



# 100 RECOGNIZING THE BEST PUBLIC-SECTOR FLEETS

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THE 100 BEST FLEETS PROGRAM RECOGNIZES AND REWARDS PEAK-PERFORMING FLEET OPERATIONS IN NORTH AMERICA, AND IDENTIFIES AND ENCOURAGES INCREASING LEVELS OF PERFORMANCE IMPROVEMENT.

Rank	Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
1	CITY OF SEATTLE, WA	Dave Seavey, CAFM	3,575	437	5	126

**Notable Accomplishments:** Fleet significantly invested in technology by automating the City's motor pool, implementing the Fuel Focus system, and upgrading shop computers. Fleet right-sizing led to the elimination of 255 vehicles, which resulted in the recovery of \$1.1 million in auction sales, savings of \$700,000 from cessation of lease rates, and refund of \$1.187 million to the capital reserve fund. The fleet also significantly invested in staff development.

2	CITY OF COLUMBUS, OH	Kelly Reagan	2,900	3,000	4	130
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**Notable Accomplishments:** The fleet was named the No. 1 Government Green Fleet for 2011 and displaced almost 5% of diesel (146,079 gallons) in 2011 from the previous year. The Columbus fleet also implemented a "shared services" agreement between nine cities in and around Columbus. Columbus Fleet Management will be able to provide vehicle/equipment maintenance services for smaller municipalities as well as allow cooperative purchasing for parts and service.

3	CITY OF CULVER CITY, CA	Paul Condran	500	35	1	40
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**Notable Accomplishments:** The fleet continues to save the City more than \$1.5 million dollars in fuel cost due to its efforts in alternative and advanced technology equipment. A new benchmarking program is producing productivity savings. Achievements include: 85% of work for preventive maintenance performance (vs. repairs); 73% labor productivity goal rate, saving \$296,000 annually; and 83% of all work scheduled and verified. A high productivity percentage keeps the labor rate low.

4	CITY AND COUNTY OF DENVER, CO	Ernie Ivy	1,450	450	7	107
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**Notable Accomplishments:** Denver Fleet Management continued its mission to green the fleet by securing more than \$1 million in grants and donations and increasing alternative fuel use from 49% to 62% of the fleet. Although Denver has been contracting fuel price locks since 2001, an innovative approach was utilized by engaging multiple vendors with price bidding to attain more favorable fuel lock prices. In addition, Denver increased its fueling security by installing camera monitoring at seven fueling locations and moving to a new ID system for 5,200 users.

5	CITY OF ROCHESTER, NY	Mike Quattrone	1,400	570	1	69
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**Notable Accomplishments:** Equipment Services completed the Certified Fleet Management Operation (CFMO) certification program with an outstanding high score of 97%. Equipment Services continued improving fleet utilization and right-sizing. In 2011, this resulted in a reduction of 30 vehicles and a cost avoidance of more than \$869,000. Equipment Services was transformed from a public fleet operation that was very close to being outsourced to an organization that is among the best in the country.

6	CITY OF CONROE, TX	Tom Higgs, ACFM	242	158	1	6
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**Notable Accomplishments:** The fleet saved \$221,658, or 20% of fleet budget, through external customer revenue, savings, cash-back credit cards, and parts warranty captured. Fleet added one external organization, totaling three, with estimated revenue of \$125,000, or 10% of fleet budget. This added 123 external units and 404 internal units for a total of 527, with four technicians, creating a vehicle-to-technician ratio of 132:1. An audit team could not streamline the fleet's operations more efficiently than current practices.

7	CITY OF MESA, AZ	Peter Scarafiotti, MEng. CAFM, CEM, CPPF	1,400	400	2	80
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**Notable Accomplishments:** In 2011, the fleet completed the Certified Fleet Management Operation (CFMO) program by the Government Fleet Management Alliance (GFMA). A warranty recovery program will return \$400,000 to fleet customers this year. Customers now have 24-hour access to a custom report generator that posts fleet performance data online.

8	CITY OF SACRAMENTO, CA	Keith Leech	2,271	100	5	91
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**Notable Accomplishments:** The fleet established Fleet Business Intelligence information sharing, which included a customer utilization review resulting in the immediate turn-in of 150 underutilized vehicles with an annual ongoing cost savings of \$100,000 and a permanent one-time cost avoidance of \$2.5 million. The fleet also reduced ongoing operating costs by \$4.3 million over three years by further fleet greening. The fleet replaced 53 old, inefficient diesel garbage trucks with cleaner liquefied natural gas (LNG) units. Additionally, the fleet also fully implemented the NAPA Integrated Business Solution (IBS) parts management solution with complete integration to AssetWorks M5.

Rank	Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
9	CITY OF FORT WORTH, TX	Wayne Corum	2,603	680	3	108

**Notable Accomplishments:** The Fort Worth fleet successfully won a managed competition process by consolidating facilities and reducing costs by \$1.6 million. Additionally, the fleet continued the expansion of its alternative-fuel fleet with the addition of four hybrid heavy-duty trucks and six propane light-duty trucks. The national fuel contract the City's fleet department started grew from 14.6 million gallons of usage to 26.4 million gallons in 2011.

10*	CITY OF COLORADO SPRINGS, CO	Tom Monarco	3,019	1,495	8	68
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**Notable Accomplishments:** Colorado Springs Fleet conducted a review of preventive maintenance (PM) scheduling codes in order to extend service intervals and align service according to the unit's fuel consumption. This created a reduction of one or more PMs in more than 800 units, which resulted in a cost savings more than \$100,000 in 2011 for fleet customers. Fleet identified 65 underutilized units in the Street Division. The sale of these vehicles amounted to more than \$587,000, which fleet was able to use to purchase nine pieces of equipment. Additionally, the City fleet department partnered with Colorado Springs Utilities (for reduced cost) to install GPS on nearly 400 units.

10*	CITY OF SANTA ANA, CA	Rick Longobart	500	150	1	32
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**Notable Accomplishments:** The Santa Ana Facilities, Fleet and Central Stores Operation has maintained a steadfast commitment to excellence in customer service and environmental programs. Through the adoption of its new INVERS motor pool program, the fleet has reduced cost and improved utilization. The City's 5-Year Alternative Energy Plan has made the City's fleet the flagship in alternative energy, and the fleet's new real-time rental rate chargeback system has helped realize \$1.5 million in annual savings.

12	CITY OF BELLEVUE, WA	Peter Bednar	560	440	1	25
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**Notable Accomplishments:** The City created a Fleet Governance Committee to improve customer satisfaction through collaboration and partnerships with internal department customers. Fleet's self-managed online surplus program saved the City \$50,000 in costs related to commission and transport fees, bringing in a total of \$414,000 of revenue. Installation of the new FuelMaster fuel management system has streamlined the fueling process for users and improved the accuracy of vehicle data transmitted into its MMIS, enabling an on-time preventive maintenance compliance rate of 97%.

13	CITY OF EDMONTON, AB, CANADA	Steve Rapanos	4,079	714	15	707
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**Notable Accomplishments:** The City implemented a \$7.5 million fleet information system with two-year payback through business process improvements, one of the largest, most complex installations of its kind in Canada. The fleet saved \$1.38 million by reducing the City rental fleet by 22.3%. A vehicle acquisition analysis recommended the purchase of 64 light-duty vehicles that were being leased or rented, giving departments more cost-effective acquisition options. The fleet implemented a Sustainable Fleet Management Plan under the City's environmental strategic plan. The fleet meets biofuel regulations and maintains ISO 14001 certification for environmental management system standards.

14	CITY OF FORT LAUDERDALE, FL	John Rencher	1,298	206	1	4
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**Notable Accomplishments:** The City reduced its fleet size by 51 units, resulting in savings of \$1.6 million. A garage improvement project increased shop efficiency by 100%; yielded a 3.5 man-hour per day reduction in technician waiting and transport time; increased fleet availability to 98%; increased shop productivity and throughput by 100%; and reduced daily work order carry-over by 50%. Additionally, the fleet reduced vehicle fuel usage by 2.5% (37,500 gallons), for a cost savings of \$123,755.

15	PRINCE GEORGE'S COUNTY, MD	Rick Hilmer, CAFM	3,210	20	2	57
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**Notable Accomplishments:** The fleet completed "green building" upgrades to its central shop, including the installation of a "cool roof," solar panels that have displaced 41% of the power load from the electric grid, and infrared shop heaters that have reduced natural gas consumption by 50%. The fleet was a key participant in a collaborative effort with the County Police department to make an informed decision on the next generation of police patrol vehicles to be placed into service. Fleet also developed and implemented staff development career plans for all light vehicle mechanics, which will serve as the model for similar plans for heavy vehicle mechanics, parts specialists, and administrative staff.

16	DAKOTA COUNTY, MN	Kevin Schlagen, CPFP	280	72	1	12
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**Notable Accomplishments:** Fleet Management secured \$69,500 in new revenue from insourcing fleet services through joint powers agreements with two additional municipalities. Through the Fleet Capital Equipment Program (Fleet CEP), the fleet was able to reduce its fleet size by 13 units and right-sized 11, or 34%, of replacements this last year. The fleet saved \$162,265, or 13%, over purchasing fuel on the retail market by purchasing fuel through a fuel fixed price consortium and implementation of a fuel-only credit card program.

17	CITY OF MOLINE, IL	J.D. Schulte, CAFM, CPFP	215	206	1	11
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**Notable Accomplishments:** The City of Moline became a fuel supplier to a neighboring community. This saved the community more than \$25,000 annually, covered Moline's entire central fuel site overhead costs, and increased Moline's volume purchasing power. The fleet developed an "Introduction to Auto Mechanics" program for high school students. The program was a huge success and will be repeated in 2013. The fleet was able to temporarily transfer an Engineering employee to Fleet during Engineering's slower winter months to assist with refurbishing an expensive piece of equipment, prolonging the equipment life by several years.

18	CITY OF AUSTIN, TX	Gerry Calk	4,000	1,400	7	200
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**Notable Accomplishments:** The City of Austin was recognized by the NAFA Fleet Management Association in 2011 with a Sustainability Award and was named a 2011 Government Green Fleet. The City has increased the percentage of alternative-fuel units in the fleet to 66%. Additionally, four of the fleet's seven fleet maintenance facilities have achieved ASE Blue Seal of Excellence certification.

19	CITY OF FORT WAYNE, IN	Larry Campbell, CPFP	1,115	720	2	27
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**Notable Accomplishments:** With the installation of LED lights on the fuel island, the fleet has seen a 77% savings in energy (21,525 KW annually). The fleet replaced 58 older lights in the shop, which will result in an estimated total annual power savings of \$5,765 annually. Additionally, there is a 400% increase in light level, and there will be savings on maintenance of the old lights. Payback for project is 15 months. Locking in fuel prices for the year resulted in savings of more than 14.2% over OPIS price. Increased use of hybrids and alternative-fuel vehicles resulted in reduced greenhouse emissions by 12%.

20	KING COUNTY, WA	Jennifer Lindwall	2,000	650	2	78
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**Notable Accomplishments:** The fleet division earned \$342,435 for warranty services performed on Ford, General Motor, and Chrysler county fleet vehicles, and most of the heavy trucks and equipment in the County's fleet. The fleet provided field service for 64 County Sheriff vehicles by expanding mobile maintenance to include the Shoreline precinct, thereby saving a minimum per-vehicle round trip of 38 miles and valuable commute time for the officers who would take their vehicles to the maintenance shop for servicing. Additionally, the fleet replaced regular wiper fluid with wiper fluid tablets that save money and will remove plastic bottles from the waste stream.

\*Two fleets tied for the No. 10 ranking

## THE FOLLOWING FLEETS, LISTED ALPHABETICALLY, HAVE BEEN JUDGED AMONG THE 100 BEST FLEETS IN NORTH AMERICA.

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
<b>72<sup>nd</sup> LRS/LGRV, TINKER AIR FORCE BASE, OK</b>	Victoria Hoppes	578	745	2	28
<b>Notable Accomplishments:</b> Maintained a 95.49% vehicle-in-commission rate. Responded to 1,820 mobile maintenance calls. Provided employment for persons with significant disabilities (average 85% of on-site workforce).					
<b>ALABAMA DEPT. OF TRANSPORTATION</b>	Ronald Pruitt	2,780	650	42	130
<b>Notable Accomplishments:</b> Increased fuel efficiency by 4%, improved operating cost by more than \$7 million. Held effective, successful auctions.					
<b>ALACHUA COUNTY FLEET MANAGEMENT, FL</b>	Gerald Bailey, CPM	298	408	2	16
<b>Notable Accomplishments:</b> Continuation of 5-5-5 plan to reduce fleet size and fuel usage by 5% each over 5 years. Third-year results are a 9% fleet reduction and 4.5% fuel reduction. Saved \$20,000 per year in commercial tire repair and replacement. Updated an ambulance replacement/remount program to save an additional \$90,000 per year.					
<b>ALAMEDA COUNTY, CA</b>	Doug Bond	1,016	0	3	16
<b>Notable Accomplishments:</b> Wrote and implemented a vehicle use policy that restricts take-home vehicles, and adds GPS and the employee Pull Program. Was the lead agency for a regional grant to add 90 all-electric vehicles and chargers to the Bay Area. Launched an online mode matching system called Zimride to get people out of their cars as they travel to work.					
<b>ARAPAHOE COUNTY, CO</b>	Randy Campbell	473	267	2	24
<b>Notable Accomplishments:</b> Completed Zonar configuration and installation of the pre- and post-inspection process. Implemented three new laptop toughbooks and a wireless router on the shop floor. Installed FASTER Dashboard through the County online Intranet, which allows different departments to see vehicle status/repair/overall fuel cost, etc.					
<b>ATLANTIC COUNTY UTILITIES AUTHORITY, NJ</b>	Gene Pettitt	86	34	2	10
<b>Notable Accomplishments:</b> Continued conversion to CNG and decreased fuel cost by 20%.					
<b>AUGUSTA-RICHMOND COUNTY, GA</b>	Ronald Crowden	2,200	400	5	2
<b>Notable Accomplishments:</b> Reduced fuel cost by \$100,000, improved customer service by 50%, and reduced maintenance cost by 10% by holding operators accountable.					
<b>BROWARD SHERIFF'S OFFICE, FL</b>	Scott Barnett	3,164	212	2	51
<b>Notable Accomplishments:</b> Saved \$340,000 in body shop repairs, saved \$180,000 by using recycled vehicle parts, and saved \$75,000 by using recycled emergency equipment on new Ford Crown Victorias.					
<b>CANYON COUNTY, ID</b>	Mark Tolman, MCFM	229	46	1	5
<b>Notable Accomplishments:</b> Use of the fleet fuel system led to \$138,152 in savings. Idle-reduction efforts led to reduced fuel consumption and maintenance cost, and extended engine life. Nitrogen tire fueling resulted in savings of \$28,104 in budgeted tire expenses.					
<b>CITRUS COUNTY, FL</b>	John Crump	325	427	2	12
<b>Notable Accomplishments:</b> 0% safety failure. Generated approximately \$90,000 in revenue from online auction proceeds through the sale of vehicles and equipment. Relocated tire shop to improve efficiency.					
<b>CITY OF AMES, IA</b>	Paul Hinderaker	218	81	1	10
<b>Notable Accomplishments:</b> Improved job efficiencies and assignments by improving work processes and use of new tools, reducing outsourcing expenses by \$50,000. Produced more billable hours than in any previous year by 15%, exceeding the annual goal by 7.5%, with the same number of technicians. Increased percentage of "green" vehicles to 14%.					
<b>CITY OF BEVERLY HILLS, CA</b>	Rene Biadoma	260	100	2	12
<b>Notable Accomplishments:</b> Received \$650,000 in grant funding toward the acquisition of 10 CNG heavy-duty vehicles and the construction of a CNG fueling station. Replaced four outdated fuel dispensing pumps and an unreliable fuel management system. Has achieved an unbroken "ASE Blue Seal Certification" since 2003 and numerous individual certifications.					
<b>CITY OF BOISE, ID</b>	Craig Croner, CFPF	890	409	3	14
<b>Notable Accomplishments:</b> Implemented a consolidated motor pool, saving 300 man-hour annually. Reduced motor pool size at the primary pool was by five vehicles, or 25%, increasing average utilization rate to 80%. Gained acceptance from management to not outsource the preventive maintenance program. Decreased the costs charged to departments.					
<b>CITY OF CHICAGO, IL</b>	Walter West	9,058	1,099	12	640
<b>Notable Accomplishments:</b> Implemented a systematic vehicle sharing and pooling program, incorporating City-owned, leased, rented, and hourly usage vehicles. Consolidated operations with General Services, the City's facility management department. Added 50 CNG vehicles (now more than 100) and a CNG fueling station, increasing total to seven stations.					
<b>CITY OF CHICO, CA</b>	Erik Gustafson	279	69	1	6
<b>Notable Accomplishments:</b> Realized \$152,000 in replacement fund savings through fleet optimization. Revised vehicle use policy, saving \$85,234 in fuel consumption over the last three fiscal years. Installed a new fuel management system equipped with radio frequency (RF) modules.					
<b>CITY OF COLLEGE STATION, TX</b>	Troy Pemberton	432	210	2	14
<b>Notable Accomplishments:</b> Refurbishment and fabrication of City equipment resulted in total savings of \$31,580. Use of hybrid vehicles in the fleet resulted in total fuel savings of \$13,600. Extended fleet replacement intervals resulted in savings of \$383,500. Savings for 2011 totaled \$428,680.					
<b>CITY OF CONCORD, NC</b>	Daniel Nuckolls, CAFM	708	167	1	12
<b>Notable Accomplishments:</b> Achieved lowest cost per vehicle equivalent unit (VEU) in North Carolina three years in a row. Reduced fuel use by 6%. Developed an Intranet site with online service center.					

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
<b>CITY OF DUBLIN, OH</b>	J. Darryl Syler	224	9	1	9
<b>Notable Accomplishments:</b> Awarded \$1.5 million matching grant for a compressed natural gas (CNG) fueling station. Converted 44 new vehicles to dedicated CNG. Conducted a fleet utilization study that resulted in 6% fleet reduction.					
<b>CITY OF EUGENE, OR</b>	Tony Jobanek	681	589	3	28
<b>Notable Accomplishments:</b> Instituted online service request with Fire Department called E-log blue slip. Instituted new customer service tool, "Fleet Manager at the Pumps," to improve customer satisfaction assessment. Developed an intergovernmental agreement with local partner agencies and State DOT.					
<b>CITY OF FAIRFIELD, CA</b>	David Renschler, CPFP	250	85	1	15
<b>Notable Accomplishments:</b> Installed GPS in the fixed route transit fleet. Completed an automated wireless fuel system authorization upgrade. Saved more than \$450,000 in general fund money by contracting out street sweeping and selling the sweepers via consignment vs. auction.					
<b>CITY OF FARGO, ND</b>	Harold Pedersen, CPFP	423	237	2	38
<b>Notable Accomplishments:</b> Secured \$1 million in funding for a new fueling facility able to utilize renewable fuels. Reduced heating costs by \$35,000 by adding waste oil heaters and using all used oils generated. Reduced parts inventory by \$28,000.					
<b>CITY OF FAYETTEVILLE, AR</b>	Dennis Pratt	341	135	1	16
<b>Notable Accomplishments:</b> Worked with the City administration, Equipment Committee, and City Council to realize the importance of standardizing the fleet and not to award solely on low bid. Started a pilot program using propane autogas.					
<b>CITY OF FORT COLLINS, CO</b>	Tracy Ochsner	1245	750	4	38
<b>Notable Accomplishments:</b> Continued strong alternative fuels program, with every diesel vehicle operating on B-20 biodiesel, 50% of transit buses running on CNG, four sites that dispense E-85, and use of 38 hybrids and 20 all-electric vehicles. Reduced petroleum consumption by 230,552 gallons and electricity use by more than 40%. Implemented a new billing policy that reduces fleet size and incentivizes less driving. Obtained Certified Fleet Management Operation (CFMO) certification from the Government Fleet Management Alliance.					
<b>CITY OF GLENDALE, CA</b>	Karl Vogeley	992	104	4	40
<b>Notable Accomplishments:</b> Successful operational consolidation of four separate fleet operations with their own distinct cultures and practices into one cohesive unit with a common set of goals, shared assets, unified planning, and a shared division identity.					
<b>CITY OF GOODYEAR, AZ</b>	Richard Sweepe, CAFM	361	34	1	6
<b>Notable Accomplishments:</b> Innovative use of technology to create an effective customer satisfaction survey. A survey link embedded into the e-notification module allowed customers an immediate feedback mechanism without wasted paper or expensive software. With a feedback rate of 20%, the survey was a critical success to communications.					
<b>CITY OF HENDERSON, NV</b>	Robert Murnane	1,091	194	1	19
<b>Notable Accomplishments:</b> Established an expanded motor pool at City Hall and reassigned or sold surplus vehicles. Installed an automated fuel management system at all fuel locations. Established a program to clean a diesel vehicle's EGR system in place rather than remove and replace.					
<b>CITY OF HUNTINGTON BEACH, CA</b>	Robert LaRoche, CAFM	762	188	3	130
<b>Notable Accomplishments:</b> Right-sized the fleet by reducing fleet size by 60 units, receiving \$135,000 from auction. Reduced fuel consumption by 30% and CO <sub>2</sub> emissions by 554 tons. Received a training grant with an estimated value of \$75,000.					
<b>CITY OF INDIANAPOLIS, IN</b>	Bill Rogers	4,302	831	3	19
<b>Notable Accomplishments:</b> Nationally recognized for Super Bowl XLVI; fleet provided 24-hour facilities, roadside services, and a readiness rate of more than 95%. IFS Body Shop Repair and Accident Salvage Program generated a parts cost avoidance of \$131,600. Metal Recycling Program increased revenues from \$27,000 in 2010 to \$90,000 in 2011.					
<b>CITY OF IRVING, TX</b>	Ramiro Lopez	821	160	3	22
<b>Notable Accomplishments:</b> Insourced public safety fleet and parts department. Right-sized fleet, checking vehicle usage especially before replacement. Emphasized purchasing alternatively fueled vehicles. Expanded GPS installation. Implemented new certification standard for new and current technicians. Increased technician productivity and accountability.					
<b>CITY OF LAKELAND, FL</b>	Gary McLean, CPFP	1,068	140	1	28
<b>Notable Accomplishments:</b> Sustained an average of 91.2% vehicle availability rate, fleet-wide, the entire year. Delivered cost avoidance and savings at the end of FY-2011 totaling \$379,000, or nearly 5% of the fleet's annual operating budget. Completely refurbished the fleet facility with funds from past savings.					
<b>CITY OF LITTLE ROCK, AR</b>	Wendell Jones	750	550	2	65
<b>Notable Accomplishments:</b> Fleet continued to provide efficient and cost-effective services despite a reduced budget, severely aged vehicles, and staff shortage, maintaining a 2011 average availability of 92%. Contributed \$734,585 to the City general fund. Was awarded a \$235,000 grant to assist in the opening a CNG fueling station.					
<b>CITY OF LONG BEACH, CA</b>	Leslie Horikawa	1,630	241	8	79
<b>Notable Accomplishments:</b> Reduced fleet costs to the Police Department by \$400,000. Motor pool implementation utilization studies resulted in vehicle reductions citywide and the creation of a motor pool consisting of both vehicles and equipment. Upgraded the underground storage tank (UST) program, exceeding regulation compliance.					
<b>CITY OF OCEANSIDE, CA</b>	Jeffery Hart	446	27	1	13
<b>Notable Accomplishments:</b> Saved more than \$50,000 on fuel purchases using a reverse auction process at no cost to the city. Started a motor pool system, using low-use vehicles, that utilizes an electronic key cabinet tied into the City's network. Adjusted service intervals for a savings of over \$87,000 in 2012 alone.					
<b>CITY OF ORLANDO, FL</b>	David Dunn, CFM	2,701	1,975	2	45
<b>Notable Accomplishments:</b> Increased fleet operation productivity by 35% in five months by making changes in operational strategy and leadership methodology. Implemented positive and measurable metrics to calculate workload distribution. This includes client education and participation to promote realistic milestones for measurement.					

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
<b>CITY OF RIVERSIDE, CA</b>	Martin Bowman	1,030	264	2	36
<b>Notable Accomplishments:</b> Increased CNG storage capacity and public alternative fuel island usage, which saved \$2,305,766; returned \$464,872 in federal tax incentives to the general fund; saved \$500,000 in sublet repairs through smart staffing; city car wash saved \$103,038; and grant revenue for fleet projects saved \$810,624.					
<b>CITY OF SAN CLEMENTE, CA</b>	Mark Murphy	113	41	1	4
<b>Notable Accomplishments:</b> First Vehicle San Clemente retained the Quality Management System ISO 9001:2008 certification. Negotiated purchasing agreements with parts suppliers, providing significant pricing advantages. Integrated eight units from the Orange County Sheriff's Department into the City's fleet operation with no additional technician positions.					
<b>CITY OF SIOUX CITY, IA</b>	James Miller	402	594	4	27
<b>Notable Accomplishments:</b> Contracting inventory with NAPA IBS saved \$164,278 and increased parts availability from 55% to more than 77%. Increased the amount of work done for outside agencies, which has increased billed work by an average of \$20,000 per month. Initiated fleet user group.					
<b>CITY OF TAMARAC, FL</b>	Vincent Sciacca	230	51	1	8
<b>Notable Accomplishments:</b> Established a successful, inter-local agreement with a neighboring city to maintain its entire fleet. Implemented a cost-effective vehicle utilization program, improving overall efficiency and maximizing fleet vehicle use. Developed and implemented a successful, quantifiable vehicle evaluation and replacement program.					
<b>CITY OF TAMPA, FL</b>	Tim Perry	2,672	461	2	55
<b>Notable Accomplishments:</b> Compressed fleet hours and utilized late shift personnel to fill existing vacancies, leading to savings of \$168,002 by not filling three positions. Contracted heavy tire work, resulting in annual savings of \$62,000. Enhanced customer service by establishing a service level agreement and creating metrics to measure repair cost and reasons.					
<b>CITY OF TEMPE, AZ</b>	Aaron Alvarado	889	439	2	30
<b>Notable Accomplishments:</b> A vehicle cost analysis study resulted in annual cost savings of \$47,938 in vehicle maintenance and depreciation and a reduction of 1,068 man-hours (approx. \$63,000) related to the excessive age of the vehicles being replaced. Met Department of Energy criteria to receive an alternate fuels grant and installed a turnkey E-85 fuel site.					
<b>CITY OF THORNTON, CO</b>	James Gilbert, FMP	300	100	1	15
<b>Notable Accomplishments:</b> Consolidated a fuel center and wash facility in partnership with Adams 12 school District. Joint effort to provide both entities with a new facility.					
<b>CITY OF THOUSAND OAKS, CA</b>	Larry McKinney	202	408	1	10
<b>Notable Accomplishments:</b> City of Thousand Oaks Public Works Department earned accreditation from the American Public Works Association (APWA). Fleet Services has achieved a goal of converting 50% of its fleet to alternative-fuel vehicles. Maintained the ASE Blue Seal of excellence Certification for the fleet shop for 10 consecutive years.					
<b>CITY OF TULSA, OK</b>	Brent Jones	2,500	800	6	79
<b>Notable Accomplishments:</b> Created Fleet Management Steering Committee to control fleet-creep and oversee all fleet operations; 148 underutilized vehicles were sold for \$400,000. Procured a \$300,000 federal grant to construct a public CNG fueling station. Created fleet utilization scoring system to identify underutilized vehicles and vehicles to replace.					
<b>CITY OF VANCOUVER, BC, CANADA</b>	Doug Smith, P.Eng.	1,000	800	4	150
<b>Notable Accomplishments:</b> Reduced operating costs. Improving fuel efficiency. Improving customer service.					
<b>COLLIER COUNTY, FL</b>	Daniel Croft, MPA	749	815	4	26
<b>Notable Accomplishments:</b> Saved more than \$60,000 in tire purchases by switching brands and moving to retreads on transit buses. Implemented cross-department vehicle rotation to extend vehicle service life. Partnered with other local governments for future CNG implementation.					
<b>COLORADO STATE FLEET MANAGEMENT</b>	Art Hale	5,700	300	7	14
<b>Notable Accomplishments:</b> Reduced petroleum consumption by 14%. Awarded the NAFA Sustainable Fleet Award, NCSFA Environmental Leadership Award, and Green Fleet Award.					
<b>COMMONWEALTH OF KENTUCKY</b>	Pete McDonald	4,517	0	1	30
<b>Notable Accomplishments:</b> Installed GPS in 1,800 vehicles leased to the Kentucky Transportation Cabinet. Early results indicate the GPS project is cost effective. Fleet Management and the KYTC have seen a reduction of 1.35 million miles, a 17% reduction in accidents, a \$37,000 maintenance savings, and a reduction of 143,400 gallons of fuel use.					
<b>DEKALB COUNTY, GA</b>	Greg Brake	2,557	643	4	148
<b>Notable Accomplishments:</b> Maintained in-service rate higher than 95% and a 96% PM compliance rate in 2011. Improved the Parts Department's in-stock rate to 96% and inventory turnover rate to three to four times per year while capping overhead costs at 7% of sales. Began insourcing maintenance and repair work from a neighboring city.					
<b>EUGENE WATER &amp; ELECTRIC BOARD, OR</b>	Gary Lentsch	240	70	1	10
<b>Notable Accomplishments:</b> Implemented "green" preventive maintenance programs, reducing fossil-based oil products by 56%. Certified as an Eco-Logical Business (Eco-Biz). Continuing ASE Blue Seal of Excellence, as 100% of mechanics are ASE Master Certified technicians. Re-established vehicle/equipment capital replacement programs.					
<b>FOREST PRESERVE DISTRICT OF DUPAGE COUNTY, IL</b>	Michael Webster	200	1,200	4	17
<b>Notable Accomplishments:</b> Increased number of alternative-fuel vehicles to 80% of the fleet. Opened Illinois' first alternative-fuel station with four different fuels: CNG, LPG, E-85, and B-20. Improved customer service through the use of surveys and improved communication with user departments.					
<b>HARFORD COUNTY, MD</b>	Warren Patrick	1,020	212	3	24
<b>Notable Accomplishments:</b> Provided overall fleet availability greater than 97%. Held the line on cost increase to less than 3%. Increased revenue on sold units through multiple venues such as Ritchie Brothers for heavy equipment, Bel Air Auto Auction for cars and light trucks, Public Surplus.com for miscellaneous pieces.					
<b>HOUSTON INDEPENDENT SCHOOL DISTRICT, TX</b>	Mark Swackhamer, CAFM	2,051	60	5	133
<b>Notable Accomplishments:</b> Using GPS/telematics saved \$1.6 million by creating efficiencies in school bus routes, reducing idle time by more than 40%, and implementing a new report that tracks "hard braking." This information is currently being used to modify driver behavior. Use of alternative fuels and hybrid vehicles reduced fuel costs by \$98,800.					

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
<b>MANATEE COUNTY, FL</b>	Michael Brennan, CEM	862	460	4	35
<b>Notable Accomplishments:</b> Provided efficiency and effectiveness by challenging old principles and beliefs, updating policies and procedures, and refining core functions to eliminate unnecessary steps. Implemented Web-based and wireless technologies and consolidated small engine and turf equipment maintenance operations.					
<b>MINNESOTA DEPT. OF NATURAL RESOURCES</b>	Dave Schiller, CAFM	2,000	3,000	4	24
<b>Notable Accomplishments:</b> By aggressively managing lifecycles, the fleet was able to save \$700,000 in 2011. The most visible metric was the increased sale revenues from cycled-out equipment. By managing safety, the fleet saved \$131,000 in 2011 through decreased insurance costs due to improved claims experience, enabling the organization to move into the number one insurance "tier." By managing maintenance and repair, the fleet saved \$200,000 mostly due to decreased expenses for maintenance and repair.					
<b>MONROE COUNTY, NY</b>	Melvin Rose	650	200	1	18
<b>Notable Accomplishments:</b> Awarded No. 2 Government Green Fleet for 2011. Added propane (LPG) infrastructure and four propane autogas vehicles, supported by grant funding. Worked with nearby city in the construction of a "sister station" that will offer various alternate fuel choices.					
<b>MONTGOMERY COUNTY, MD</b>	Michael Atkinson, CAFM	2,300	0	1	45
<b>Notable Accomplishments:</b> Achieved savings through aftermarket brakes. Reduced capital expenditures. Reduced operational cost per vehicle.					
<b>NASA KENNEDY SPACE CENTER</b>	N/A	1,578	50	2	8
<b>Notable Accomplishments:</b> Changed fleet from 90% petroleum fuel vehicles to 75% alternative fuel from 2005 to current. Installed infrastructure to support alternative fuel vehicles and dispensed more than one million gallons of alternative fuel. Included fleet into the Sustainability Plan, with the long-term goal of operating a 100% alternative-fuel fleet.					
<b>NEW YORK CITY FLEET, NY</b>	Keith Kerman	24,381	2,403	127	3,000
<b>Notable Accomplishments:</b> Attempting to save \$121 million annually through significant fleet maintenance and fuel site consolidations, which are currently underway. Established a fleet federation, composed of the fleet managers of the major agencies, who participate in this savings goal. Awarded a contract with Property Room to auction the City's vehicle relinquishments, with the hope of generating \$7 million in additional sales. Started a daily out-of-service report transmitted to City Hall on a daily basis.					
<b>NEW YORK CITY POLICE DEPT., NY</b>	Gregory Dimesa	8,254	75	13	450
<b>Notable Accomplishments:</b> Equipped more than 700 vehicles with Blue LED NYPD-designed message boards that display clear, pre-programmed messages to motorists and pedestrians. Implemented more than 800 hybrids and electric vehicles into the fleet. Streamlined laptop and communication equipment installations.					
<b>NORTH DAKOTA DEPT. OF TRANSPORTATION</b>	Paul Hanson, CAFM, PCFM	3,632	0	8	10
<b>Notable Accomplishments:</b> Extended HD truck engine PM services from 250 to 500 hours by switching to synthetic oil with an annual estimated savings of \$103,200 in labor, 4,000 gallons of oil, and 400 sets of filters. Purchased 28 laptops and all related software for service technicians. Partnered with two state agencies to obtain alt-fuel grant, saving \$296,293.					
<b>ORANGE COUNTY SANITATION DISTRICT, CA</b>	Chuck Forman	191	178	1	8
<b>Notable Accomplishments:</b> Implemented GPS devices on fleet vehicles. Integrated CNG fuel station interface with FASTER fleet management software system and Clean Energy to track CNG fuel data. Replaced an incandescent arrow board operating on gasoline engine with a new LED arrow board operating on an auxiliary battery for the power supply.					
<b>PALM BEACH COUNTY FLEET, FL</b>	Douglas Weichman, CAFM	2,123	1,729	3	59
<b>Notable Accomplishments:</b> Eliminated \$3.5 million in vehicles and equipment by establishing utilization standards, pooling vehicles, and implementing a sharing program. Reduced fuel usage by establishing utilization reports and reducing small equipment fuel card usage by more than 50%. Achieved ASE Blue Seal status in 2011 and for past eight years.					
<b>PALM BEACH COUNTY SHERIFF'S OFFICE, FL</b>	Alan Lane	3,400	500	3	34
<b>Notable Accomplishments:</b> Began in-house study to cut service expenditures without sacrificing quality of parts or repairs. Separated emergency response from regular detail vehicles and increased service intervals to 5,000 miles for emergency vehicles and 7,500 for regular detail vehicles. Changed service schedule.					
<b>PASCO COUNTY, FL</b>	Stephen McNaughton, CAFM	991	923	3	38
<b>Notable Accomplishments:</b> Purchased a new fuel management system. Obtained two mobile fuel tank cleaning units for emergency generator maintenance. Purchased mobile tire truck pump testing unit.					
<b>PRINCE WILLIAM COUNTY, VA</b>	Matthew Villareale	1,200	200	1	35
<b>Notable Accomplishments:</b> Internal employee satisfaction review of management improved significantly throughout 2011. Customer satisfaction increased after fleet held one-on-one customer survey meetings with customers. Fleet reduced its inventory by two vehicles by having two divisions share trucks for seasonal work.					
<b>RIVERSIDE COUNTY, CA</b>	Robert Howdyshell	4,360	0	7	55
<b>Notable Accomplishments:</b> Changed vehicle retention policy. Implemented the Key Valet system. Advanced purchase of 359 Crown Victoria patrol vehicles.					
<b>SAN ANTONIO WATER SYSTEM, TX</b>	David Kilbourne	650	556	5	57
<b>Notable Accomplishments:</b> Insourced work from another fleet, adding 350 units to the SAWs fleet and seven technicians. Procured a dedicated fleet management system, AssetWorks. Procured a GPS system for 100 vehicles.					
<b>SAN BERNARDINO COUNTY, CA</b>	Roger Weaver, MBA, CAFM, CPFP	4,000	500	6	75
<b>Notable Accomplishments:</b> Combined oversight of County Fire Vehicles Services and Fleet Management. All departments were provided access the FASTER FMIS system, and fleet is pursuing a Web-based FMIS. Established a County-wide purchasing committee. Annual savings are estimated to exceed \$250,000.					
<b>SAN DIEGO COUNTY, CA</b>	Sharyl Blackington	3,700	200	8	63
<b>Notable Accomplishments:</b> Earned Blue Seal of Excellence recognition from Automotive Service Excellence certification program with 33 of 40 technicians certified. Achieved 95% availability in three vehicle classes: fire apparatus, law enforcement, and light duty. Implemented a new mobile service program to reduce cost and improve efficiency.					

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
<b>SANDIA NATIONAL LABORATORIES, NM</b>	Mark Crawford	808	2,050	4	47
<p><b>Notable Accomplishments:</b> Realized a labor cost avoidance of approximately \$30,000 through automating a charge code validator for the monthly billing process. Returned more than 280 man-hours per year by automating a mileage input reminder to auto-generate and then escalate to the next level or management if no response is received. Saved more than 150 man-hours annually through re-automation of the fueling system by eliminating manual input.</p>					
<b>SALT RIVER PROJECT, AZ</b>	Jim Wood	1,835	328	6	86
<p><b>Notable Accomplishments:</b> Continued to assertively manage safety with safety stand-down events, extensive tailboards, and increased management visibility in the field. The capital budget is on target, and only units related to extreme and critical need are purchased, with respect to the budget cuts in the past two years. Benchmarked with Utilimarc.</p>					
<b>SONOMA COUNTY, CA</b>	Dave Head	1,157	196	3	21
<p><b>Notable Accomplishments:</b> Publishing and adoption of the County of Sonoma EV Charging Program and Infrastructure Guidelines. Achieved a 20% reduction in fleet greenhouse gas emissions compared to baseline year 2000. First-year savings of \$240,000 with new parts operations business model transition.</p>					
<b>STATE OF DELAWARE</b>	D. Terry Barton, Jr.	2,070	0	0	37
<p><b>Notable Accomplishments:</b> Acquired fuel-efficient vehicles, reducing fuel consumption by 4,743 gallons and lowering emissions by 92,000 lbs. in only two months of service. Used on-demand technology to respond to needs related to Hurricane Irene, locating and dispatching vehicles to support evacuation centers and returning evacuees home.</p>					
<b>TOWN OF BUCKEYE, AZ</b>	Michael DePaulo, CPFP	217	69	1	6
<p><b>Notable Accomplishments:</b> Established and funded, for the first time, a vehicle replacement account, for \$1.3 million, resulting in the strategic and timely purchase and replacement of vehicles. Added one technician using Highway User Revenue Fund. Achieved warranty savings of \$16,300 by using the fleet's factory base warranty.</p>					
<b>TOWN OF JONESBOROUGH, TN</b>	Gary Lykins	110	57	1	3
<p><b>Notable Accomplishments:</b> Reassigned equipment to different routes, enabling equipment to run shorter routes, increasing productivity and saving money. Created a utilization study identifying underutilized vehicles that led to the reassignment or remarketing of 16 assets (nearly 10% of the fleet). Transferred assets are meeting productivity benchmarks.</p>					
<b>UNIVERSITY OF CALIFORNIA, DAVIS</b>	Richard Battersby, CAFM, CPFP	1,200	300	1	26
<p><b>Notable Accomplishments:</b> Conducted top-to-bottom organizational review and prepared comprehensive fleet analysis report. Redesigned unit financial model to support consolidation efforts and developed new rate structures. Expanded and deployed plug-in hybrids into the automated carshare pool.</p>					

Fleet Organization	Contact	On-Road Units	Off-Road Units	Maint. Facilities	No. of Fleet Staff
UNIVERSITY OF CALIFORNIA, SAN DIEGO	Jim Ruby	840	60	1	16

**Notable Accomplishments:** Was selected a finalist in the 2011 (and 2012) California Center for Sustainable Energy's Energy All-Star awards for Transportation. With the addition of more EVs, the fleet exceeded the recommendation that 40% of all vehicles be zero-emission vehicles. Participated in the EPA's National Partnership for Environmental Priorities program.

UNIVERSITY OF WASHINGTON	Ron Kahler	642	0	1	14
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**Notable Accomplishments:** Introduced lean principles, resulting in more effective problem-solving and increased collaboration. Maintained excellent customer service levels under difficult conditions. Upgraded electronic communications and Web presence, allowing the fleet to make better-informed decisions on how best to engage customers.

WAKE COUNTY, NC	Thomas Kuryla	900	103	1	14
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**Notable Accomplishments:** Took over specialty equipment installations for emergency response vehicles, which included the installation of the equipment as well as the bidding, purchasing, and inventory of the parts involved. Installed more than 25% of fleet vehicles with Fuelmaster AIM modules used for managing fuel and tracking idle time. Recognized by ASE with the Blue Seal of Excellence and EVT Certification.

WASHINGTON STATE DEPT. OF TRANSPORTATION	Greg Hansen	1,822	1,281	37	209
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**Notable Accomplishments:** Reduced passenger fleet by 65 units, saving \$236,000 in capital expenditures and operating costs. Retrofitted 21 vehicles with dual-fuel capabilities, saving \$63,607 in operating costs. Saved \$574,800 in fuel and travel costs, reducing fuel consumption by 91,930 gallons and personal vehicle miles by 459,936.

## THANK YOU, JUDGES

The judges for the 2012 100 Best Fleets award spent countless hours reviewing applications, following up with nominees, and lending their expertise to the program. This year's judges were:



**Steve Riley**  
Director of  
Fleet Operations,  
City of Coral Gables, Fla.



**John Hunt**  
Fleet Manager,  
City of Portland, Ore.



**Samuel Lamerato**  
Superintendent of  
Fleet Maintenance,  
City of Troy, Mich.



**Bob Stanton**  
Director of  
Fleet Management,  
Hillsborough Co., Fla