



**RANDY SHADLEY, CAFM®**  
**NAFA Member Since 1985**

Randy Shadley (right) with NAFA President 2007-2009 Gayle Pratt (left), and former Senator Bill Bradley.



**Y**ou've been with the Association a considerable number of years. What was your growth arc as a professional from when you joined to today?

I've spent my entire career in Fleet. My first job after graduating college was as an "Out-of-Stock" buyer at U.S. Fleet Leasing (later acquired by a succession of leasing companies, culminating -- to date -- with GE).

After a while as OOS Buyer I became a Customer Service Rep, then Account Executive (working for the now-retired Mary Terraszas, who, as my next door neighbor at the time, was the person who had introduced me to the world of Fleet AND to NAFA). It turns out that working at a fleet leasing company provides an ideal background for becoming a corporate Fleet Manager. So, after a couple years at USFL, I went to work for one of my customers, Xerox Engineering Systems, where besides Fleet I eventually also handled the company's Travel Department.

I was there 11 years, then joined a "start up" telecom company, Nextel, in 1994. Nextel's fleet department (of...well, ME) was responsible for all Fleet Management and Fleet Safety activities, starting with a fleet of a couple hundred vehicles scattered throughout the country, eventually growing to more than 2000 vehicles. I was

at Nextel for another 11 years, followed by 5 more after Sprint and Nextel merged. At Sprint Nextel I focused on the Fleet Safety program for the combined companies' 4000+ vehicles.

Then, about 5 years ago, I went to work as Account Manager and Fleet Safety Specialist for one of my best fleet service partners, Corporate Claims Management (CCM), where I continue today.

A few years ago, on the side, I also started my own consulting business, ProFleet Solutions, with the idea of providing "big fleet" practices to "small fleet" programs. I've also worked as an Expert Witness in several cases involving Fleet Management and Driver Safety issues.

**What have been some of the changes you've seen in fleet and fleet management during these times?**

The most obvious change has to be the technology used by Fleet Managers: I remember using a hardcopy Kelley Blue Book to spec vehicles -- a tedious exercise requiring intense attention to detail to sort out the various requirements and incompatibilities.

Ordering a vehicle required a typewriter with NCR (No Carbon Required) forms, typing words and checking boxes, and if you made a mistake you'd have to make the correction on each of the pages or simply start over. Each single vehicle required its own single order form, so you can imagine how long it would take to order, say, 100 vehicles.

These were also the days before email and faxes, so you'd usually use the US Postal Service or this fledgling business "Federal Express" when it "absolutely, positively HAD to be there overnight".

In those days a "standard" transmission was manual, not automatic; air conditioning, cruise control, power windows/mirrors/locks, even cloth interiors were luxuries.

Personal-use of company cars was routinely allowed, even by family members. I actually learned how to drive in my dad's company car, a very scary (and rare) idea these days! And fleet departments had significantly higher staffing levels than they do today.

Other changes include how our industry addresses the ever-evolving CAFE, DOT, EPA standards, etc., as well as an increased focus on fleet safety and negligent entrustment issues.

All in all, our industry has certainly come a LONG way: from a productivity standpoint the changes have been astronomically positive. From a work/life balance, however, not so much... But of course none of this is much different than in most other enduring industries today, is it?

**Has NAFA been important in handling the changes and, if so, how?**

From the beginning NAFA has been instrumental in my education, networking, growth, and job opportunities, so for me personally NAFA has definitely been important, even essential, in handling the changes. From an industry viewpoint, NAFA has been, and continues to be, an important voice for fleet managers and the fleet industry itself. NAFA has established working relationships with various government entities, representing the needs of our members and their organizations. And of course NAFA continues to be a leading source of educational and networking opportunities for members and affiliates alike.

**What are the biggest challenges facing fleet managers in the next 3-5 years?**

I'd say keeping up with ever-changing government requirements, especially in the area of measuring your carbon footprint. (Carbon "Fleet-print"?)

Also, making senior management aware of your value and contributions, especially as corporate fleet departments increasingly fall under Procurement or Sourcing; areas that are sometimes more focused on reducing the cost of a widget than on managing the intricacies of a wide-spread vehicle program that has constantly changing variables. (Hint: Improving your fleet safety program can be a good place to start!)

And, as it is in other industries, fleet managers will need to find ways to deal with new generations of staff and internal customers, who will bring different needs, wants, perspectives, and tech-savvy skills to the workplace. Be aware, keep informed and be ready to embrace the challenges!

**Do you have any specific fond memories of your time with the Association?**

The annual I&E conferences are definitely highlights. The educational sessions, fleet expo, motivational speakers, and networking events all come to mind. A favorite memory was meeting Walter Payton and getting him to autograph a (Nerf) football for my wife - a diehard Bears fan - at my first I&E in Chicago. The Blues Brothers were there!

*Okay, it might have been a tribute band, but man, they were fun!*

Other fond memories include earning my CAFM®; chairing the curriculum committee for the 2003 I&E in Philadelphia; serving as Trustee and as VP for NAFA; and representing NAFA on the ASSE-led committee that developed and published the national ANSI Z15-2006 standard "Safe Practices for Motor Vehicle Operations."

And of course, all the personal friendships I've developed through, and because of, my involvement with NAFA!