the winter and, therefore, cannot be used part of the year. We have ongoing research to figure out how we can use it year-round."

Another option is hydrogen. "With hydrogen, you still need infrastructure, you still need a fueling station," Kandasamy says. "California, for example, has a network of hydrogen fueling stations, but most places still don't. These fueling stations are estimated to cost approximately \$1 million each."

For reasons of availability, performance, and infrastructure cost, Kandasamy says INL is not looking at a 100% electric fleet as the solution. "Our fleet will be a hybrid of all these different technologies," she says. "Some of our current solutions — like renewable diesel fuel — are a bridge to near-term savings while we work to acquire alternative technologies."

In addition to the approximately 90 motorcoaches, INL also operates a fleet of over 200 light-duty vehicles that it is working to transition to zero-emission vehicles. "The laboratory's strategy for transitioning is to get out in front of it," she says. "We are working to convert up to 40–50 vehicles per year, but this plan hinges on our ability to install the supporting infrastructure."

The transition plan also considers the performance needs of specific INL fleet vehicles. "For instance, security vehicles and other types have emission requirements that are not currently met by available technologies, so we are constantly evaluating timelines and strategies to fully transition to net-zero fleets," she says. "Our transition plan, while aggressive, is also about parsing it out so we can do what makes sense for our particular fleet."

Another part of the laboratory's fleet net-zero strategy has been to tackle idling. "With all these motorcoaches waiting for employees to get off and on and all these security vehicles out in the middle of the desert, there's a lot of idling, and that means burning fuel. We worked with Bergstrom Inc. to invent this technology called ClimaCool, which combines solar installed on the vehicle's roof with a bank of batteries. Vehicles with this system can keep interior cabins heated and cooled using solar-powered batteries rather than



idling the engine to run heating and cooling. We have seen significant cost reductions after installing them via savings in both fuel and maintenance. Our plan is about chipping away at these emissions as we are transitioning and building some of the bridges to get us there."

The biggest challenge to reaching net-zero has been financial. "All of the work we need to do to decarbonize — electrifying buildings, installing infrastructure for electric vehicles, and purchasing clean electricity — is expensive," she says. "We are looking for creative ways to partner with industry and invest in technologies that have the highest rate of return in terms of dollars spent per metric tons of carbon reduced. But even with the financial challenge, INL has done some amazing things the first couple of years."

Culture Is Key

Kandasamy says overcoming cultural hurdles is a collective effort when transitioning fleets. "The challenge of achieving buy-in is a shared obstacle," she says. "Concerns about reliability and the availability of charging stations are common. Together, we tackle these concerns through education about EVs and by providing hands-on experience to build familiarity with the technology. We emphasize the message, 'This initiative

is integral to our mission, and your collaboration is essential for us to achieve our objectives.'

Kandasamy has discovered that when you're driving some of these initiatives forward, you need a strong network inside and outside the company to help showcase and amplify the successes. "My team finds that the more successes they can visualize and show people, the more initiative that grows throughout our teams," she says. "A company culture is about getting into the hearts and minds of your people. We need the employees to sustain the net-zero vision."

Kandasamy hopes INL's story helps lead the way. "We're doing something to get to net-zero quickly, and it's going to have an impact on the world's mission to address climate change," she says. "We're going to show the way by creating a blueprint. We have the playbook. Here's this net-zero city in a desert in Idaho that demonstrates how integrated energy systems can use nuclear to decarbonize. So, wherever you are in the world or whatever your mission is, you can adapt our blueprint to your needs. I think that the work we are doing to lead and create the path to net-zero is the most valuable mission in the world for the future of our children." **FS**

CARLA KALOGERIDIS is editor of *FLEET*Solutions.



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Award-Winning Fleet Is Focused on Zero Emissions

One of Canada's top-ranking fleets in this year's 100 Best Fleets shares what makes their team special and what they learned from the competition.

The 100 Best Fleets competition is open to fleets across North America, and the City of Richmond in British Columbia is one of this year's top-performing Canadian fleets. Ranked at #34 in the 2024 contest, the City of Richmond has a fleet of 537 assets. Its Fleet Division enhances corporate operations by acquiring, maintaining, and managing a diverse range of vehicles and specialized equipment. The Fleet Division provides driver training, fuel and electric vehicle charging services, and a hired equipment program. Additionally, it ensures that all units comply with provincial and federal safety regulations. The fleet also has several key initiatives underway.

"The City of Richmond is dedicated to advancing zero-emission technologies to create a sustainable future," says Owen Sinclair, manager of fleet operations. "Our initiatives include the deployment of electric vehicles and equipment, supported by the necessary charging infrastructure. Additionally, we are incorporating hydrogen fuel cell units and exploring alternative fuels such as propane and renewable diesel. These efforts are part of our comprehensive strategy to achieve a carbon-neutral fleet, significantly reducing our environmental footprint and promoting green initiatives. Through these measures, we aim to lead by example in the transition to a green fleet and more sustainable transportation solutions."

Over the past year, Sinclair says the fleet has several notable accomplishments that he believes contributed to their strong ranking in the 100 Best Fleets competition. "The City of Richmond has developed a comprehensive replacement plan in alignment with our Green Fleet Policy," he



City of Richmond Single Axle Dump Truck

says. "This plan focuses on replacing the majority of internal combustion engine vehicles with zero-emission or lower-emission alternatives." Sinclair says this "proactive approach" earned the city recognition as a leader in government fleets and its place among the top 100 fleets in North America.

Additionally, his fleet achieved a platinum rating for the second time following an extensive audit. "These accomplishments underscore our commitment to sustainability and innovation, positioning us at the forefront of environmentally responsible fleet management," notes Sinclair.

Sinclair points out that Canadian fleets are taking on some unique challenges. "A significant challenge facing Canadian fleets is the identification and acquisition of suitable zero-emission vehicles for medium- and heavy-duty units," he says. "This includes not only finding vehicles that meet performance and operational requirements but also



Truck in the Richmond Green Fleet

ensuring the availability of the necessary infrastructure to support these vehicles." The development and installation of charging stations, maintenance facilities, and other support systems are critical to the successful integration of zero-emission technologies, he says. Addressing these challenges requires



collaboration between government agencies, manufacturers, and fleet operators to create a sustainable and efficient transportation network that aligns with environmental goals and regulatory standards.

Sinclair says there are numerous examples of why the City of Richmond

A significant challenge facing Canadian fleets is the identification and acquisition of suitable zero-emission vehicles for medium- and heavy-duty units.”

fleet is award-winning. “The fleet team at the City of Richmond consistently demonstrates exceptional dedication, providing 24-hour support during extreme snow and ice weather events,” he points out. “Their passion and pride in their work are evident as they proactively seek additional power sources at operational sites to ensure the necessary infrastructure for electric vehicle charging.” Committed to transitioning to a sustainable green fleet, Sinclair says they have introduced innovative solutions, such as installing a solar-powered EV charging station in areas with limited grid power.

In preparation for next year’s competition, the city has a plan on how to improve its ranking in the 100 Best Fleets. “The City of Richmond remains committed to exploring innovative strategies for transitioning its fleet to zero-emission vehicles,” he says. “This includes analyzing a heavy-duty zero-emission vehicle, supported by the necessary infrastructure to ensure operational efficiency and effectiveness. The city will also assess the use of renewable diesel to further reduce greenhouse gas emissions.”

Through their participation in the 100 Best Fleets competition, Sinclair says he has learned that all fleets are striving to transition to greener alternatives, utilizing electric, hydrogen, or alternative fuels. “While each fleet shares the common goal of sustainability, there is no one-size-fits-all solution,” he says. “Each fleet employs a unique approach to achieve its objectives, tailored to its specific needs and circumstances.” **FS**

Call for Regional Leaders and Volunteers

With another new year approaching, NAFA is looking to add to its growing list of volunteers interested in supporting and growing regional activities.

By Marci McNeal

It is hard to imagine that 2025 is just around the corner. With the official rollout of the NAFA regional model in April 2023, eight teams of peers from various areas of each region have diligently worked together to identify ways to meet the needs of members in their region. Local networking group (LNG) planning boards have continued to offer valuable educational and networking opportunities where you live and work. Lunch and learns, conferences, virtual meetups, and social events have taken place across the U.S. and Canada. None of this would have been successful without the talents put forth by the dedicated NAFA members serving on the regional councils and local networking group planning boards.

With another new year approaching, we look to add to our growing list of members interested in serving in this capacity. NAFA is committed to offering more ways to engage our members and focus on creating new local networking groups across the regions to engage even more of our NAFA members.

The NAFA Regional team has grown too with the addition of Madison (Madi) Sanchez, regional engagement coordinator. Madi graduated from Kansas State University in May with a B.S. in hospitality management and hit the ground running just a week later by joining the NAFA staff. She has experience planning multiple types of events, and for



MADI SANCHEZ

Upcoming Events

- | | |
|--------------------|--|
| October 3 | Vancouver, Washington: Northwest Region 100 Best Roundtable and Networking Event |
| October 10 | Bowmanville, Ontario: Ontario Ride and Drive |
| October 18 | Overland Park, Kansas: Southcentral Regional Fleet Meeting |
| October 23 | N. Virginia College Manassas campus: Nation's Capital Special Event |
| November 7 | Iowa: Northcentral Regional Fleet Meeting |
| November 12 | Baltimore, Maryland: Mid-Atlantic Regional Fleet Meeting |
| November 15 | Raleigh, North Carolina: Southeast Regional Fleet Meeting |
| November 21 | LA Auto Show, California: Southwest Regional Fleet Meeting |
| December 3 | Boston area: Northeast Region 100 Best Roundtable and Networking Event |

Stay tuned for more exciting events and we hope to see you there!



the last two years, has been on the event operations team for the annual summer Country Stampede musical festival in Kansas. Madi will assist the regions and local networking groups and help the NAFA membership team as well.

In October NAFA will be sending information on how to identify your interest in serving on a regional council and local networking group. Meetings typically occur monthly or every other month — and are designed to not take a lot of your time — as the NAFA Regional staff manage most of

the logistics. You are encouraged to reach out to the regional council chairs in your area to ask questions or to contact Marci McNeal or Madi Sanchez on the regional staff if you are interested in these positions. Contact information can be found on the NAFA Website here: <https://www.nafa.org/member-tools/nafa-regions/region-chairs/>

NAFA looks forward to growing our network of leaders from across the eight regions for 2025 and beyond! **FS**

MARCI MCNEAL (mmcneal@nafa.org) is NAFA's regional engagement manager. Contact her to see how you can get involved in your area.



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The Fleet Electrification Challenge: So Much Is Out of Our Control

By Michael Taylor

Fleet managers across the country are working to reduce fleet emissions, and electric vehicles (EVs) are an important part of the strategy. It is a complex effort with challenges including charging infrastructure, vehicle availability, range limitations, budget constraints, and more. Many of these challenges are out of the control of fleet managers.

National electrification and grid decarbonization efforts across our whole economy are pushing our aging electricity system to its limits. At the same time, we see a surge in electrical load growth, driven mainly by a boom in new data centers and manufacturing facilities. This growing demand threatens to exponentially exacerbate the twin challenges of electrification and grid decarbonization.

A recent report from the North American Electric Reliability Corporation estimated that more than 300 million people in the U.S. and Canada could face power shortages in 2024. It also found that electricity demand is rising faster now than at any time in the past five years. The emergence of these new technologies means demand is soaring for power across the country. In Georgia electricity demand is projected to grow by a factor of 17 in the next decade, and in the Northern Virginia region alone the equivalent of several large nuclear power plants will be required to serve all its new data centers. California is anticipating a 40 percent increase in energy consumption by 2035; the estimation is \$50 billion to upgrade distribution infrastructure.

Earlier this year, the Biden Administration unveiled a 21-state initiative to help direct America's transition to clean energy sources while modernizing the dated U.S. power grid's infrastructure. When it comes to energy transmission, Energy Secretary Jennifer Granholm said, "We do have to walk and chew gum at the same



There has already been a vigorous debate in the United States and elsewhere over whether electric grids can support EVs at scale.”

time, meaning we've got to build new and we've got to upgrade the existing [power transmission infrastructure] quickly." It's a necessity, she said, "so the lights stay on across the country."

The initiative aims to cut back on power outages and improve the capacity of electrical transmission. It came as 800,000 were left without power in Texas during severe weather over the Memorial Day weekend and into the next week throughout the South and Midwest. Clearly, the United States' aging power grid is in desperate need

of repair. Heavily publicized incidents such as the 2021 Texas power outage exposed how vulnerable the nation's power supply is, especially during emergencies.

So what can all this possibly mean for fleet managers trying to electrify their fleets? In addition to the challenges of getting low emission vehicles like EVs across the range of vehicle types fleets require, from police cars to big rigs, there are questions about whether adequate power and charging infrastructure will be available.

There has already been a vigorous debate in the United States and elsewhere over whether electric grids can support EVs at scale. The Institute of Electrical and Electronics Engineers (IEEE) offered what it describes as a "nuanced perhaps" in answer to this question, saying it depends on a number of factors, including the speed of grid-component modernization, the volume of EV sales, where they occur and when, what kinds of EV charging are being done and when, regulator and political decisions, and, perhaps most importantly, economics. Only the speed of grid-component modernization takes the aging grid into consideration head on. The IEEE assessment did not incorporate the rise of demand from other technologies.

The use of EVs is one of the important tools available to fleets to reduce their emissions. NAFA is addressing these challenges by working with key stakeholders like utilities, vehicle manufacturers, environmental groups, and organized labor to coordinate activities, improve our shared understanding of challenges and opportunities, and to help policy makers recognize and balance these complex factors as they develop emission-reduction programs. This kind of private-public sector collaboration is critical to achieving our shared goal of cleaner fleets. **FS**

MICHAEL TAYLOR is senior advisor for HillStaffer, NAFA's advocacy team.

Welcome New Members to the NAFA Community

Jeremy Angus
Elbert, CO

Sylvain Babin
Montreal, QC

Mikhaila Baldwin
Brea, CA

Monica Bennett
Suitland, MD

Arturo Betty
Tampa, FL

Daniel Bobbitt
Fort Worth, TX

Kensie Bovinet
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Clinton Brittain
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Lon Brown
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Christopher Busch
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Christopher Calhoon
Longview, TX

Daniel Caratachea
Beaumont, CA

Raymond Clayton
Portland, OR

Dylan Combs
Winchester, KY

Bill Deboer
Hamburg, NJ

Chris Dempsey
Westminster, CO

Rob Dubois
Moncton, NB

Grant Enwright
Margate, FL

Josh Erickson
Midvale, UT

Jenna Falconer
Phoenix, AZ

Albert Figueroa
Jamaica, NY

Welcome to Our New NAFA Group Members

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CA Police Department**

City of Maple Ridge, BC

Frederick County, MD Government

**Lake County, FL Office of
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Trois Diamants Auto

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Daly City, CA

Daryl Greenlee
Key West, FL

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Apache Junction, AZ

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Deborah Hoffmann
Villa Park, IL

Ralph Jackson
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Carl Johnson
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Tony Johnson
Tuscaloosa, AL

Ian Johnston
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Justin Missildine
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Joe Munson
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Rudy Nemeth
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Aspen Nero
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Nicole Wargo
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Sandy Springs, GA

Robert Paige

Transportation Coordinator, Columbia Waystation & BWC Campus
Fleet size: Responsible for 30 / entire fleet 300



Your job responsibilities?	Coordinating daily transportation needs at three locations
What your family thinks you do?	Run the whole Transportation Department
How long working in fleet?	11 years
Greatest achievement in fleet?	Becoming a transportation coordinator
App you can't live without?	Priceline
Your most obvious characteristic?	Natural leader
Something your peers don't know about you?	I'm sometimes very shy
If not fleet, your dream occupation?	Actor, singer, or baseball player
What keeps you up at night?	Overthinking
How you spend your free time?	Traveling, baseball games, or in nature
Tip for work-life balance?	Use your paid time off
Change one thing about yourself?	To be 3 inches taller
Favorite musician or band?	Janet Jackson
Your mantra?	Everything will work out
Collect anything?	Coins and ticket stubs
Last word you misspelled?	Patience
Favorite food?	Fried chicken and crab cakes
Guilty pleasure TV show?	Baseball (Baltimore Orioles)
Favorite place in the world?	On a cruise ship
Famous person you've met?	Adam Jones (baseball player)
Secret talent?	Comedian
Lowest depth of fleet management misery?	Being responsible for other people's mistakes
What you drive now?	2011 E Class
What you wish you drove?	2024 E Class
Favorite fleet vehicle?	Honda Odyssey
Your most important goal in fleet this year?	Maintaining vehicle maintenance and safety
Wave a magic wand — what would you change?	End world poverty
Advice for someone new to fleet?	You cannot do everything
Question missing from this interview?	How old are you?
This interview made you feel... ?	Acknowledged and self-reflective

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BY BILL SCHANKEL

Give Your Education the Green Light



We work very hard to earn the right to be your go-to resource for the latest information to fuel your sustainable journey.”

Sustainable fleet management is part of every fleet manager's strategy these days. You know your fleet needs to grow more sustainable, but do you know *how* to get there?

Don't worry — this is an area where most fleet managers are looking for help, and NAFA has developed numerous resources. The changes are coming at us rapid-fire — everything from alternative fuels to new technologies, laws, regulations, vehicle availability, and incentives — and you depend on us to stay ahead of the curve on these things. We work very hard to earn the right to be your go-to resource for the latest information to fuel your sustainable journey.

In the last issue of *FLEETSolutions*, I talked a bit about people's individual preferences around how they like to learn. From the standpoint of convenience and cost-savings, one of the most popular type of education is e-learning. Offering content through e-learning courses expands our library of resources and provides various learning options for our audience.

First to launch in our new e-learning courses is Sustainability. Users will enjoy:

- The ability to progress at their own pace, accommodating different learning speeds and styles.
- Multimedia elements like videos, quizzes, and interactive exercises to enhance learning.
- Ongoing access to course materials, allowing them to revisit and review content whenever needed.

The fleet industry is continuing to evolve with advancements in technology and the impact it has on how we manage fleets. With the e-learning courses, we can quickly update course materials to reflect the latest industry trends, technologies, and practices, ensuring learners have access to the most current information.

In addition to the new e-learning, don't forget to check out our sustainability-focused webinars (more info at nafa.org under Education & Events). You can listen in on sustainability best practices from our 2024 Green Fleet Award winners and more. Remember: Members can always view the recordings of past webinars.

You can even propel your fleet toward a sustainable future by earning a professional certificate in sustainable fleet management. In this program, you gain the tools and methodologies to create sustainable plans, acquire sustainable fleet assets, and implement eco-driving and change management best practices.

Whether you are focused on sustainability to meet regulations or whether it is core to your fleet's culture and strategy, sustainability is one of those things that just keeps picking up steam — and as you and I both know, that's not going to change. I hope you take advantage of NAFA's knowledge-based resources to drive real results for your fleet. You check it all out at nafa.org/sustainable. **FS**

BILL SCHANKEL (bschankel@nafa.org) is CEO of NAFA.



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