

CTP Insider

A quarterly publication for the Certified Transportation Professional published by the NPTC Institute.

Fall 2021

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NPTC'S NATIONAL SAFETY CONFERENCE



LAST MONTH, MORE THAN 160 PRIVATE FLEET SAFETY PROFESSIONALS attended the NPTC 2021 National Safety Conference where they learned more about those safety issues of critical importance to private fleet operators through insightful panel presentations, "safety-in-the-round" roundtable discussions and informal networking.

Highlighting the Conference was the **National Driver All-Star Luncheon and Recognition Ceremony**, sponsored by NPTC and International Trucks/Navistar, honoring some of the nation's top drivers who have demonstrated the highest levels of professionalism in terms of safety, compliance, and customer service. (See story on page 3.)

The Conference featured nearly 20 speakers including:

Mark Barber, Shareholder, Baker Donelson, Atlanta, Ga.

Scott Carey, Shareholder, Baker Donelson, Nashville, Tn.

Eddie Davis, CTP, CDS, Director, Maintenance and Reliability, Transport and Rail, Marathon Petroleum Company LP

Eric DeJesus, CTP, CDS, National Fleet Safety Manager, Pitney Bowes

Norman Dickerson, Home City Ice

Tim Eckhardt, CTP, Director of Safety, Dot Transportation, Inc.

Kathy Fellenstein, CTP, Recycling EHS Manager, International Paper

Charlie Feters, Director Supply Planning and Transportation, Liberty Coca-Cola Beverages LLC

Keith Frantz, CTP, Manager, DOT Compliance, ADM Trucking

John Gillenwater, CTP, Director of Fleet Operations, Home City Ice

Honorable Michael E. Graham, Member, National Transportation Safety Board

Brian Johnston, CTP, Sr. Director of Transportation, Core-Mark International, Inc.

Keith Maisch, Safety Manager, America's Service Line, LLC

Keith McWilliams, CTP, Corporate Transportation Manager, Core-Mark International

Dan Murray, Senior Vice President, American Transportation Research Institute

Gary Petty, NPTC President & CEO

Scott Roberts, CTP, Director of Safety, Compliance & Risk Management; Daryl Flood Relocation & Logistics

Steven Roberts, CTP, Fleet Manager, Deseret Transportation

Rick Schweitzer, NPTC General Counsel

Greg A. Sikorski, Sr. Director Transportation Safety and Compliance, KeHE Distributors

NPTC also would like to thank this year's sponsors, without whose support, this year's Safety Conference would not be possible:

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WHY DRIVERS STAY

Private Fleets Lead the Industry in Driver Retention



by Gary Petty
President and CEO
National Private Truck Council

A T A ROUNDTABLE VIDEOCONFERENCE HELD THIS SUMMER TO DISCUSS TRUCK DRIVER RECRUITMENT AND RETENTION hosted by Transportation Secretary Pete Buttigieg, Labor Secretary Marty Walsh, and FMCSA Deputy Administrator Meera Joshi, NPTC provided the Council's perspective on why private fleets have the lowest annual driver turnover in the industry. Participants included safety advocates, trucking industry associations, drivers, academics, and organized labor.

Speakers were asked to identify best practices and solutions which impact driver turnover. Highlights of NPTC's comments are summarized below including data reported in the Council's 2021 *Benchmarking Survey Report* published in August.

“They are highly selective about whom they choose to put behind the wheel”



According to the US Department of Transportation, increasing truck driver turnover rates are compounding supply chain disruptions which likely will grow worse as the industry will need an estimated 1.1 million new drivers over the next decade. Government figures show an average **90%** annual turnover for large, long-haul carriers and **72%** for smaller carriers. For private fleets, the running average for 15 consecutive years is **14.25%**.

Private fleets lead the industry in driver retention for several reasons. First, they operate on a fundamentally different business model compared to for-hire trucking. Most are not designed to make a profit. Second, their main purpose is to achieve premium customer service at whatever the necessary cost. Third, their companies make significant, long-term investments to get the best drivers, equipment, and fleet management to provide optimal customer service as well as capacity on-demand and cost control.

These investments help ensure their products will reliably reach customers on-time, safely, and with efficiently executed deliveries, often at a lower overall cost than outside carrier alternatives. Like all successful businesses, profit for the company is essential but not necessarily expected or even practical in a well-run private fleet. Accordingly, **77%** of

private fleets operate as cost centers and **23%** as profit centers.

Private fleets spend \$7,500 to bring a driver on board and over \$20,000 for a hazardous materials driver. They screen an average of 19.7 candidates to fill one driver position and take 35.7 days to complete the process. The minimum age for new hires is officially 21.6 years old, but in fact the actual average age of new hires is around 40 years old. The average age of all full-time drivers is 50 years old.

Driver annual pay averages **\$75,796** (plus 23.5% of compensation added in driver benefits) and typically includes pay for all parts of the job. A driver's average work week is 54.5 hours. Driver turnover averages **15.8%** for 2021. Private fleet drivers tend to stay for the long-haul. Driver retention averages around **10.5 years** with the same employer.

Better pay correlates with both lower turnover and higher safety performance. Higher turnover fleets pay their drivers less than do lower turnover fleets, averaging \$69,200 versus \$73,800. Lower turnover fleets invest more money in the onboarding process—about \$2,000 more per driver.

Lower turnover fleets have a lower-than-average DOT Recordable crash rate, **0.45 versus 0.51** crashes per million miles for fleets with higher turnover. This year's reported private fleet crash rate of 0.45 is the lowest DOT Recordable crash rate in the history of NPTC benchmarking surveys going back almost two decades. The private fleet crash rate is roughly three times better than overall trucking industry average, according to FMCSA.

When a driver does leave, what are the reasons? Taking another driving job (**40%**); retirement (**22%**); discipline (**22%**) and taking another job outside of trucking (**6%**). Turnover rate is highest among those drivers that have been working the longest.

A pro-driver culture and reputation for being an employer of choice, better working conditions, more stable work, predictable workloads, preferred routes and products, more home time—all make the private fleet driver job among the most desirable in the industry. Not all the work is driving. About one-third of a private fleet driver's workday is performing non-driving tasks.

A strong in-house support system helping drivers succeed, transparency of management, an open door to driver's concerns, and driver reward and recognition programs—all contribute as well to a private fleet driver's sense of permanency and belonging.

Finding the right fit from the start is first and foremost in predicting retention. As NPTC's 2021 *Benchmarking Survey Report* concludes, “One of the reasons driver turnover and retention remain so positive can be attributed to the fact that private fleets are highly selective about whom they choose to put behind the wheel”.

NPTC RECOGNIZES 16 NATIONAL DRIVER ALL-STARS



Standing Proud. Most of this year's honorees were in attendance at the National Safety Conference in September.

SIXTEEN PRIVATE FLEET TRUCK DRIVERS who have demonstrated high performance standards against their peer drivers throughout the country based on customer service, safety, adherence to company standards, regulatory compliance, and community service have been honored by the National Private Truck Council (NPTC) as National Driver All-Stars. The award is co-sponsored by International Trucks/Navistar.

"These drivers embody all the characteristics, skills and attitudes that are the heart of what enables the private fleet to continue to deliver exceptional levels of customer service," according to NPTC President and CEO Gary Petty. "They are ambassadors, not only for their company, but for the entire private fleet community. We are honored to recognize these private fleet drivers for meeting high performance standards in the fields of customer service, safety and compliance."

NPTC initiated the National Driver All-Stars program in 2009 to recognize those drivers of NPTC fleet member companies based on how they perform against their own internal customer service metrics. Specific measures of the recognition include:

- **Customer service** (uniform/appearance; on-time deliveries; attitude/conduct; customer feedback; loading/unloading; cooperation)
- **Safety** (number of DOT reportable accidents; number of OSHA reportable injuries; number of traffic violations verified by current MVR)
- **Compliance with company standards** (attendance, attendance at safety meetings, training, paperwork, etc.)
- **Regulatory compliance** (hours of service, DVIR, MVR, etc.)
- **Community service**

This year's National Driver All-Star honorees are:

- Carmen Anderson**, America's Service Line, LLC
- Patrick Bridgett**, Core-Mark International
- William Ryan Christy**, Bridgestone Americas Tire Operations, assigned by CPC Logistics, Inc.
- William Coreia**, Schwan Food Company
- Derrick Paul Hart**, Walgreen Oshkosh, Inc., assigned by CPC Logistics, Inc
- Paul Jankowsky**, Procter & Gamble Company, assigned by CPC Logistics, Inc.
- Leo Marquez**, Marathon Petroleum Company LP
- Cecil McDonald**, New South Express, Inc.
- Robert Miller**, Bob Evans Transportation Co.
- Dennis Viva Newsome**, Moen / FB Global Plumbing Group, assigned by CPC Logistics, Inc.
- Jeffery Stephen Putskey**, Brakebush Transportation, Inc.
- Stuart Rank**, Kroger Company
- Stuart J Shuck**, John Deere, assigned by CPC Logistics, Inc.
- Derek Stephens**, Deseret Transportation
- Jeffrey John Venhaus**, Toyota Motor North America, assigned by CPC Logistics, Inc.
- Aaron DeWayne Wright**, TMH Transport, assigned by CPC Logistics, Inc.

In the News



Brian Antonellis, CTP, has been named Senior Vice President Fleet Operations for Fleet Advantage



Rob Cranford, CTP, has been named Territory Manager at Matthai Material Handling.



Amy Mason, CTP, has been named Sales Manager of Bakery Mix at The Mennel Milling Company



Mari Roberts, CTP, has been named Vice President, Transportation for Frito-Lay, Inc.



Bob Boyich, CTP, has been named Chief Operating Officer for BlueWire



Jeff Duffy, CTP, has been named Business Development Manager at ISAAC Instruments2w



Alex Popov, CTP, has been named Director of Performance Engineering at UNIS Fulfillment and Transportation



Kirk Rutherford, CTP, has started a new position as Fleet Operations - Digital Integration at Bridgestone Americas Tire Operations

AT ITS FALL MEETING, the NPTC Institute Board of Governors elected the following individuals to serve on the Board:



Bob Boyich, CTP, Bluewire LLC



Gary Johnson, Lytx



Bryan Langston, Dot Transportation, Inc.



Ellen Ingram, CTP
Director of Human Resources
America's Service Line, LLC



“Employer Of Choice” — Leveraging Culture In Driver Recruitment

BORN IN APPLETON, WISCONSIN, ELLEN INGRAM, CTP, got her introduction to the food industry beginning at age 6 stocking baby food at her parents’ grocery store. Her parents met while working during their teen years in an Appleton, Wisconsin grocery store, dad as a stocker and mom as cashier. They married and moved to Gillett, Wisconsin, population 1,386, located 37 miles northwest of Green Bay and opened their own grocery store which they ran for 28 years. Ellen played volleyball in high school, French horn in the marching band, and piano in the jazz band and choir.

After graduation, she enrolled at the University of Wisconsin at Platteville and studied engineering for three years before switching to human resources. She afforded college by holding jobs for four summers working for the Wisconsin Department of Transportation staking out roadways and conducting tests on concrete samples.

Later, Ellen entered the manufacturing field beginning with Hormel Foods where she worked for seven years in management training, operations supervision of a sanitation department, shift supervision on the prepared sausage production line, and then management of an HR department. She later joined JBS USA in Green Bay where she worked for 11 years in HR leadership.

In 2016, Ellen was hired as Director of Human Resources at Green Bay-based America’s Service Line, LLC (ASL) to take their driver recruiting to another level. This is the private fleet and trucking company for American Foods Group, one of the largest beef processing companies in the U.S. which ships over 6.5 million pounds of beef a day and exports to over 38 countries. The company’s private fleet has over 200 tractors and 375 refrigerated trailers. It has operated for 25 years and represents around 35% of the transportation required by American Foods Group, serving 11 processing plants mostly in the Midwest.

Ellen enrolled in the Private Fleet Management Institute and earned her Certified Transportation Professional® (CTP) in the Class of 2019. “It was an amazing experience,” said Ellen. “I was surrounded by a group of professionals focused on success, with a wide range of backgrounds. Everyone was so willing to share their knowledge and expertise.”

Ellen was the featured Fleet expert presenter for the NPTC/JJ Keller & Associates opening webcast in March for the 2021 season on the topic of “Driver Hiring Protocols,” and also Guest NPTC Member Profile speaker on the “Road Dog Trucking” satellite radio program with Host Mark Willis in April 2021.

“Ellen has done an outstanding job,” says Scott Willert, ASL President. “Ellen also brought on two new full-time driver recruiters and has brought recruitment marketing under in-house management. We significantly reduced how much we spend on marketing, as well as the time it takes to bring a

driver onboard. From initial inquiry to a driver’s beginning day on the job, our turnaround timeline now averages around 30.5 days or less,” adds Scott.

“Nearly half of the drivers we hire are referred to us by our own drivers,” says Ellen. “Driver testimonials help us leverage our culture as a competitive advantage. Referrals from our own drivers are so effective that we actually teach them how to engage a prospective driver candidate. As a result, even throughout the pandemic, we had a list of quality candidates waiting to come on board.”

ASL hires or contracts anywhere from 48-52 drivers every year from locations all over the country east of Denver, and has an annual turnover rate of 14%, which is slightly below NPTC’s national five-year running average for private fleets. The ASL driver team is made up of 37 city/local drivers; 130 company OTR drivers; and 54 independent

“Our driver testimonials are invaluable—their referrals are often our best hires.”

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Ellen Ingram, CTP *Continued*

contractor OTR drivers. Other ASL support staff include 26 maintenance; 4 safety; 13 operations including planning and driver management; 3 business analysts; 5 human resources, and 11 finance and accounting.

Company recruiting focuses primarily on drivers, but Ellen's HR department recruits all types of team members with one critical factor in mind. "Most important is 'fit' for us," says Ellen. "Ideally, we're looking for an 'A' driver with the right kind and diversification of CDL tractor trailer driving experience with solid work history, clean MVR and PSP, and who wants to make a long-term commitment to us."

The company's cycle of talent assessment and acquisition is one of the most sophisticated in the trucking industry. It includes position analysis and defined competencies; lead generation and nurturing; application intake and screening, interviews (including an 18-question HR interview and 8-question operations interview with each candidate); onboarding, and a review process in three sequential, 30-day increments.

Ellen says social media is "the best way to market our company to potential employees and the public. It also gives us the opportunity to showcase our company culture. Engagement on our page leads to free advertising to potential drivers." See sidebar "Recruiting With Social Media."

Once a driver is brought on board, the company assigns a Driver Ambassador mentor to support and serve as a resource for the new driver. In order to increase driver retention, the new hire progresses through 30-day, 60-day, and 90-day orientation follow up visits, including one-on-one conversations with the President.

"This enables us to get in front of any issues that may be arising," says Ellen. "It also gives our employee the opportunity to discuss or provide feedback on the initial 30 days of employment and twice again in the following two months."

"The pace of the leader is the speed of the pack," say Ellen. "America's Service Line's leadership has a strong commitment to people, their success, and the company's continuous improvement as an industry leader. Our goal is to be the Employer of Choice for the best drivers in America."

Recruiting With Social Media

According to Ellen Ingram, CTP, Director of Human Resources at America's Service Line, social media has a huge impact on their recruiting success. "With an outside marketing agency, we were paying \$10,704 for 171 total leads, or \$62.62 per lead," says Ellen. "With Craigslist advertising, we are paying \$3,540 for 421 total leads, or \$8.41 per lead. Our cost went down from \$2,676 to \$590 per hire." On Facebook advertising, by doing it in-house, the results were 2,350 leads at \$8.06 per lead versus 437 leaders at \$54.64 per lead using an outside marketing agency. "Doing it ourselves yielded 15 new hires at \$1,263 per hire versus 9 hires at \$2,653 per hire with the agency."

A LEARNING OPPORTUNITY

THE NATIONAL PRIVATE TRUCK COUNCIL WILL HOLD ITS 2022 PRIVATE FLEET MANAGEMENT INSTITUTE JANUARY 15-19, 2022 at the Jacksonville River City Downtown Hotel (formerly the OMNI) in Jacksonville, Florida. No matter what your official title is, today's transportation and logistics environment demands excellence. You need a variety of skills that lead to outstanding performance in every aspect of your job. NPTC's 5-Day Private Fleet Management Institute provides the most comprehensive and intensive instruction, education and learning experiences led by the industry's top practitioners and designed to enhance your personal and professional mastery of private fleet management.

In addition, the Institute provides one of the most effective ways of refreshing your knowledge base and preparing for the **2022 CTP Examination set for Saturday, February 12, 2022**. This accelerated five-day "graduate level" program details the core curriculum deemed by the industry's leading practitioners as essential for on-the-job success. The knowledge you'll acquire in this interactive learning experience will provide you with a strong foundation in the following areas:

- Justifying the Private Fleet
- Network Optimization
- Communicating Private Fleet Value by Partnering with Corporate Finance, HR and Safety
- Improving Fleet Planning, Make-Up and Utilization
- Attracting, Recruiting and Developing Drivers
- Developing Effective Safety Programs
- Creating, Understanding and Using Financial Reports
- Creating Maintenance Standards – Managing Outsourced Relationships
- Reverse Logistics: Building Backhaul Profitability



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For more information about the Private Fleet Management Institute and how to register, visit NPTC's website at www.nptc.org.

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Marius Karoy, VP, Channels, Training Solutions, SambaSafety, which recently acquired Instructional Technologies, Inc.
Kelly Kiger, CTP, Director, Leasing & Rental Sales, Channel Sales Development, Mack Leasing System
Kris Kolbe, CTP, Director of Safety and Operations, CPC Logistics
Rich Lacey, Chief Product Officer, SambaSafety
Bryan Langston, President, Dot Transportation, Inc.
Joe Laskowski, CTP, Director, Fleet Safety & Compliance, MedTrans LLC
Gavin Lindores, Director, Business Development, Luma Brighter Learning
Robert L. Mann, V.P. & Assistant General Manager, Vocational Business, International Truck/Navistar, Inc.
J. Bedford Monday, Jr., CTP, Director of Warehouse Operations, Schwan Food Company
Mike Pawlowski, Manager - Strategic Capacity Development, C.H. Robinson Worldwide
Larry Parsons, SVP, Chief Legal & Risk Officer, McLane Company, Inc
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IMMEDIATELY for their places in the Class of 2022. While the Eligibility Application deadline was October 1, NPTC will hold open the submission deadline for any readers of Fleet Owner that want to enroll in the program. NPTC is pleased to think J. J. Keller & Associates, Inc., the official sponsor of the CTP program.

By earning the CTP designation, private fleet professionals demonstrate a commitment to the private fleet industry, to an ongoing pursuit of career advancement, and to continuing enhancement of their knowledge and skills.

Since 1993, more than 1,500 transportation professionals have earned the right to use the CTP® designation after their names. To learn more about the CTP® program, visit www.nptc.org, or contact Kristen Todd at ktodd@nptc.org or (703) 838-8841.



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COMING EVENTS:

2022 CTP ELIGIBILITY APPLICATIONS DUE
October 1, 2021 — DEADLINE EXTENDED

NPTC/J.J. KELLER WEBCAST:
October 20, 10am — "FMCSA's Drug and Alcohol Clearinghouse"

CTP EXAM PREPARATION WORKSHOP
*Jacksonville, FL
January 14, 2022*

PRIVATE FLEET MANAGEMENT INSTITUTE
*Jacksonville, FL
January 15-21, 2022*

CTP® EXAMINATION
February 12, 2022

ANNUAL CONFERENCE AND EXHIBITION
*Cincinnati, OH
April 10-12, 2022*

NATIONAL SAFETY CONFERENCE
*Orlando, FL
September 7-9, 2022*

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