



Supporting the Customized Logistics and Delivery Industry



CLDA Members Give Thumbs Up on New Name

**INSIDE: 2013 Last Mile Delivery Forum Full Agenda and Registration Information!
October 10-12, Kansas City, MO**



Inside:

**Last Mile
Delivery Forum
Registration
Information**

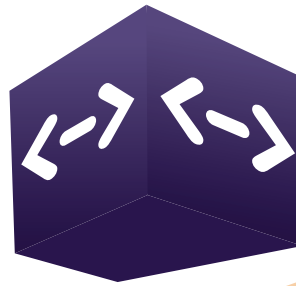
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We Come!**

**Annual Meeting
2013 Wrap-up**

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We welcome letters on any article or issue raised in the CLDA Magazine, please include your name and company affiliation. We reserve the rights to edit all letters for length, and clarity. Send letters to

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Rob Johnstone,
Priority Express
President CLDA

This issue is jammed packed with information about CLDA's two signature conferences.

This issue is jammed packed with information about CLDA's two signature conferences – a wrap-up of the Annual Meeting and a preview of the site for our Fall Last Mile Delivery Forum in October.

Make sure you read the articles about the Annual Meeting. We've got information on ways to increase your bottom line through new verticals like airport or warehousing work. "Air Cargo Work – Is it Right for Your Business?" features a panel of experts who told meeting participants about this \$98 billion market. And, our story called "Opportunities in Warehousing" gives you tips on the economics, challenges and benefits of getting into this vertical to expand the delivery side of your business. You'll also get the inside story of how we rebranded, updated and renamed this association to meet the changing times in "We are CLDA". In addition, make sure you look at ways to market and update your business image by taking advantage of the research we did for the rebranding. You'll find some concrete tips in our story called "Listening to the Voice of the Customer," which is based on a presentation at the meeting.

This issue also launches a new column about our industry's role in the global supply chain by James A. Tompkins Ph.D., President and CEO of Tompkins International. A presenter at the Annual Meeting, Jim will now be a regular contributor to the *CLDA Magazine*. In every issue, he will bring his experience as a global authority on leadership, business planning, logistics, manufacturing, material handling, outsourcing, and supply chain best practices to our members. Jim has written or contributed to more than 30 books, hosts the *Global Supply Chain Podcast* series, and writes the *GoGoGo! blog*. We are pleased to have him as a new contributor to the *CLDA Magazine*.

Lastly, you'll get a look at Kansas City, the site of our upcoming Last Mile Delivery Forum. Considered by Forbes as one of the top ten "best downtowns in America", KC will be the home of the 2013 Last Mile Delivery Forum from Oct. 10 – 12. Want to know the best places for the city's famed barbeque? Or ways to sample its jazz, culture or sports? You'll want to take a look at this piece. And, if you haven't yet registered, make sure you go to theclda.com for information, registration and the full agenda.

Enjoy the Fall issue of the *CLDA Magazine* and look for me at The Forum in Kansas City!

Rob Johnstone
President
CLDA





Bob DeCaprio
Executive Director

So it came as an enormous relief when President Johnstone called for a motion to approve the name change and every hand in the room went up.

THE CLDA IS A HIT!!

OK, I'll admit I was nervous. President Rob Johnstone was about to announce the new name of the association, a process that we'd been planning for the better part of two years and talking about for almost five. Would the members accept the new direction or would it be met with silence or worse from the audience? I held my breath. So it came as an enormous relief when President Johnstone called for a motion to approve the name change and every hand in the room went up. Nothing but positive feedback so far and a lot of coverage we haven't gotten in the past in the transportation trade press as they are now reaching out to us for information on how our members can provide CUSTOMIZED solutions to shippers.

As special guest speaker Jim Tompkins noted during his address at the convention same-day delivery is posed for explosive growth if current trends hold up – as much as 400% over the next couple years. This is going to revolutionize the industry – it already has and the Association needs to stay at the forefront and keep our membership up to date. Because in this industry if you don't adapt you...

So our role is to keep you humming along and to that end we have a great show and networking opportunity coming up in Kansas City on October 10-12th. Don't ask yourself if you can afford to attend – ask yourself if you can afford not to.

A handwritten signature in black ink, appearing to read 'Bob DeCaprio'.





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marcus@dutch-express.com
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CLDA Government Affairs Update



John Benko



Shawn Swearingen

Some of the best ways to indicate the changing of time in Washington, DC is the color of the leaves, the lower temperatures as the sun rises, and Congressional members running home during recesses. While waiting for Congress to act on vital pieces of legislation can be like watching paint dry from outside the Beltway, the state legislatures have been busy as bees in comparison.

New York and Connecticut saw legislation against the usage of independent contractors pass while a Governor's veto power

was needed against legislation in New Jersey. Massachusetts is waiting for a decision to be handed down in the federal case against the Commonwealth's Attorney General while the court continues to work on the mobster Whitey Bulger trial. The CLDA has been building bridges in states and with other national associations in order to broaden the recognition of the association as the leader in independent contractor issues and for the customized logistics and delivery industry.

The largest issue across the country the last few years has been the Affordable Care Act (ACA, also known as "ObamaCare"). The question for everybody in any industry is, "How the ACA is going to affect my day to day business?" At this year's Last Mile Delivery Forum, we have Hazen Mirts with Enrollment First discussing just how the implementation of the ACA will affect your bottom line, what you will need to do to be prepared as well as the political ramifications to come. This will be a session you won't want to miss in Kansas City! See www.theclda.com for more information.

CLDA and the American Trucking Association

Prior to our Annual Meeting in New Orleans, I had the opportunity to join the American Trucking Association's Independent Contractor Task Force meeting in Palm Springs, CA. The IC Task Force is comprised of national and regional trucking firms, state trucking associations, the ATA and the CLDA. It is operated much like our own Advocacy Fund and oversees funding for state legislative initiatives. They helped put up a great defense with the CLDA in Washington State against drastic changes to the definition of independent contractor; ultimately halting the bill.

The IC Task Force is also making a multi-year investment working with key stake-holders in the state of Illinois to better improve the operating and contracting conditions in the state.

We are witnessing this same kind of investment of time and contacts in California through CLDA's own efforts to improve the Borello factors in the state. While these efforts may be seen as futile to some, a benefit of working on such projects is developing the relationships and networks within states and organizations. When the time comes that legislation or proposed regulations come out, it is far easier to work the connections that were previously made rather than develop the right relationships while also trying to establish the association as the go-to resource on independent contractors and the logistics and delivery industry.

CLDA Adds Voice to It's My Business Coalition

Earlier this summer CLDA joined dozens of other industry associations in the support of independent contractors by adding its voice to the It's My Business Coalition. The Coalition's goal is to emphasize the critical role that independent contractors play in the economy.

Former U.S. Senator Blanche Lincoln (D-AR) who is serving as its National Chair, made the announcement of the coalition. Senator Lincoln served on the Senate Finance Committee while in the United States Senate and is very familiar with the Section 530 Safe Harbor and other provisions that govern the role of independent contractors.

As the CLDA launched its media outreach, the news of the Coalition launch was picked up by major online political news outlets such as Politico and the Huffington Post. The Coalition website can be found at www.itsmybusiness.com. If you would like additional information about the Coalition or to find out how you or your company can participate, contact CLDA Government Affairs Director Shawn Swearingen at sswearingen@theclda.com.

CLDA Lobby Day 2014 Registration Opening Soon!

By now you have seen the Save the Date for CLDA's 2014 Lobby Day on April 3rd, 2014. The Lobby Day will be held at the historical Mayflower Hotel in Downtown Washington, DC! An evening reception will be held the night of April 2nd. As we are looking to improve upon last year's CLDA best of over 100 Capitol Hill meetings, 2014 attendees with larger footprints around the country will have meetings scheduled the afternoon of April 2nd. So watch for the announcement of the registration opening for the 2014 CLDA Lobby Day!

New Hours of Service/Rest Breaks Rules Implemented

As of July 1st, all drivers of vehicles over 10,000 pounds must comply with new FMCSA Hours of Service of Drivers Rule. The Department of Transportation's Federal Motor Carrier Safety Administration (FMCSA) will now require a 30 minute rest break for those drivers who have been on-duty for 8 consecutive hours since their last off-duty period of at least 30 minutes.

Please note that this Hour of Service rule:

- 1) is for those drivers of vehicles over 10,000; and,
- 2) is of 8 consecutive hours of being on-duty, not of just driving time.

From the final FMCSA rule: "The final rule requires that if more than 8 consecutive hours on duty have passed since the last off-duty (or sleeper-berth) period of at least half an hour, a driver must take a break of at least 30 minutes before driving. For example, if the driver started driving immediately after coming on duty, he or she could drive for 8 consecutive hours, take a half-hour break, and then drive another 3 hours, for a total of 11 hours. Alternatively, this driver could drive for 3 hours, take a half-hour break, and then drive another 8 hours, for a total of 11 hours. In other words, this driver could take the required break anywhere between the 3rd and 8th hour after coming on duty. A driver who plans to drive until the end of the 14th hour and wants to take only one break will need to take a break between the 6th and 8th hour after coming on duty. Drivers will have great flexibility in deciding when to take the break. By postponing the latest point at which the break can be taken from the 7th to the 8th hour, the rule will make it significantly easier for team drivers to fit the break into their schedules." You can read the new rule on the FMCSA site.

News From Around the States

In the final hours of the New York 2013 state legislative session, the Assembly and Senate passed an IC definition changing measure. Despite obtaining less harmful language into the final measure, the New York State Messenger Courier Association (NYSMCA) continued its commitment in opposing the legislation. The final bill that is now before Governor Andrew Cuomo (D) only applies to individuals that operate with a New York state issued Commercial Driver's license. Those with a New York issued CDL and transport commercial goods within the state of New York now are faced with a rigorous "ABC" test or a 10 point test as outlined by the measure.

The NYSMCA and CLDA will be working with outside council to develop procedures to best cooperate with and understand the new regulations. As the measure (Senate Bill 5867) moved swiftly through the final hours, a veto from Governor Cuomo isn't likely, but the NYSMCA and CLDA will continue

communicating with the Governor's office and the New York Department of Labor and will keep you updated. A big thank you goes out to the active CLDA advocacy members and NYSMCA and its members; without your involvement a harsher outcome would have been likely.

The CLDA is continuing to seek a veto from NJ Governor Chris Christie (R) on Assembly Bill 1578. The bill looks to create a presumption that a worker arrangement in the parcel delivery industry is an employer-employee relationship. The Governor has 45 days after receiving the bill to veto it; however, as the legislature is scheduled to adjourn before that 45 days has expired, that timeframe has been extended to November. The CLDA worked with a member from the Garden State and CLDA Public Relations Director Andrea Obston to successfully have a Letter to the Editor picked up in the largest circulation paper in the state, the New Jersey Star Ledger, asking the Governor to veto the bill.

The CLDA retained a lobbyist in New Jersey and we are working with a group of NJ based members on an advocacy effort for the state. On May 29th, CLDA lobbyist Steve Corodemus and Shawn Swearingen met with Governor Chris Christie's (R) policy staff on labor issues, the Governor's legal advisor, along with several CLDA members to ask for Governor Christie's veto on Assembly Bill 1578. If you would like to further be involved with this advocacy effort in New Jersey, contact Shawn Swearingen at sswearingen@theclda.com.

While the Massachusetts Delivery Association (MDA) is waiting for a decision on Summary Judgment in their federal case against the Commonwealth's Attorney General, the state legislature heard bills that would be of benefit to the industry. The MDA, CLDA and Associated Industries of Massachusetts (AIM) submitted written testimony to the Joint Committee on Labor and Workforce Development. The Committee heard why House Bill 1736 is beneficial for all industries in the Commonwealth of Massachusetts by removing the "and" in the ABC test for ICs. While it was only a public hearing on the bill and no action was taken at that time, look for continuing updates from Massachusetts and other states in the CLDA Government Affairs Newsletters.



Follow Us on Twitter and Government Affairs Newsletters!

Be sure to look for continuing Government Affairs updates via the CLDA Twitter account (@CLDAGovtAffairs) as well as on the CLDA website and email alerts.

If you have any questions on the CLDA Government Affairs activities or would like to become more involved, please contact Shawn Swearingen at sswearingen@theclda.com or Bob DeCaprio at bdecaprio@theclda.com.



Just In Case

Legal Briefs from Around the Country

New Jersey Bill Banning Independent Contractors Is Before Gov. Christie

New Jersey – New Jersey Gov. Chris Christie has not indicated if he will sign a bill that would prohibit independent contractors from drayage and parcel delivery services. If enacted, the Truck Operator Independent Contractor Act would create the presumption of an employer-employee relationship in the drayage and parcel delivery industry. Companies violating the proposed law could be fined \$100-\$1,000 and receive administrative penalties of up to \$2,500 for a first violation and up to \$5,000 for each subsequent violation.

New York's Commercial Goods Transportation Industry Fair Play Act May Get Revisions

New York – Although New York's Commercial Goods Transportation Industry Fair Play Act has passed both houses of the New York legislature, it is not certain that the legislation will be signed by the Governor in its present form. The bill may return to the legislature for revisions. If enacted in its present form, this legislation would overhaul the independent contractor model in New York State. That is, the bill: (1) outlines commercial goods transportation companies' obligation to correctly classify employees and to inform independent contractors of their obligations regarding employee classification; (2) presumes employment status unless the individual demonstrates that (s)he is a "separate business entity"; (3) sets penalties for companies and independent contractors that violate the law; and (4) protects against employer retaliation.

Massachusetts High Court Expands Potential Reach of State's Independent Contractor Law

Massachusetts -- In *Taylor v. Eastern Connection Operating, Inc.*, the Massachusetts Supreme Court recently held that the State's Independent Contractor Law may apply to individuals who perform services outside of Massachusetts for a Massachusetts company. The plaintiffs in *Taylor* were New York residents, worked as couriers in New York for a company headquartered in Massachusetts, and performed their services exclusively in New York. The Court found that the State's Independent Contractor Law (including its strict definition of independent contractor) applied to the situation. It reasoned that the IC agreement contained language requiring that the parties' rights and obligations be construed in accordance with the laws of the state in which the company was headquartered (i.e., Massachusetts). This decision is significant in that it raises the specter that Massachusetts's Independent Contractor Law could be applicable to workers whose only connection to the State is the company's headquarters.

Federal Appeals Court Upholds Independent Contractor Status

U.S. (6th Circuit) – In May, the United States Court of Appeals for the Sixth Circuit decided the case *Troyer v. T.John.E. Productions, Inc.*, No. 12-1065 (May 14, 2013), upholding the lower court's ruling that the worker in question was in fact an independent contractor. The alleged employer in this case

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was a company that hosted various interactive college and corporate events and activities such as casino night, laser tag, sky-diving simulations, and quiz bowls. The plaintiffs who had been classified as independent contractors worked as road crew at these events. The Appeals Court noted that “that Plaintiffs worked on a job-by-job, independent contractor basis, that the Plaintiffs had a great amount of autonomy regarding how they completed their work.”

It has never been more important for employers to remain vigilant, informed, and assertive about all of these matters. If you have a specific question about any of these summaries, or if you have other labor or employment related questions, please contact the authors, Peter P. Perla, Jr., Esq. and Erin L. Henderson, Esq.

Peter P. Perla, Jr. is a partner in the law firm Jasinski, P.C. and has been practicing law since 1996. Erin L. Henderson is an

associate at the law firm Jasinski, P.C. and has been practicing law since 2007. Jasinski, P.C. has been representing employers in employment litigation and labor law matters since 1990. The firm’s practice is devoted to labor negotiations, resolving contractual labor disputes, employment litigation, and advising and training employers in the area of employment and labor law. Jasinski, P.C.’s response to combating the growing number of lawsuits is to mount a cost-effective, but very aggressive defense, against what in many cases amounts to frivolous allegations. This approach involves tried and true methods of what we like to call “risk management from a legal perspective.”

Mr. Perla is licensed to practice law in New Jersey and New York and has defended lawsuits on behalf of employers that have been filed in these states as well as California and Florida. Ms. Henderson is licensed to practice law in New Jersey and New York and has defended lawsuits on behalf of employers that have been filed in State and federal court.

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CLDA Members Give Thumbs Up to the New Name

By Andrea Obston
CLDA Director of Public Relations



When the “artist formerly known as Prince” went back to being just “Prince”, the earth didn’t move. When Frances Coppola dropped “Ford” from his name, it was quiet. And when John Mellencamp killed off the “Cougar” in his name, not much changed. But, when this association unveiled its new identity as the Customized Logistics and Delivery Association in May 2013, people did react and they did it with enthusiasm!

“I have to be honest,” says CLDA President Rob Johnstone, “We board members held our breath for a moment when we revealed the new name at the Annual Meeting. We knew the work behind it and we knew what it said about our businesses. But we didn’t know how the members would react. The old name served us well for 25 years. We didn’t know how the members would feel about a change. But we were knocked over by the spontaneous applause we got when we announced it and gratified to hear their positive comments for the rest of the meeting.”

Soon after the meeting, Rob received the following email from Tim Cocchia, a former board member and courier owner who’s now with CXT Software:

I wanted to [tell you about something that] ... happened in the elevator at our recent convention because it perfectly illustrated the point that the board made when we changed our name.

On the day that the board announced the name change, I was in the elevator headed up to my room. There were three guys in the elevator who saw my badge and asked what convention I was attending. I told them that we used to be the MCAA, Messenger Courier Association of the Americas and one of the guys interrupted, “Oh, you mean like the bike guys?” I said not quite, that we had a new name - CLDA, Customized Logistics and Delivery Association. He replied, “So like supply chain?” I chuckled internally and said ‘yes!’

That quick conversation seemed to hit on a nail what the name change was all about.”

Industry consultant Paul Gapp of Consultech added these thoughts: “For many years I thought the terms “Messenger” and “Courier” were outdated because the industry has evolved so much. The name change therefore was long overdue and more accurately defines the membership.”

Other association members echoed the idea that the new name more accurately reflects what they do every day. Joaquin M. Nieves-Vazquez, President and General Manager of Multipak Postal Service Inc. put it this way: “I think that [the] new name is a perfect match to [what] the actual courier industry is providing to the customer. We are not only couriers... any more. We are more than a one source of service - we are multi-service companies.”

Amir Miremadi of Expedited Courier & Distribution also felt the new name was a better descriptor of what his company does in the 300 to 500 deliveries they do on a daily basis. “More than half of our [deliveries are] customized to the specific need of the customer... We firmly believe that it is not enough to send a package and throw it on the front doorstep as USPS, UPS or Fedex does. Our clients need more. Law firms and companies who need critical order service want somebody who can pick up a package at 6:00 pm. When clients need to crate the merchandise or equipment, and need to send 10 packages to five different locations in the same day, they need more than a simple delivery company.

We have had that type of experience with many clients. **WE NOT ONLY DELIVER, WE CUSTOMIZE. WE USE OUR LOGISTICS TEAM AND TRANSPORTATION NETWORK to bring [whatever you need to transport into] the hands of your clients.**

The simple service of delivering an envelope from one address to another is a relic of the past. We now print and pick-up documents, make copies, research court documents, and deliver to multiple locations. We take bids for important contracts in a timely manner, we solve issues related to contracts that require temporal storage and need to schedule later deliveries. We have also delivered air conditioners to homes, hotels and factories through emergency or energy efficiency programs of power companies. Yes, we can do it all. And if you have trouble figuring out the specifics on your own, we will brainstorm with you to find the best solution for all your logistic concerns.”

With this kind of support from our CLDA members, we expect the new name to serve us well in the future. At least for the next 25 years! Thanks go out to all of our members for their help in researching, creating and championing the new name.



Relax and elevate your business.

Datatrac cordially invites you to Elevate 2013

*Thought Leadership Conference at Callaway Gardens Resort, Pine Mountain, Georgia
November 6th-8th, 2013*

Elevate was created to stimulate innovative thought and new ideas for taking advantage of the expanding opportunities available to last mile delivery services. The Conference will highlight the emerging retail delivery, medical specialty markets and other business opportunities and provide a venue for the exchange of professional experiences with industry experts. Supply Chain Authority **Jim Tompkins**, CEO of Tompkins International, Medical Specialty Expert and entrepreneur **Ken Arnold** of Integrity Medical Courier and San Francisco and European-based retail delivery startup **Shuti** will all make presentations, answer questions and help illuminate these exciting new landscapes.



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CLDA Last Mile Delivery Forum

PEOPLE, PROCESSES & PROFITABILITY

OCTOBER 10-12, 2013

The Westin Crown Center • Kansas City, MO

Thursday, October 10th

6:00 pm - 7:30 pm Opening Reception

Friday, October 11th

8:00 am - 9:00 am Breakfast
Sponsored by Lasership

9:00 am - 10:30 am
Keynote: Mindset, Motivation and Change
Presented by Joyce Layman Blackburn,
Owner & Catalyst, Mind By Design



When it comes to change, your biggest obstacle is the four inches between your ears. Our keynote speaker will show you how to think about thinking in a whole new way. Joyce will offer practical tips that will help you push yourself beyond your comfort zone, shift your mindset, and transform the way you think about change in your business. You'll learn how to harness your unlimited capacity for growth, change, profitability and creativity, and be more comfortable adapting to the tremendous changes taking place in our industry every day.

10:30 am - 11:00 am Break
Sponsored by Brightstone Insurance Services

11:00 am - 12:00 pm
Presentation: Building Your Business Through Referral Marketing
Presented by Kelly Fisher, Referral Marketing Trainer

Learn how to build your business through successful marketing from an expert with proven results! Kelly Fisher works with companies in assisting business owners like you with the nuts and bolts of building networks for long term relationship building, ultimately producing business referrals and resulting in increased business for your company.

12:00 pm - 1:00 pm Lunch

1:00 pm - 2:30 pm
Presentation: Health Care Reform Roadmap For the Transportation Industry
Presented by Hazen Mirts, President & CEO, Enrollment First, Inc.

The Affordable Care Act sets in motion a multitude of new rules and regulations that logistics and delivery companies must comply with. Beginning January 1, 2014, individuals will be required by law to purchase health coverage. At this time, they can no longer be declined for coverage due to a pre-existing medical condition. This coupled with the fact that subsidies will exist to help many pay for coverage means that the new healthcare law will be a great chance for individuals to buy insurance to protect them and their families. This presentation is the voice of health care reform - educating individuals on all components including the new regulations and the options that are available now, in 2014, and beyond.



2:30 pm - 3:00 pm Break

Sponsored by CXT Software

3:00 pm - 4:30 pm CLDA Focus Groups

Join others in the logistics and delivery industry to tackle some of the toughest questions we face every day in a jazzed up version of our ever-popular Focus Groups. This year, you'll be driving the bus with topics that you bring to the group. Do you have some issues you've been wrestling with? Do you have some tips and hard-won wisdom to share? We'll be asking for these topics to make this conference favorite even more relevant to what you need to know.

5:30 pm - 7:00 pm Reception

Saturday, October 12th

8:00 am - 9:00 am Breakfast

9:00 am - 10:30 am

Presentation: Get MORE of What You Want From Your Business

Presented by Ken DeWitt, Certified EOS Implementer



Are you part of the 82% of business owners who complain that they aren't getting enough from their people? Are you exhausted from working overtime without seeing enough profit to make it worth all the time and energy you're investing? Or is everything going OK in your business, but you just can't figure out how to break through the "success ceiling" and take your company to the next level?

Business leaders across the country are learning to obliterate such frustrations and build valuable companies that run like well-oiled machines using the inside knowledge you'll gain in this transformational workshop presented by Ken DeWitt. In his presentation, Ken will arm you with a set of simple yet powerful tools you can start using right away to bring about the change you and your company need. Ken has owned six businesses with as many as 1,200 employees, and his understanding of the trials and tribulations of running a business is more than just something he knows in theory from serving his clients - he has lived the experience. When he offers solutions, he knows they work.

10:30 am - 11:00 am Break

Sponsored by Key Software Systems

11:00 am - 12:00 pm

Presentation: Strategic Planning - Your Roadmap to Success

Presented by Julie Thomas, Priority Dispatch, Inc.

Do you have a formalized road map that articulates how your company executes your vision, mission and strategy? Is it cascaded and communicated throughout your organization? Are you measuring results and making systematic process improvements? In today's ever changing business environment, strategy planning is a necessity. During this session you will benchmark your strategic planning process with best business practices and learn how to :

- Better Execute Strategy
- Make Better Decisions
- Increase Capacity
- Improve Customer Satisfaction
- Increase Competitive Advantage

"If you fail to plan, you plan to fail."

12:00 pm - 1:00 pm Lunch

1:00 pm - 2:00 pm

Panel: "What Have You Failed at Today?" Lessons from companies that have learned from growth

Moderated by Jason Burns, QCS Logistics

This panel of experienced delivery professionals will walk us through real world case studies and share their experiences of failure and success. It will allow you to learn about what worked, what didn't work and what they'll never try again. Panelists will give insight into their decision making process and leave you with practical tips & strategies on how you can maximize the upside in your company.

2:00 pm - 2:30 pm Break

2:30 pm - 4:00 pm

Panel: When Disaster Strikes: How to be prepared to react and recover your business

Moderated by Steve Howard, Esquire Express, Inc.

When disaster hits, what can you do to weather it, recover from it and help your customers get back on their feet? This panel of delivery professionals has lived through them all - hurricanes, fires, floods and long-term power outages. They will share the lessons they learned about the value of being prepared before the disaster hits and how that preparation allowed them to respond to the opportunities for serious customer service that these disasters presented. They will talk about putting the processes and procedures in place that will get your company back up and running after a disaster. And they will talk about how that ability to get back to business fast put them in a position to serve their customers with their critical needs. You'll hear about how you can put your company in the position to respond to customer needs at difficult times and how this results in increased customer loyalty.

4:00 pm

Adjournment

Hotel Room Key Cards Sponsored by OnTrac

HOTEL INFORMATION

The Westin Crown Center
One East Pershing Road
Kansas City, MO 64108
Phone: (816) 474-4400

CLDA has obtained a special group rate of \$159.00 per night for run of house rooms, exclusive of applicable tax.

Reservations must be made by September 9, 2013 to ensure rates and availability.

To make your hotel reservations, please call (816) 474-4400 - you must identify yourself as a CLDA registrant to receive the group rate.

Please note: Registration to attend the meeting does not serve as a hotel confirmation.

CLDA Last Mile Delivery Forum

REGISTRATION

2013 FORUM REGISTRATION RATES	Regular Rate (Ends 10/10)	Onsite
Member - First Attendee	\$750	\$800
Member - Additional attendee	\$650	\$700
Non-Member	\$950	\$1,050
Spouse Fee	\$575	\$600
Exhibit Space - includes one attendee	\$1,450	\$1,450
Additional Exhibit Personnel	\$450	\$450
Exhibit Space (Non-Member)	\$1,950	\$1,950
Additional Exhibit Personnel (Non-Member)	\$500	\$500
Additional Ticket - Thursday Reception	\$100	\$100
Additional Ticket - Friday Reception	\$100	\$100

SPONSORSHIP

We are expecting a turnout of over 200 attendees for The Last Mile Delivery Forum meeting in Kansas City, MO. The Forum has many food and beverage functions that you can use as a backdrop to enhance your company profile and presence at this prestigious industry event. These opportunities allow sponsors to gain direct, intensive exposure to this critical audience. Act now as availability is limited and events are sure to go fast. Don't miss this chance to get the word out about your business. Contact Tara McLaughlin at 202-207-1131 for more information!





KANSAS CITY HERE I COME

"Paris of the Plains" is the Site of the 2013 Last Mile Delivery Forum

By **Andrea Obston**, CLDA Director of Public Relations



Kansas City has been called the BBQ Capital of the World, the City of Fountains and the Jazz Capital of the World. And this fall, it will also be called the home of the CLDA Last Mile Delivery Forum. This annual event showcases the latest information about the logistics and delivery industry; presents workshops and networking sessions for participants to learn from each other; brings together industry veterans and showcases the latest technology that makes our business run. And, it will offer participants the opportunity to sample

what's been called a "hip place to live, work, dine and play."

Jazz, fountains and barbecue. These traditions are what come to mind when most people think of Kansas City. And for good reason – they are still near and dear to the city's heart and culture. But there is so much more to Kansas City.

Our meeting headquarters will be The Westin Kansas City at Crown Center. Located in the heart of downtown, the hotel is part of the city's famed Hallmark's Crown Center. This "city within a city" contains 85 acres of shops,

restaurants, and theatres, all of which can be accessed from within the hotel.

Greater Downtown Kansas City features the largest arts district (Crossroads) and entertainment district (Power & Light) in the Midwest. It boasts of the third busiest arena in the U.S. and the sixth busiest worldwide (Sprint Center). There are more concert venues (six), theater stages (six), performing arts stages (three), art galleries and studios (75), museums (11) than anywhere else in the region. Plus, it's home to coolest, state-of-the-art movie theater in the world (AMC Mainstreet).

A top US travel destination — Fromers

Downtown has more than 200 restaurants, nearly 60 art galleries and studios and a feast of performing arts and museums. Within a 30 block area around the hotel you'll find everything from the artistic Crossroads District to the bubbly Martini Corner; from the hot and spicy Westside to the scintillating Sprint Center, Midland Theatre and Power & Light District, from the vibrancy of Crown Center and Union Station to the nobility of Liberty Memorial and the National WWI Museum. The city's website, visitkc.com says it this way, "The sum of Downtown's parts adds up to an exciting destination and diverse neighborhood with synergy, vibrancy and uniqueness unrivaled in the region."

Jazz, Arts and Entertainment

From the cool of the Crossroads Arts District to the trendy Power & Light entertainment district, you'll find plenty to do if you arrive a few days before the meeting or chose to spend the weekend in the city. Kansas City's arts community includes nerve centers like the Nelson-Atkins Museum of Art, The Crossroads gallery district (known as one of the great, dynamic gallery districts in the country) and outstanding performances and highly respected performing and visual artists.

Jazz is KC's signature sound, and your visit will not be complete until you take in some of Kansas City's famous jazz. During the roaring '20s through the early '40s, jazz reigned in Kansas City. You can head to the 18th & Vine Historic Jazz District to learn more about the genre's rich KC roots. Here you'll find The American Jazz Museum. It chronicles the city's jazz legacy and showcases legends like Ella Fitzgerald and Duke Ellington, and the Mutual Musicians Foundation hosts fierce, late-night jam sessions.

Here are some other suggestions:

- Charlie Parker Memorial Plaza - When you're near 18th & Vine, be sure to stop by the Charlie Parker Memorial Plaza. A native to Kansas City, the legacy of this famous jazz musician lives on with a 17-foot bronze sculpture that bears his likeness.
- Kaufman Center – The \$400 million Kauffman Center for the Performing Arts is an architectural marvel. Its houses the Kansas City Ballet, Lyric Opera, Kansas City Symphony and opens its doors to a variety of performances year round. Opened in 2011, the venue's made a name for itself for its innovative programming that embraces a variety of audiences with different tastes, interests and passions. On Oct. 11 and 12, there will be performances by the Kansas City Ballet at the Kaufman Center

One of the top ten "best downtowns in America" — Forbes

- Music Hall - Broadway Across America presents "Wicked". Step into the world of Oz before that girl from Kansas even arrived and meet two girls who later become its famous witches when this Broadway classic comes to Kansas City.
- National Archives at Kansas City – Exhibit: "Between the Rivers: Steam boating in Missouri and Iowa". This free exhibit explores the steamboat industry and its impact on the river environment, culture, and economy in Missouri and Iowa from the 1850s to the early 1900s.
- Worlds of Fun – Exhibit: "Dinosaurs Alive!". Visitors to this exhibit can step back in time to the beginning of the "Age of the Dinosaurs"

- Crown Center Area – Exhibit "Real Pirates - A National Geographic Exhibition". This exhibit gives visitors a high-seas adventure that includes a glimpse into daily life on a real pirate ship that sailed the seas in the 18th century.
- National World War I Museum at Liberty Memorial – Exhibit: "Road to War: World Power and Imperialism, 1904-1914". This exhibit explores the pivotal world events that led to World War I.
- Boulevard Brewing Company Brewery Tours– Daily free 45 minute tours let visitors see how beer is made and offer samples of a variety of Boulevard beers.
- Hallmark Visitors Center, Hallmark Live! The Hallmark Visitors Center is part of our hotel's complex. Visitors can learn about the artistry that goes into the making of Hallmark products.

Sports

The Kansas City Metropolitan Area has a long history of sports, which has included national championship teams and championship title events. Today, the city is home to the Royals, the Chiefs, and Sporting Kansas City, an MLS team. Want to attend a game while you're at the Forum? Here are a few suggestions:

- Charlotte Bobcats vs. Miami HEAT - Sprint Center, Friday, Oct. 11, 7:30 p.m. - NBA All-Stars Chris Bosh, LeBron James and Dwyane Wade return to Kansas City on Oct. 11 for a pre-season match-up between the Miami HEAT and the Charlotte Bobcats.
- Chiefs vs LA –Arrowhead Stadium, Saturday, Oct. 13, noon - The game features a matchup between the Chiefs and their arch rivals, the LA Raiders. Start the day early with a Game day Tour of Arrowhead Stadium. The tour includes a backstage view of the Penthouse, Arrowvision Production Booth, the Hall of Honor. It's only available to those with tickets to the game.



Dining

Kansas City is famous for its culinary delights. Ask any barbecue lover anywhere in the world and they'll tell you that Kansas City is the place to find the best barbecued there is. But the city's culinary palate is much richer and broader than its finger-licking 'cue, encompassing culinary adventures deeply rooted in its Midwestern food and drink culture. Ranging from simple, homemade comfort food fare at charming neighborhood cafés, to high-end multi-course culinary indulgences, you are sure to find it here.

Our hotel is located close to the Crossroad Arts District. Several eclectic eateries have sprung from here. This diverse gathering place has recently undergone an amazing transformation. Its once-vacant buildings now house unique shops, restaurants and a thriving arts scene. Among the culinary favorites are Grinders Pizza, a laid-back restaurant with New York-style pizzas and Philly cheesesteaks, complete with a concert venue in back. Just to the south, three irresistible upscale restaurants at the Freight House include Lidia Bastianich's famous Italian eatery, Lidia's.

Or head to the Power and Light district that features restaurants, bars and live music. This new \$850 million entertain-

"This vibrant Midwest metropolis has morphed into a cultural center."

— National Geographic Traveler

ment district is the largest new development project in the Midwest. It's a lively area that's always hopping with entertainment, retail and dining hot spot for visitors and conventioners.

CLDA board member and frequent Kansas City visitor Monte O'Hara adds his personal favorites:

- Plaza III Steakhouse – Singled out by Ingram's Magazine, Rachel Ray and USA, this restaurant continues a 50 year tradition serving USDA prime beef. Zagat's says it, "...embodies the rich tradition of the classic American steakhouse."
- Garozzo's Restaurant –This is an old fashion Italian restaurant that Monte says is, "Off the beaten path," but worth it. "I absolutely love it," he says. And Ingrams, KC Magazine and Zagat's agree, awarding it their top honors.
- Gates Bar-B-Q - This is Monte's recommendation for Kansas City's signature dish, barbeque, a high honor

in a town known as the Barbeque Capitol of the World. This family restaurant was established in 1946 and has grown from a single store front at 19th & Vine to a family of six restaurants throughout the Kansas City Metropolitan area.

- Oklahoma Joes – In the battle of Kansas City barbeque, this restaurant is another heavyweight. It's one of Anthony Bourdain's "13 Places to Eat at Before You Die." Oklahoma Joes has also taken multiple first-place wins at the Jack Daniel's World BBQ Championship. Monte recommends it for lunch.

So, if you thought all there was to Kansas City was barbeque, jazz and fountains, you're only partially right. Join us as we discover the charms of the "Paris of the Plains" at the Last Mile Delivery Forum, October 10 to 12. For more information, see: theclda.com for full agenda and registration details.

See you there!



DELIVERING IN THE FACE OF CHANGE

Sheraton New Orleans
New Orleans, LA • May 8-11, 2013





Air Cargo Work - Is it Right for Your Business?

Panel at CLDA Annual Meeting Helps Members Explore a \$98 Billion Business Sector

By Andrea Obston

CLDA Director of Public Relations

Air cargo work accounts for \$98 billion dollar a year in business for delivery companies and supports 32 million jobs worldwide. These numbers generated a lot of interest among participants in this Friday morning session at the Annual Meeting, most of whom were not registered to do air freight forwarding work.

“Airlines haul a lot of cargo. In fact, air cargo generated three times more revenue for them last year than air travel. That’s a market that logistics and delivery companies should be considering to improve their bottom line,” said panel moderator Brandon Fried. Fried is the Executive Director of the Airforwarders Association (www.airforwarders.org). Panelists included: former CLDA Board member Tony Racioppo of SDS Global Logistics; Steve Bossi from Southwest Airlines and Billy Roach from US Airways.

The panel explored ways of entering this business, gave tips on making companies attractive agents for forwarders and provided insights into building long-

term relationships with forwarders. The discussion also included tips on getting into this sector.

Question: What is your background in this segment?

- Tony: I’ve been in the industry for 35 years and I’m a member of the Courier Hall of Fame. My business started as a rush messenger company. Then, we got into warehousing. With that came the need to ship things. We added same-day in the 1980s. We’ve always grown to meet the demands of our customers. I figured if we couldn’t do something for client they’d find someone who could and that vendor would eventually take away our local messenger, trucking and warehousing. So we listened to our clients. When they asked for this kind of work, we responded. After we’d been doing it awhile, we sent them a survey. We found out how many of them were using others to do their air forwarding because they didn’t know we could do

it for them. We made sure to change that. We pounded our existing clients so they knew we could handle air cargo and we started to get more and more business from them. We made sure we were doing it right. I looked for someone who knew the business and added them to our staff. Later, we added someone with international experience. Because of a lot of people in this room we’ve been able to grow that division. Today, it accounts for 55 percent of the volume we do.

- Billy: My experience is on the other side of the “fence.” My background is 25 years with the airlines. First with Continental and now with US Airways. We are very active with the Airforwarders Association. Seventy-five percent of our air freight business comes from airforwarders.
- Steve: I’m the Eastern Regional Sales manager for Southwest and we’re also very involved with Airforwarders Association. Sixty five percent of our air freight business comes from airforwarders.



Question: How did you find agents to deliver air freight?

- Tony: Mostly, through our relationships with members of CLDA. We'll go CLDA conventions and meet people. We do a lot of work for publishers and they put their plants all over. I'll check to see if I have a CLDA contact in one of those areas first. If I don't, I'll go to local Chambers of Commerce for their suggestions. Then, I fly out and meet them to see if I want to do business with them.
- Billy: A lot of times we'll have forwarders that come to us and ask us to recommend a delivery service. We don't feel comfortable recommending a service. For one thing, we don't do that, so we don't know enough about your business to recommend anyone. That's your world and we'd rather you guys get things to us we'll take care of delivering it on the other end.
- Steve: We are willing to provide local referrals. I recommend that you take advantage of getting to know our people at your local Southwest cargo facility. We do come across situations with direct, perishable customers who are looking for recommendations for companies to deliver for them. We give them a list. And I can tell you that it's the people we see in and out of the facility that end up on it. So get to know our folks at our cargo facilities when you drop off or pick up something.

Question: As freight forwarders, what kind of things do you look for in an agent?

- Tony: I want to know about their capabilities, equipment and hours of operation. We may have more than one agent in an area depending on what they have for trucks and vans. We have a system that allows us to rate agents in a city. We monitor them.
- Brandon: Data is power. It's why FedEx is FedEx. They have that down.

You send a shipment with FedEx and once you sign it's in their system and they know exactly where it is. That's the kind of capability you need to make it in this sector. That's what shippers look for in local agents.

- Tony: Data IS power. We'll always look for an agent that understands how important that is. Let me give you an example of how that plays out and why we consider it to be so important: We have a system that can intercept an item that's mislabeled before it's delivered. We can stop it in progress. FedEx can't do that. They have to wait until it's delivered and then returned. We can make that change for that because our agents can make use of the data to talk directly to the drivers. Our ability to master the data also gives us the ability to offer customers options. Through it, we can harness the capabilities of a variety of carriers. For example, the data might suggest that it's better to truck a delivery to its destination instead of using air. Or it might tell us to use a different airline. We can suggest those alternatives because we know how to work the data and we have the contacts with variety of carriers and airlines, giving us alternatives. That gives us the ability to offer our clients options that FedEx can't.

Question: Let's talk about security. In the 1980s, things were a lot easier. You could pick up deliveries, handle the paperwork and get things moving. Not so since 9/11. It changed things. How have you adapted to this paradigm shift in security?

- Billy: I was in Newark working for Continental on September 11th. I actually saw the second plane hit. It changed everything. We flew under the radar as an industry for so long, but not after that. Cargo has traditionally kept a low profile, but

that went right out the window on that day. We used to have to worry only about with the FAA, and then it was the TSA after 2001. And, of course, then Homeland Security came in and told us "you are responsible for your agents". They said they were our "authorized agents" and so we were responsible for what they did.

- Steve: It used to be that we weren't screening freight. We just knew who we were doing business with and we trusted them. Not anymore.
- Brandon: Today, as a freight forwarder you have a 100 percent responsibility for your agents. You have to have a security program and your agents have to sign off on it.
- Steve: You have to take responsible for your agents. That means making sure they are trained and background checked. We also have to have the records that include employees' test results.
- Billy: The TSA put a lot of mom and pop companies out of business. They couldn't be verified.

Question: What are some of the tactics that you've seen the TSA use to test your security procedures?

- Tony: We've had TSA people walk into our office and try to get us to take a package. They are that aggressive.
- (audience member) Rob Hackbarth: The TSA folks will try to pull a trick on you. They'll try it one day and if you don't fall for it, they'll come back two days later to try again. They are very determined to audit you. They are that serious about this.
- Brandon: The TSA agent will "hop a dock" in your facility to see if it's open (to the air). If it is, they'll fine you.
- Steve: They have their own cargo inspectors and they'll randomly visit cargo facilities. They'll look through the file of air bills and



check them. They'll verify their certification. You won't know who they'll choose. They start working backwards to the agent's office and then they'll show up at the agent's office and ask about where they picked up a particular package. If someone drops off a package for one of our clients, we're required to log that person as the authorized agent. The TSA looks for that.

Question: Let's talk about the screening of freight.

- Steve: We screen 100% of the cargo that goes on an aircraft. We use technology and we use canines. When they first passed legislation, it was the responsibility of the TSA or the airplane to do that. Then the TSA put screening back on the air forwarders. It's a layered approach. The law is that no airline can allow anything unscreened on a plane.
- Billy: We're talking about a massive time suck. Time is everything – if the screening slows things down we're in trouble. Screening has to go quickly and efficiently.
- Tony: We make allowances for that time. We make sure that freight is at the airport early enough to go through security and still to make the flight. We've just had to adapt to that. In fact, we recently added a full-time security coordinator to make sure things happen the way they need to.

Question: What's the next chapter with security?

- Billy: Technology will drive that forward. And I expect there will be costs associated with dealing with newer security concerns technology as it becomes necessary. But, there's no way around that. It's necessary if you want to do this kind of business going forward.

- Steve: I have a suggestion here for staying current on what's needed: Use those of us on the airline side to help you keep up with compliance issues. We have operations managers who get updates. Turn to them if you have questions about this.
- Tony: My next challenge is to find a way to deal with international addresses. Right now, we're using three different systems because international addresses are different than ours. There's a need to have an all-encompassing system instead of what we're doing now – having to use three of them.

Question: Let's switch gears and talk about the customer-facing side of this business. How important is the image of the person who deals directly with the customer?

- Brandon: Very important. When I was in the business and I had to pick an agent, I was very concerned with the image their drivers presented. The FedEx boys have a good image. That's not always the case on our side of the business. Some of the drivers for agents can be less than presentable. You need to make sure the drivers are fit to be seen. When you use ICs that can be a particular challenge.
- Tony: I look at an IC as an agent of mine. We get to choose the agents we want. If we don't like the appearance or demeanor of their drivers we won't use them. Most of our ICs know it's in their best interest to be presentable.
- Rob Hackbarth: We won't use ICs that aren't going to present well. We make that decision before we use them. We don't wait for customers to complain about the image they present they come into their offices.

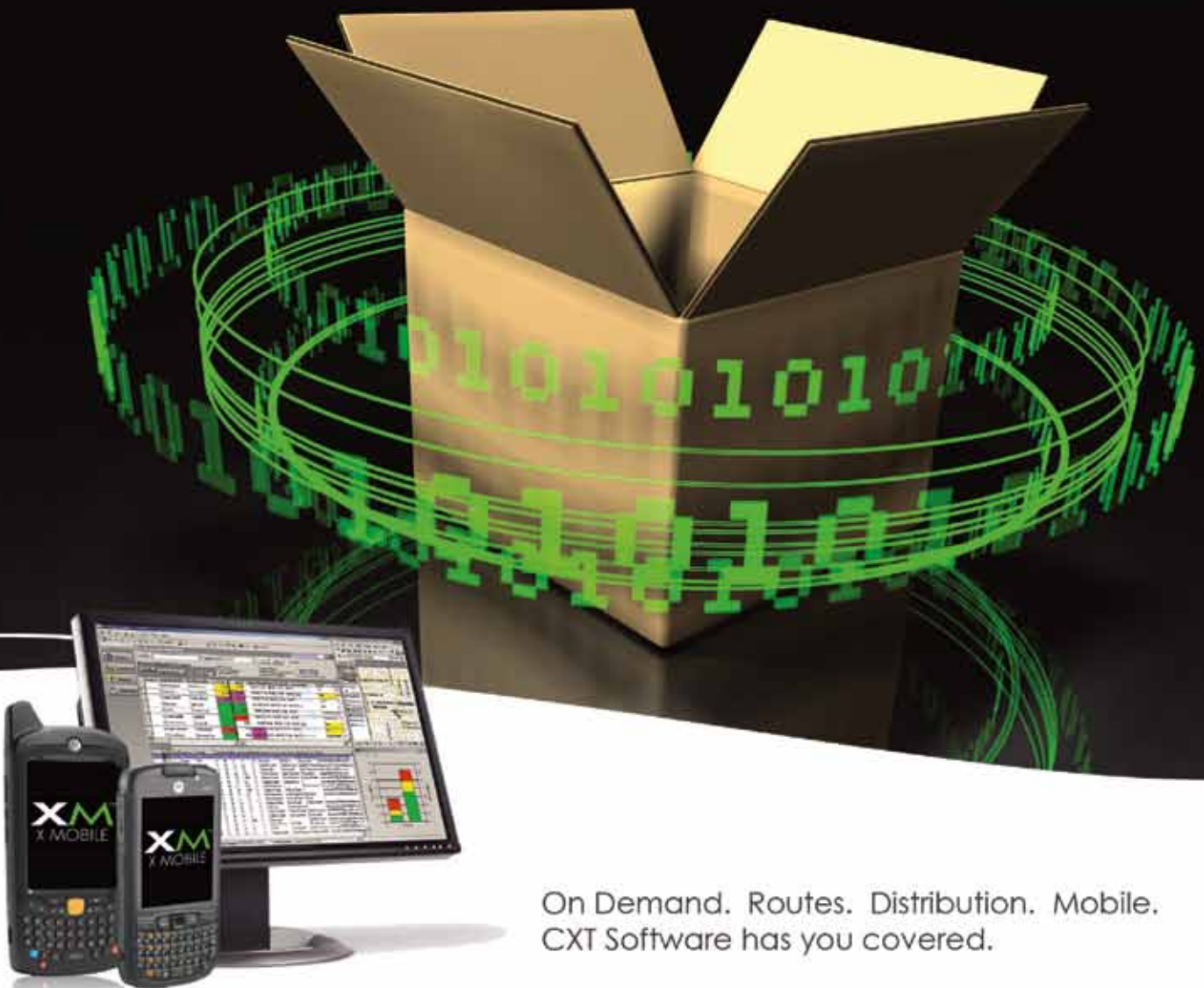
Question: What resources can folks in this room use to get into this kind of work?

- Brandon: Get involved in trade associations. Attend industry events. Go overseas and find airforwarders that need representation in the US. Have a customs broker on stand-by. Subscribe to publications. Learn who the players are. There are at 4,300 air carriers registered with the TSA. Get to know them.
- Tony: I agree. We went to the Airforwarders AirCargo 2013 conference last March and it worked great for us.
- Billy: There is also an annual event called Air Cargo Europe. Last May it was in Munich and attracted 53,000 visitors. That's the kind of show you need to attend. Also, each of the industries that use airforwarders has their own trade associations. Send people to their event to build those relationships.
- Steve: The airlines have resources to help you get into the airforwarding work. I suggest you start by taking a tour of your local airline cargo facility. We offer tours for eight to 10 people. Bring your sales people. Meet the cargo agents. On the tour you'll be able to meet our people and set up relationships. Sixty-five percent of Southwest's business comes from indirect carriers and most are airforwarders. You want our people to know your people to get a piece of that business. Also, when you tour our facility you'll see how our security processes work. Then you can go to your clients and give them comfort that it's mostly non-invasive. That will give them comfort about the screening process.

As the session came to a close, it was clear that many members of the audience were considering whether airport work, many for the first time. The panel gave participants plenty to think about and consider when it comes to growing their businesses with this kind of work.



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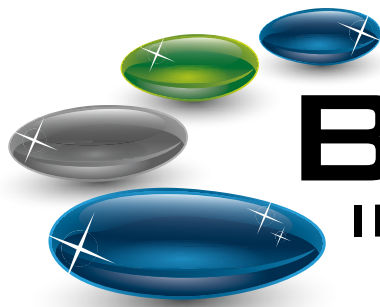
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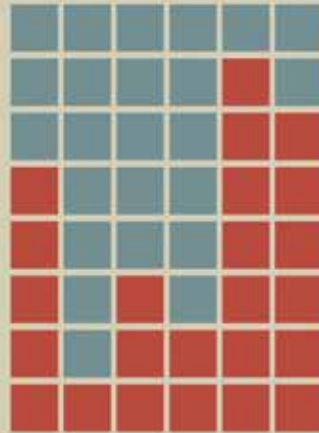
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Listening to the Voice of the Customer

By **Andrea Obston**
CLDA Director of Public Relations



What if you could look into the minds of your customers? Participants at the Annual Meetings session called “Know Thy Customers; Grow Thy Sales” did just that. Based on CLDA’s own research for its name change, the session gave them an unbiased view of how CLDA members’ customers see the industry and gave them practical ways to use its findings.

The session gave participants inside information about how customers see the industry, how they look at CLDA members and what they want from members today and tomorrow.

It was presented by CLDA Director of Public Relations, Andrea Obston and CLDA Market Research Study Author, Kim Royster. “As part of our rebranding effort for the association, we conducted in-depth research into the ways our customers view our industry, what they thought our members did best, why they value their relationships with our members and what they want from those in the logistics and delivery industry. In addition, we learned about ways they thought we could improve. The results gave us a real look into the mind of the customers our members serve every day,” said Obston.

Here are some of the results of that research:

How customers perceive the industry - Customers place high value on the flexibility and “extendibility” that the use of delivery providers offers them. They value their ability to use customized logistics providers how and when they need them. That’s how they defined “flexibility”. They also value the ways that members of our industry provide on-demand customer service extension of their own operations. That’s what they meant by “extendibility.”



What delivery providers do for their customers – Our customers see members of our industry as trusted business partners that help them respond to time-sensitive needs. They particularly value members’ ability to provide customized, flexible scheduling of pickup and deliveries. Many believe that using our members as resources gives them a competitive advantage with their customers. In addition, a good percentage of those surveyed said that having our members handle their logistics and delivery was less expensive than doing it in-house.

Our customers see members of our industry as trusted business partners that help them respond to time-sensitive needs.

The characteristics that define those in our industry – In giving our industry a “personality” those surveyed pinpointed the following traits:

- Dependable/Strong/Dedicated
- Trustworthy/Believable/Honest/
Direct/Straight forward
- Action-oriented/Responsive/Able to find a way to get it done/Creative
- Unique/Rare Breed/
- Unpolished/Give-me-a-chance attitude/junkyard dog/rough around the edges/tough

The survey looked for a way to capture these characteristics. To do that, the study’s author asked this question: “What celebrity best captures the personality of this industry?” Famous personalities mentioned ranged from the more positive of Michael Jordan, Dale Earnhardt, Mitt Romney, Clint Eastwood, Tommy Lee Jones, Tom Hanks and even “Mom.” On the less complementary side, respondents said Ralph Kramden from

the Honeymooners, John Goodman and Fred Flintstone.

The #1 need customized delivery providers address for their customers – These needs broke down into three general categories: “mechanical” service elements, benefits and attitude. The mechanical service elements that customers said they value include our members’ ability to deliver on-demand; to provide logistical support; to deliver an item directly from point a to point b; to respond to time-sensitive needs and to customize the way they pick up and deliver to match customers’ needs.

In the “benefits” category, respondents cited members’ ability to respond to needs in both cost-effective and efficient ways. They viewed our members as value-added business partners that help them go above and beyond for their customers. Most importantly, they see our members as a convenience that helps them do their jobs more effectively.

Customers also described the positive attitudes that CLDA member’s exhibit. They described our members as “dependable”, “consistent”, “reliable,” “trusted”, “professional”, “responsive” and “adaptive.”

Industry weaknesses customers see – The research also uncovered some of the negative things customer see in their dealings with delivery providers. These fell into four categories: Unprofessional Drivers; Lack of Uniformity, Low Self-Esteem and Behind the Times Technologically.

Of all the weaknesses identified by shippers, unprofessional drivers were by far the most often mentioned. Because the industry relies on independent contractors, it attracts personnel that some CLDA customers consider to be on the fringe of social. Responses to this issue included descriptions of drivers as “marginal”, “homeless”, “uneducated”, and “unprofessional”. While shippers recognize that these adjectives do not describe all drivers, they know that there is a reasonable potential that their customers

may encounter these types of “rough” individuals in dealing with those who handle the deliveries.

Shippers say it is incumbent upon our members to conduct background screenings, and to train and manage drivers. They want to gain confidence that these drives will represent their businesses in a professional manner when they are face-to-face with their customers.

Along with the use of independent contractors comes the lack of uniformity among drivers’ attire, professionalism and vehicles. As one shipper commented, “Yes, they all wear the green shirt provided by the delivery company but each of them wear it differently. Some look clean and pressed while others looked as if they slept in them.”

Our interviews with shippers uncovered feelings that driver professionalism runs the gamut from those who are educated and extremely service oriented to those who “look and act like they just got out of jail.”

Their vehicles also created some concerns. Shippers commented on the vehicle type and condition that drivers would arrive in. These, they said, could range from professional look vans all the way down to “cars that look like they were in a recent accident.” Some were impressed with vehicles that were well-branded and maintained. Others commented that they vehicles “...looked like get-a-way cars”.

Another negative that shippers pointed out was that the industry as a whole exhibited what they called “low self-esteem. Many acknowledge that the logistics and delivery industry has come a long way over the years and that is plays an integral role in their operations. But they also pointed out that this industry does not present the confident, cohesive image that it should be seen as important players in the global supply chain. Much of this goes back to the customer-facing part of this industry, the drivers. One shipper described his concerns about our industry’s increas-



ing role in home delivery shippers this way: “You have to ask yourself, ‘would you want your wife to open the door to some of these guys?’”

Despite members’ increasing emphasis on technology, those interviewed saw members of our industry as not keeping up technologically. While shippers admit that some companies offer and use technology as effectively as Fed Ex or UPS, many commented that “technology” is not a word generally associated with the delivery industry. They pointed out the need to train staff in the best uses of technology and to promote technology capabilities in sales and marketing.

What Customers See as the Future of the Industry

Shippers gave our researchers a clear picture of what sectors they expect to grow and which ones they expect to shrink within the next three to five years.

Growth segments included:

- Pickup and delivery type services for 3PLs and medical/healthcare shippers
- White-glove and hot-shot areas
- E-tailing
- Home delivery, especially in the fields of medical and other healthcare supplies

Shrinking segments included the transportation of documents, checks and cash.

What the Findings Mean to You

So what do the study’s findings mean to you? It has implications for sales, marketing and driver training. It tells us that logistics and delivery companies need ways to better to emphasize the full array of what they do. Those interviewed pinpointed a few key messages that they think should be built into every sales presentation and marketing campaign:

- We provide the flexibility that today’s business world demands

- Our work is more responsive to our customers’ time sensitivity than other delivery options
- We work as true business partners with our customers.
- Our drivers present a positive and professional face to your customers

The findings tell companies that they need to look carefully at the training they give to their existing and new sales people. Sales presentations should be built around our ability to respond to customer need and to be flexible in adapting to our customers’ timetables.

This can help customers understand where your company fits in relation to UPS and FedEx. Those surveyed saw the Big Two as being more “one size fits all” and less flexible in their ability to deal with customer’s own timelines. Sales people should come to presentations with examples that showcase real customer stories that illustrate this important point of difference.

The messages that sales staff deliver to customers should include an emphasis on the level of technology you utilize. Specifically, they should stress how easily your technology can be integrated into the customer’s systems. Sales staff can offer to train the customer’s staff on their technology initially and to return every six months to update them on new developments. This will increase the customer’s understanding of the level of use of your technology initially and give the sale person a reason to return to showcase new technology and the efficiencies it can bring to your customers.

Sales messages should be built around the full array of services you provide. To promote the use of additional services, offer sampling promotions and one-time discounts to customers who use new services. This approach can also be used to reenergize customers who have stopped using or slowed down their interactions with your company.

You’ll also want to build your marketing campaigns around what these said. That means making sure marketing materials are consistent with your brand both visually and in the messages they deliver. This speaks to the professionalism customers want to see. Establish a clean and consistent look to all marketing materials, whether they are web or print-based. This consistency goes from business cards, to website, to brochures to vehicle graphics to driver’s uniforms.

Your marketing materials should emphasize your flexibility, adaptability to customer needs and your use of technology.

And, when it comes to the content of those materials, consider the messages customers thought were most important. Your marketing materials should emphasize your flexibility, adaptability to customer needs and your use of technology. In addition, your website and all marketing materials should expose prospects and existing customers to the full array of your services. As with your sales presentations, use customer stories to underscore your message. Look for examples of how you saved customers money, improved their service to their customers and “saved the day” for your customers.



Make use of all the marketing vehicles available. And don't wait for customers to come to you through your website. How about reaching out to them regularly with eblasts with a chance to "sample" services or offer incentive for first-time use? How about going through your customer databases to red flag those whose use has fallen off to offer them some incentive to sample a new service?

Drivers are the face of your company and the survey said that face can work in your favor or against it. Drivers need to understand just how important their appearance and attitudes are to the success of your company. This means you must put an emphasis on professionalism in the way they dress and how they interact with customers. To underscore the importance of this, consider offering

rewards to drivers who get positive customer comments. And make sure these rewards are presented to them in front of their peers to give them additional recognition. This also emphasizes to all drivers how much you value professionalism.

On the customer end, make sure to showcase your driver screening, selection, training, motivation and retraining programs in all sales presentations and marketing efforts.

Lastly, make sure that customers make full use of the technology you offer them. This allows you to showcase that technology, encourages them to advantage of all you offer and makes it harder for them to change providers. For new customers, offer to train their staff and retrain them as new people join their organizations. For all customers, provide

customer-only, on-line access to technical support through your website. You might want to do regular eblasts on new capabilities through your technology. Lastly, create a "technology refresher" schedule so sales people have a reason to revisit the customers and ensure they are benefitting from any new features you've added. When done right, technology can make the customer/vendor relationship more "sticky" and more positive.

Our customers view the members of our industry as key players in their ability to meet their customers' needs. They see the logistics and delivery industry as their partners in helping meet the need of today's supply chain. Our job is to make the most of those attitudes to grow our businesses.

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Thank you!



OPPORTUNITIES in Warehousing

By Andrea Obston

CLDA Director of Public Relations



As the small package and paperwork segments of our industry dry up, many couriers have found real prospects to expand their businesses by getting into warehousing. This panel at the Annual Meeting explored the business opportunities and challenges involved in adding this line of business. Panelists talked about the economics and business concerns that delivery provider have to consider when jumping into this vertical. They also touched on how providing these services can expand the delivery side of your business.

Many couriers have found real prospects to expand their businesses by getting into warehousing.

The panel was moderated by CLDA Board Member Steve Howard of Esquire Express. He led the discussion with Bryan Bilchik of MANKO Delivery Services, Jim Booth of Brightstone Insurance Services and Michael Klein of Tatco Industries.

Steve opened the panel by asking each member about his experience in the business. Jim is with Brightstone Insurance Company where he is a consultant who helps companies enter into the record storage industry. He spent 12 years as the Executive Director for PRISM, a trade association for organizations that offer records and information management services. Michael is with Tatco Industries. The company was

originally in trucking for containerized shipping. Today, they offer full warehouse and distribution services. They also provide services such as: inspecting goods; remarketing them and relabeling them. They provide ecommerce services for every major retailer in the company. Here's how he described his company: "Tatco Industries is a world renowned fulfillment distribution center. All of our services are done within our own facility in Miami, Florida. Tatco Industries goes beyond just the typical third party distribution center as we supply customized solutions for all fulfillment distribution needs." Bryan's company, MANKO Delivery Services provides conventional cross docking, warehousing, distribution and critical parts distribution. "What we do is based on what customers need," he said. "We use our abilities to maximize their routes and put money in their pockets."

Question: Suppose you have warehouse space. How can you use it to take advantage of the opportunities in record storage business?

- Jim: There's a reason that Iron Mountain does \$3 billion in business. The opportunities in records storage are substantial. The beauty of this business is that there's income every month on the first day of the month. I like to go out to my warehouse and say to myself, "Every one of those boxes just popped out a quarter and all I had to do was just sweep them up."

Let's talk about how you can get into it. A number of you are already part way there because you're transporting medical records. You're already assuming the riskiest part of that business because you're handling the part when the most breaches occur – when those medical records are being transporting. So if you've assumed the most risky type of that business why not add on another revenue stream associated with it

– the storage of those documents? You've already built relationships with these clients. And you know many of them have records. If they aren't storing them with you, they must be storing them with somebody else. If it's not you, why not? How about just giving your drivers incentives to drop off storage containers to existing customers as a start?

There are other ways maximize your relationships with clients. The hard records storage is the easiest way to do this, but there are others. How about transportation of data media like hard drives? Or providing document destruction or digital convergence services? Look, if the client asks you to you convert 200 cartons of records into digital form, you really should say yes. You can either do it yourself or outsource it.

Question: You talked about outsourcing services that clients request from you. How do you go about building those relationships to deliver those additional services?

- Michael: That's just what we did. We gave up on the transportation business but we had customers who still wanted it. So, instead of doing it ourselves, we found a strategic partner. We stayed with our core competencies and then outsourced the other services to strategic partners. Finding that right partner is like looking for someone to marry. Your core beliefs have to match. They need to have the same understanding of the importance of deadlines that you do. And you need to be able to trust that they won't try to steal your customers. Once you get that right partnership, you can bundle your services to customers and do more business with them. The customers don't need to know you're outsourcing. For example, we don't do any trucking but we offer it to our clients. Then, we outsource it.



Question: Most of us in this room grew up as couriers. We understand profitability in that industry. But how do you make money warehousing?

- Michael: You start with an understanding that just doing storage won't do it. Dead storage is going to eat up your space. You can't charge enough to make a profit with just storage. You need to understand the economics of turning that merchandise. By adding that service you earn more, but you also have to understand that it adds administrative costs. You have to cover hidden costs like paperwork, insurance, technology, security and safety systems. One of the biggest costs is technology. With the right technology you can lock your customers in. The right technology makes it really hard for them to move. It's one important way you can ingratiate yourself with them and make it harder for them to leave. All that costs you money and needs to be figured into your rates. It's not enough to say "Well, my space is worth 10 per square foot, so I'll just charge \$12 a foot and make money." That's just not so. Need to understand that there's more to it. Some folks say they'll subsidize the storage function with the courier business. But, that's not a good idea. You have to look at them as independent businesses that have got to make economic sense on their own.

Question: The courier business is scalable, warehousing isn't like that. When you rent or buy a warehouse, you're banking the fact that you'll have the business to keep it filled.

- Bryan: It's not just a matter of keeping the space filled. It's a matter of what you fill it with. How long will the product be sitting there? Is it stackable? Is it rackable? How high can you stack? Look at

what customers are asking for.

You also want to make it a point to work with your landlord. We lease. So when we need to grow and get bigger we have the kind of relationship with our landlord that allows us to get more space from him. We aren't stuck with a set space. He's willing to move us into a larger space when we need it. Try to partner with a larger leasing company. They'll allow you to flex and bend with your customer needs because they have the space. Or, work with a property manager who has a large inventory. They'll work with you to get short-term leases while you need the space. We think of our property manager as a strategic parent. Also, try to match the length of your lease with the contract for the customer. And don't let your landlord push you into a long lease. Lastly, when we think about taking a piece of business, we look at the whole account. We look at whether we can get delivery business out of that customer. That means more revenue out of the space.

Question: What about record and archival storage? That seems like stable income. You know you've got it. Your customers are tied into long-term contracts.

- Jim: It truly is like an annuity. But I have to say that it's a slow start getting into it. You need to expand initially to get the space. But when you reach a critical mass, the business starts to gush cash. You will reach a certain threshold when the initial investment is offset by the amount of revenue it generates. The record storage clients are incredibly sticky. You're storing assets that they have accumulated over decades and moving them en masse is tough. There are also removal fees if they want to do that. These are lump sums to get the stuff moved.

The third thing that makes it attractive is the exit strategy is permanent. You can sell this business at a good multiplier. Typically a sale of this kind of business will run six to nine EBITDA. The business value increases over time. Think of it as a possible "retirement center" annuity. That's the value of this kind of business.

Question: If you're thinking about renting or owning a building to do this kind of work, what do you have to consider? Does it have to have 40 foot ceilings?

- Bryan: It depends on which kind of work you're thinking about doing. If it's straight cross docking, the high ceiling is not needed. When you do warehousing it does matter. In that segment, it pays you to go higher. You also need to consider location. Is stuff going to go to the airport? Is it going to be easy to get in and out?
- Jim: In our line of business, we rack and we go high. We have customers' product in-house. We make sure to use the air as much as possible. We like high ceiling. In our business we look at more than what a building can hold. We're shelf space. So we look at cubic feet. By the way, the rule of thumb when establishing your costs is that about 65 percent of storage space is rackable.

One other thing about going high: If you're going to go up make sure the proper permitting is in place. If you're going to go up you have to have a facility that permitted for that otherwise the fire marshal can come in and say "there's an imminent risk here" and shut it down.

Other things to consider are: Does it have the proper sprinkler system in place? Is it close to the client? Is it in the same area where a chemical spill or electrical outage is likely to occur?



Question: Let's talk about technology. We've grown our delivery businesses off of technology. Everything we do is run by computers. How do we adapt our technology to the demands of the warehousing?

- Jim: That's a classic mistake. You can't run this kind of business off a home-grown system or an Excel program. Those days are gone. Today barcodes and RFID are the norm. When you've got merchandise that's nine cartons high and three cartons deep you need the software that can catch changes in position. You'll also need the kind of technology that monitors enhanced vehicle security like automatic door locks and provides state-of-the-art facility security. And, then there's fire protection. You need a robust fire sprinkler that's properly designed to "put the wet stuff on the red stuff." After a fire burns for more than five minutes you've lost all your annuity value.
- Michael: When you're going into warehouse and distribution what you really need is a warehousing management system. Our system knows where the product is at all times. The technology also needs to be shared externally with your customers so they can track their packages. You want to lock your customers in through technology. It's "the hook" that makes them hard-pressed to leave you. Your inventory management system needs to be as robust as needed. Your customer can be on the beach and be able to manage their inventory.
- Bryan: When we were looking for a technology piece we looked at something that allowed customers to see their products' progress on-line. This technology allows customers to track when inventory comes in, to attach the products to an order and to see it go out. They can put in recorder points and we can tell

them when their SKU is below what they need. Our technology also allows us to send them pictures of damaged items. There's transparency there. They can log into our website and see the whole process.

- Michael: We use an off-the-shelf open program that's built on a platform that allows for open coding. That way, customers can program as we go along.

Question: How do you determine profitability in warehousing?

- Michael: It starts with the volume you are expecting and the space you require and the administration fees you'll charge. Our pricing structure is set up this way: there's a charge when it an item comes in. One when it goes out and one when it's stored. When we calculate those charges we take into account some of the hidden costs like administrative support, staffing in the warehouse, insurance, alarm and phone systems. When pricing ask yourself, "Is this a customer that's highly technological?" If so, it keeps the costs down. If not, you have to factor in dealing with low-tech communications like calls and emails. That's going to drive up the administrative costs. Be careful to make sure you're pricing for everything you do and when stuff starts flowing your customers need to know you're your pricing is based on the turn.
- Jim: In records storage, you want to base your prices on the movement of the cartons. Try to get your clients to give you an idea of how much movement to expect. If they expect to do a lot of moving, you charge less for storage and more for retrieval. If they expect less movement, charge more for storage and less for retrieval. As a point of reference, PRISM projects operating margins in this sector to be 7.5%.

Question: What other considerations should people weigh before jumping into this segment?

- Jim: A great place to learn more about record storage is from the Federal requirements for storing documents. The National Archives Records Administration's 36 CFR document and its appendices are very helpful. They give a picture of what the Federal government requires to store their records.

You're also going to want to check with the Federal Trade Commission about dealing with any data breaches of those records. They have specific reporting requirements in the event that someone gets to the data.

If it's right for you, it gives you the ability to get more of your current customer's business and to bring in new customers that you never served before.

Question: Can you sum up the upside and the downside of this vertical?

- Bryan: I think it's a great way to expand the delivery side of your business. There are substantial opportunities here, but you have to evaluate the costs and benefits realistically. The beauty of this kind of business is that there's consistent income. The ugly is that there are hidden costs that you have to take into consideration. It's not for everyone, but it's certainly a vertical that's right for some providers. If it's right for you, it gives you the ability to get more of your current customer's business and to bring in new customers that you never served before.



THE CURRENT LEGAL LANDSCAPE OF THE TRANSPORTATION INDUSTRY

By Kathryn S. Feary-Gardner, Esq



The legal landscape of the transportation industry has sustained peaks and valleys over the past few years. This contrast is bound to continue as a result of new regulations to be rolled out in the coming months, and an uptick in independent contractor reclassification litigation and Department of Labor (“DOL”) audits. Below is a summary of the more critical issues.

NEW REGULATIONS

1. MAP-21

The Moving Ahead for Progress in the 21st Century (“MAP-21”) initiative imposes many new restrictions on carriers, brokers, and freight forwarders. Some the particularly impactful provisions include:

- Motor carriers that want to broker or tender freight must now register as a broker

- As of October 1, 2013, brokers and freight forwarders are required to maintain a \$75,000 bond (increased from the current \$10,000 bond)
- Motor carriers, brokers, and freight forwarders must renew existing authorities no later than October 1, 2016

2. Affordable Care Act

The Affordable Care Act (the “ACA”) will have a dramatic impact on employers within the transportation industry. Of most concern to employers is the “employer mandate,” which applies to any employer with at least 50 full-time employees and requires an employer to offer at least 95% of their full-time workforce the opportunity to participate in a healthcare plan that is both “affordable”¹ and provides the “mini-

num value.”² If the employer does not offer insurance³ or if the insurance is not affordable for the employee or does not provide the minimum value,⁴ the employer is subject to a penalty.

As many are aware, the ACA was scheduled for a January 1, 2014 implementation date, but on July 2, 2013, the Obama Administration and the Department of Treasury announced the employer mandate’s one-year delay. This delay now allows employers extra time to determine the most effective means of determining whether they are subject to the ACA (specifically and most significantly, the employer mandate), and, if so, whether to “pay” or “play.” Also, during this time, the IRS and other enforcing federal agencies intend to fine-tune some of the more administratively complicated regulatory requirements.



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3. Courier Insurance Coverage

Finally, couriers face increased insurance-coverage requirements, as 49 C.F.R. § 387.303 requires couriers to maintain auto liability insurance with a minimum coverage line of \$300,000 per accident. However, this requirement does nothing to displace a courier's ability to be indemnified and reimbursed by an independent contractor.

AREAS OF INCREASED LITIGATION

1. Occupational Accident Insurance, Non-Trucking Liability, Reclassification

Litigation relating to occupational accident insurance has witnessed an uptick in the past 24 months, during which 44 cases were reported. The issues giving rise to this litigation include ERISA applicability, medical benefits eligibility, independent contractor vs. employee, and contract/policy terms, definitions and enforceability.

Also, in a favorable turn of events, a Minnesota federal court ruled that an independent contractor's non-trucking liability ("NTL") policy applied to the claim at issue, as the contractor was not

acting "on behalf of the motor carrier" prior to accident. The court appeared particularly persuaded by the fact that, prior to the accident, the contractor had outriggers & software installed on his truck that were not essential to performance under contractor agreement. This decision helps to dispel the growing belief that NTL coverage rarely, if ever, comes into play.

Also experiencing an increase are reclassification lawsuits. These suits are usually brought by private plaintiffs alleging violations of federal and/or state employment laws and the threshold question at issue is "does the plaintiff have standing to allege violation of employment laws (i.e., is the plaintiff an employee or an independent contractor)?" These cases are particularly troublesome, as they are often brought on a class-wide basis and attorneys' fees are often recoverable, which can drive litigation. A few reclassification suits to keep eye on moving forward include *Ruiz v. Affinity Logistics* (S.D. Cal.) (upholding IC status under CA law on 8/27/12; appeal filed), *Narayan v. EGL* (N.D. Cal.) (On remand/class cert. denied 9/7/12), and *Mass. Delivery Ass'n v. Coakley* (1st Cir.) (suit seeking federal preemption of IC law held valid 1/20/12).

¹ Employee's portion of the premium for the lowest-cost, self-only coverage that provides minimum value does not exceed one of three safe harbors, including 9.5% of an employee's W-2 MAGI wages. Additional safe harbors at <http://www.irs.gov/pub/irs-drop/n-11-73.pdf>.

² The offered plan must have an actuarial value of 60% or, stated differently, the employee's contribution is no more than 40% of the total benefits

³ Here, the employer is penalized \$2,000 per employee (minus the first 30 employees). Because the penalty is calculated for each calendar month, the amount of the payment for the month equals the number of full-time employees the employer employed for the month (minus up to 30) multiplied by 1/12 of \$2,000.

⁴ Here, the penalty is \$3,000 per employee who receives a premium credit or cost-sharing subsidy, divided by 12.

DOL AUDITS

As is tradition, the state and federal DOLs continue to scrutinize the independent-contractor status of drivers. In light of the US DOL "Misclassification Initiative," the agency has attempted to collect over \$1 billion in back wages. Reclassification efforts are anticipated to only increase moving forward because, among other issues, the most recent Executive budget allocated \$14 million toward state and US DOL reclassification efforts.

1. DOL Audit Do's and Don't's

With this in mind and in the event a DOL auditor shows up on your doorstep, the following do's and don't's should stay in mind.

DO: consider interviewing managers prior to investigator's interviews; contact counsel as soon as receive DOL audit notice; if investigator appears on site, politely ask to reschedule; consider submitting a position statement to DOL to provide legal authority

DON'T: provide investigator with unfettered access to records, employees, and contractors; ignore audit notice or subpoena; assume an investigator has complete, unfettered power; actively discourage any employees, contractors from participating in audit



Kathryn S. Feary-Gardner, Esq



HISTORY AND EVOLUTION OF SUPPLY CHAINS:

Why Is It Important To Logistics And Delivery Companies?



By James A. Tompkins, Ph.D.

CEO, Tompkins International

As competition becomes more heated among retailers and consumer products manufacturers for faster, more efficient delivery, now is the time for logistics and delivery companies to learn more about the topic of supply chain and build better supply chain strategies.

I recently spoke with CLDA members on this topic, and now that the association has asked me to write a column for their publication, I would like to share a little about myself and my evolution in supply chain. This may provide some insight on the future direction of your company.

History of Supply Chain Transformation

In the 1970s, I started out as a material handling guy, but as the 1980s came along, I concentrated more on distribution. Then in the 1990s, my focus was more toward logistics. Around the early 2000s, I began to put my emphasis on supply chain. And since 2005, I have developed a broader mindset on the end-to-end supply chain. And the rest, they say, is history.

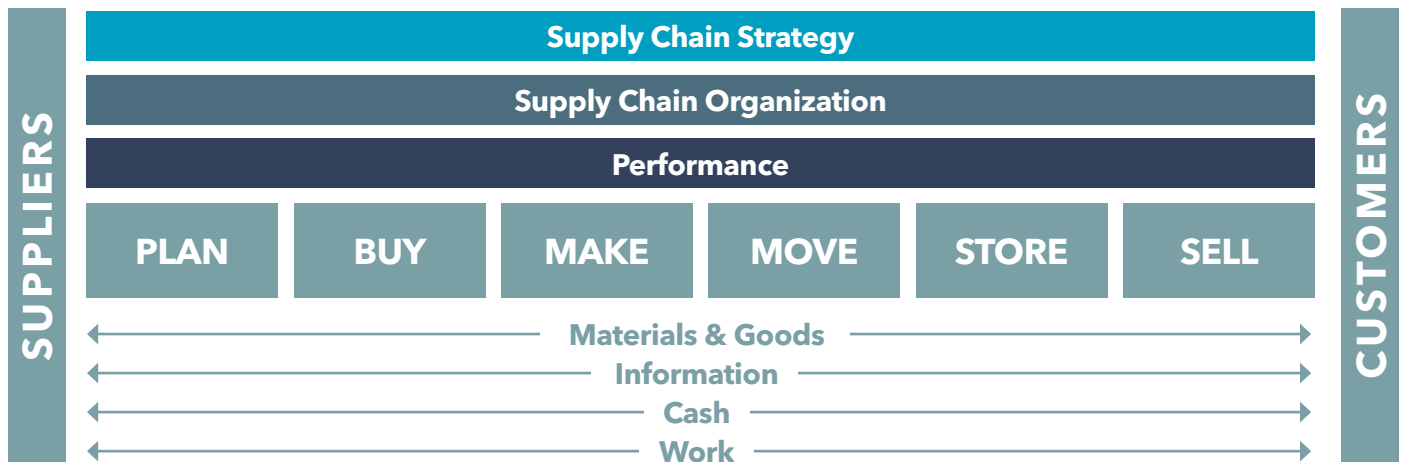
My personal evolution (from material handling to distribution to logistics then to supply chain and end-to-end supply chain) seems to coincide with the evolution of supply chain as a profession.

It is an evolutionary journey from the (Material + Move = Method) micro world of material handling to the macro challenges of the end-to-end supply chain. However, the underpinning science of this entire evolution has remained the same. That is, the following four flows are required for successful supply chains: physical goods flow, information flow, cash flow and work flow.

While most people have adopted the first three, few have grasped the fourth. But without work flow, we experience issues such as uneven, unsynchronized, errors, bottlenecks, build-ups, out of stocks, waste, and excessive bullwhips. Work flow is what makes the supply chain truly function—not computers, or practices, or strategies, but people working as teams, in synch, and collaborating.



THE TOMPKINS SUPPLY CHAIN MODEL



What is the Scope of an End-to-End Supply Chain?

Beyond understanding the flows, we need to look at the scope of the end-to-end supply chain, which may be viewed from disparate perspectives:

1. **Length of Supply Chains:** Many people use the phrase “supply chains” when what they are really thinking about is a link from the supply chains. To be clear, when I talk of supply chains I am referring to the full length of supply chains—from the raw material provider all the way to the ultimate consumer. So, one way to view the scope of supply chains is by their length.
2. **Geography of Supply Chains:** Most supply chains (even for domestic businesses) are global. The global nature of free trade and the growth of emerging countries give rise to global expansion and global sourcing, resulting in the global scope of most supply chains.
3. **Process of Supply Chains:** The mega-processes of supply chains are PLAN-BUY-MAKE-MOVE-STORE-SELL. It is important to include all six of these mega-processes within the scope of supply chains, but many omit SELL. The SELL process is an important link, because without a sale, there is no flow. At the same time, SELL is the feedback into the PLAN.
4. **Activity within the Supply Chains:** The four mega-activities of the supply chain, which apply across the six mega-processes, are STRATEGY-PLAN-DESIGN-EXECUTE. The task at hand is to first develop a STRATEGY for each mega-process, and then, based on this STRATEGY, create a PLAN for pursuing the mega-processes. The next activity is to DESIGN the best process-people-technology in accordance to the developed PLAN, and lastly, EXECUTE to achieve supply chain excellence.

Knowledge of the scope of the end-to-end supply chains lays the foundation for understanding the evolution of the practice of supply chains. The practice of supply chains occurs first at the link level and then at the chain level. In fact, it is only from links that perform well on PLAN-BUY-MAKE-MOVE-STORE-SELL that quality supply chains may evolve. At both the link level and the chain level, the four steps that lead to supply chain excellence are:

1. Non-functioning mega-processes;
2. Functioning mega-processes, but not integrated;
3. Integrated functioning mega-processes; and
4. Transformational mega-processes.

Neither successful links nor successful chains can be created from non-functioning mega-processes. Therefore the first step toward the creation of supply chain excellence must be an assessment and improvement of the mega-processes. Once the mega-processes begin to function unto themselves, then the next step is to integrate the mega-processes into an integrated process of PLAN-BUY-MAKE-MOVE-STORE-SELL. The integrated processes will offer the opportunity for cost reduction plus opportunities for service enhancements. The last step then is the transformation of supply chains for the creation of shareholder value.

The continuous evolution of the flow of goods throughout end-to-end supply chains for value creation makes this a key topic for logistics and delivery companies. Likewise, it is imperative to maintain current business and supply chain strategies as the marketplace continues to evolve.

The Changing Nature of Supply Chains

During my 40-year career, we've made the transition from a support infrastructure, to an enabler of an expanding business, to a margin enhancer, to a facilitator in the participation in the global markets. Now, the supply chain is becoming critical for businesses to survive.

Every day there are articles published about multichannel and omnichannel strategies. Most of these articles describe market strategies being deployed (or that should be deployed), or tout the capabilities of new technologies that will enable and simplify the management of the "winning" distribution network. It all may be true, but it is equally all nonsense for today's issues.

Companies are facing the same three critical challenges:

1. How to win the competition for new customers;
2. How to create loyal customers; and
3. How to retain loyal customers.

Although the challenges are the same, we are in an age of rapid adaptation and consumer technology quickly advances and then becomes obsolete. At the same time, customers are using social media to determine how they shop, how they buy, and the value of their experience.

How customers react to a company's business and supply chain strategies is based on expectations of four criteria: price, selection, convenience and experience.

To ensure that companies meet these expectations, the industry leaders are now handling interactions with the customers differently. These high expectations also put companies in a different ballgame when promoting, displaying and selling products.

Logistics and delivery companies that will lead in the future see these challenges for what they are. To overcome the challenges, they will need to focus on business and supply chain strategies that drive the growth by defining new structures and performance measurements of the supply chain.

Fortunately, today's CEOs and boards have developed an awareness of how the end-to-end supply chain operations impact the organization's ability to meet their commercial and financial objectives. For some, their ability to identify solutions to these challenges will be easier.

This is occurring within the retail and consumer products industries, and distributors are also feeling the impact. All companies need to be prepared for where technology and consumers will take us in the future. It is also a time for logistics and delivery companies to step up to the plate and show these companies how they can increase speed and efficiency.

What is the Future of Supply Chains?

Over the last decade, the focus on the supply chain has changed from optimizing the individual links in the chain, to viewing how the end-to-end supply chain performance can be optimized. This has been driven largely by the growing complexity of the global supply chain.

Tomorrow's supply chain will emphasize greater visibility and fewer constraints, as well as provide individualized service to each customer. Many great companies of late proved too slow to understand how to turn consumer demand into sales, and profits.

So what is driving the changing nature of supply chains? Is it about online sales, or melding brick and mortar with online sales? Is the conversation about multichannel or omnichannel distribution? Is it an issue of the network, material handling technology, ERPs and WMSs — should you bring it in-house or utilize 3PLs? What about social networking — is it now part of the supply chain?

These questions are good starting points. However, the biggest question to ask is: How do you begin a faster and smarter supply chain evolution so that your company is one of the creative winners in the years ahead?

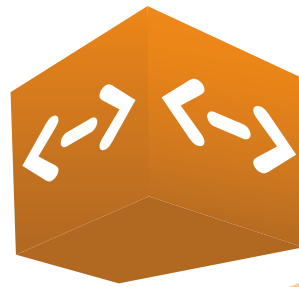


James A. Tompkins Ph.D.,

President and CEO of Tompkins International, is a global authority on leadership, business planning, logistics, manufacturing, material handling, outsourcing, and supply chain best practices. He has written or contributed to more than 30 books, hosts the Global Supply Chain Podcast series, and writes the GoGoGo! blog.

About Tompkins International

Tompkins International transforms supply chains to create value for all organizations. For more than 35 years, Tompkins has provided end-to-end solutions on a global scale, helping clients align business and supply chain strategies through operations planning, design and implementation. The company delivers leading-edge business and supply chain solutions by optimizing the Mega Processes of DESIGN-PLAN-BUY-MAKE-MOVE-STORE-SELL. Tompkins supports clients in achieving profitable growth in all areas of global supply chain and market growth strategy, organization, operations, process improvement, technology implementation, material handling integration, and benchmarking and best practices. Headquartered in Raleigh, NC, USA, Tompkins has offices throughout North America and in Europe and Asia. For more information, visit www.tompkinsinc.com.



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Quicksilver Express Courier Reaches Several Milestones

Quicksilver Express Courier, with operations in Minnesota, Colorado, Wisconsin, Missouri, Kansas, and Arizona recently celebrated 30 years in the same day courier business. Founded in 1982, Quicksilver has been profitable every year and has seen annual growth each year except the first year of the recent recession.

Quicksilver recently passed another milestone by completing over 50 million deliveries and exceeding 700 million in revenue since 1983. The company is owned and managed by 15 employee partners. Four have been with the company since its founding, including Mike Crary/CEO, Curt Sloan/CFO, Linda Furst/attorney, and Chuck Miller/President. The other owners have all been with the company for at least ten years.

The successful Quicksilver model has included employee drivers (no IC's) with benefits such as vacation, bonuses, and overtime. A large portion of the driving staff has been with the company over five years and many over 20 years. Quicksilver has always been on the leading edge of technology with computers in the cars for 20 years (before FedEx) and a proprietary fourth generation software package second to none. Quicksilver even developed a "mini Internet" connecting their customers to operations long before the current internet.

Quicksilver has been a member of CLDA for over 20 years.

LaserShip Joins U.S. EPA SmartWay® Transport Partnership and Enhances 'Ship Green' Initiatives

LaserShip is proud to join the SmartWay® Transport Partnership, an innovative collaboration between the USEPA and the freight transportation industry that helps freight shippers, carriers, and logistics companies improve fuel-efficiency and reduce emissions. SmartWay provides the tools and framework with which LaserShip and other member carriers can benchmark operations, track fuel consumption and improve performance.

The SmartWay Transport Partnership has helped partners slash fuel costs by more than \$6.5 billion since 2004, reducing foreign oil imports by 55 million barrels. Further, emissions have been reduced by 23.6 MMT of carbon dioxide (CO₂), 478,000 tons of nitrogen oxide (NO_x), and 22,000 tons of particulate matter (PM). By joining SmartWay Transport Partnership, LaserShip continues to value its environmental responsibility by streamlining logistical operations, optimizing load distribution, and improving overall fuel efficiency in

its supply chain network.

"We have partnered with SmartWay to further our commitment to green shipping and bolster our overall green initiatives," said Josh Dinneen, LaserShip's Vice President of Supply Chain. "Remaining carbon conscious and reducing our carbon footprint is important to LaserShip and the people we serve, and to that end we're excited to be joining this forward-thinking partnership."

Launched in 2004, SmartWay® is an EPA program that reduces transportation-related emissions by creating incentives to improve supply chain fuel efficiency. For information about the SmartWay Transport Partnership, visit www.epa.gov/smartway.

LaserShip is a regional parcel carrier facilitating last mile delivery to east coast markets for businesses that desire reduced transit times, greater flexibility, and the elimination of excess costs within their supply chain. Founded in 1986, LaserShip has evolved into a leading provider of regional same day and next day distribution services for premier e-commerce and product supply businesses. For more information, visit lasership.com.

Veterans Distribution of Chicago (a Chicago Messenger Service company) finds a new home

The Factor Family, owners of Chicago Messenger Service and Veterans Distribution of Chicago, is proud to announce Veterans Distribution of Chicago's new Corporate Headquarters and Distribution Center in Hillside, Illinois. Located close to O'Hare and Midway airports, our state of the art, 295,000 square foot building will help us grow and take us to the next level.



Our new facility will have high speed sortation, 60,000 square feet of temperature controlled storage, more than 50 dock doors and pick-to-light technology. Our transition to the new facility will be completed by February 2014, just in time for our company's 50th anniversary!

USPS Honors Tony Racioppo

Tapped as GNYPC Person of the Year

In March, the USPS held its annual National Postal Forum, which is widely considered the leading trade show in the mailing industry. It was once again highly attended and well sponsored. As always, the Forum was loaded with presentations from the top talent in the industry and was of particular interest to many this year due to the many changes currently occurring at the USPS. But with all the bright stars on the stage, the National Postal Customer Council (PCC) named SDS President, Tony Racioppo as the Greater New York PCC Person of the Year. Tony was recognized for his years of service to the GNYPC and for the leadership he provided.



The Award Winning GNYPC is the largest and perhaps most active of all the PCC's. It has won more distinctions than any other PCC and was PCC of the Year in 2008. Tony had served as the GNYPC Industry Co-Chair from 2005-2009. He had also served as the National PCC Co-Chair from 2008-2009. Awards are not new to the PCC veteran, Tony had also been named the Industry Member of the Year in 2007.

LaserShip Hires Terese Tubbs as Program Manager of Retail Solutions

Tubbs Brings Over 25 Years of Logistics Leadership to LaserShip Supply Chain Team

LaserShip is proud to announce the hiring of Terese Tubbs, who will join the LaserShip team as Program Manager of Retail Solutions. Tubbs comes to LaserShip with over 25 years of logistics experience and looks to apply her exper-

tise in managing multiple transportation and distribution channels in the retail industry as she works to leverage her knowledge and solutions-based approach to retail shippers.



“Terese has tremendous strategic logistics and transportation experience, developed through her career on the ‘buy’ side of transportation,” states LaserShip Executive VP Blake Averill. “We are thrilled to have Terese take on the leadership position

in LaserShip’s retail transportation group, where she can leverage her insights to impact the greater retail and e-commerce community. She’s a real game changer for us!”

For the past ten years, Tubbs has acted as Senior Manager of Transportation / Logistics for Urban Outfitters. There, she was responsible for domestic and export transportation for five retail brands, five e-commerce and two wholesale brands. Before working for Urban Outfitters, Tubbs was the Senior Manager of Domestic Transportation for Warner Brothers Studios Stores where she ran their entire domestic network. In her leadership roles at both retailers, Tubbs was able to manage logistics teams and create solid infrastructures to build effective transportation networks from the ground up.

“What attracted me to LaserShip was their commitment to growth and their flexibility and willingness to conceptualize custom-designed products specific to the needs of individual retailers,” said Tubbs. “Retailers everywhere are realizing the increasing importance of using regional carriers such as LaserShip. I look forward to leveraging my passion and experience in the retail industry to help the industry as a whole during this exciting time of change.”

Tubbs is in a unique position to consult retailers nationwide on the advantages of integrating regional carriers into their carrier mix. Her experience in retail transportation and distribution combined with her reputable leadership skills offers retailers an inside look into both sides of the supply chain equation. “We have been working with Terese and waiting for the right time for her to join the team. The retail industry is in need of innovative solutions and with Terese’s experience, we are poised to bring those to the market with rapid rollout,” states LaserShip VP of Supply Chain Josh Dinneen.

AllPoints Courier Express Achieves New Certifications

AllPoints Courier Express, headquartered in Roswell, GA, but serving the entire southeast, would love to recognize our new certifications through OSHA and DOT to now transport Medical specimens, lab tests, blood, etc.

We are able to provide yet another way to make our services more valuable to our existing and potential clients.

Check us out on the web at www.AllPointsCourierExpress.com, "Where Delivering Your Business, Is OUR Business."

OnTrac moves Corporate Headquarters and 850 jobs to Chandler, AZ

OnTrac, the leader in regional overnight package delivery service in the eight Western States, is moving its Corporate Headquarters to Chandler, Arizona.

The new offices are located in the Price Corridor at 2501 S. Price Road. The new building provides the company with additional space and the opportunity for future growth. It will also allow OnTrac to grow its company culture and continue raising the bar for OnTrac's standard of excellence. The company will occupy 65,000 square feet of space in the building.

"We've begun construction and will spend in excess of five million dollars on the relocation of our Corporate Headquarters," said Rob Humphrey, President of OnTrac. "And, we expect to bring more than 850 jobs to the City of Chandler over the term of the lease."

"Chandler's central location and quick access to the interstate and freeways make it an excellent choice for businesses that have a diverse workforce," said Jay Tibshraeny, Mayor of Chandler. "We are seeing the benefits of that as businesses such as OnTrac and other notable companies choose to locate in the Price Corridor."

OnTrac joins other employers in the Price Corridor in key industries of Aerospace, Life Sciences, High Technology R&D/Manufacturing and Advanced Business Services.

OnTrac is currently occupying space in Phoenix until improvements are completed.

LaserShip Expands Florida Facilities and Footprint; Reaches Millions More in the Southeast

LaserShip, the east coast's leading parcel carrier, has announced the opening of its newest delivery hub in Jacksonville, FL. The new location allows LaserShip to reach an additional 2 million customers while improving delivery time in transit and enabling customers to receive their shipments faster than ever before.

The move signifies another step forward in LaserShip's strategic delivery network expansion. "The new facility in Jacksonville enhances our network connectivity in the southeast region, allowing us to reach significantly more households within our one day delivery footprint," states Josh Dinneen, VP of Supply Chain. "LaserShip's expanding coverage in this region will provide businesses and consumers with access to the most flexible delivery solutions on the east coast."

LaserShip also reports facility expansions in their Orlando and Fort Myers locations. Both regional delivery hubs have relocated to new buildings with significantly more loading docks and square footage, enabling increased throughput capacity and facilitating additional delivery lanes throughout Florida. The new 42,000 sq. ft. Orlando facility is roughly three times larger than the previous building and contains 10 dock doors positioned for both inbound and outbound loads. "The resulting increase in space from our Orlando move will allow the facility to become LaserShip's Florida sorting hub by 2014," said Regional Director Brandon Vasapolle. "The Fort Myers upgrade allows us to better manage sorting and loading operations and enhance package release times. As a result, customers receive their shipments much faster."

LaserShip's expansion signals increased demand for the carrier's same day and next day delivery services.

LaserShip is a parcel carrier facilitating last mile delivery to east coast markets for businesses that desire reduced transit times, greater flexibility, and the elimination of excess costs within their supply chain. Founded in 1986, LaserShip has evolved into a leading provider of regional same day and next day distribution services for premier e-commerce and product supply businesses. For more information, visit laser-ship.com.

USA Couriers Named 2013 Massachusetts Woman-Owned Small Business of the Year

USA Couriers Inc., of Boston, has been named the winner of the 2013 Massachusetts Woman-Owned Small Business of the Year award according to an announcement by Robert Nelson, Massachusetts SBA District Director.



The Woman-Owned Small Business of the Year award is presented annually to an outstanding woman-owned business that has received SBA assistance and has a successful three-year track record. USA Couriers, Inc. was judged on four basic criteria: growth in net worth, sales and number of employees over the last three years, response to adversity, contributions to the community, and demonstrated creativity and/or commitment to a social mission in hiring policy, buying local, etc. The nationwide delivery company was nominated for this award by Chuck Sullivan, Vice President for Commercial Credit at Eastern Bank.



USA Couriers Inc. was founded by Kris Wiegman in 2003. The company is a leading supplier of package delivery services and customized delivery solutions via land and air. USA Couriers started with only three employees, but after receiving an SBA loan and an SBA Express line of credit, the company grew to employ 100 and approximately 4500 independent couriers nationwide. Ms. Wiegman, a native Californian, moved to Boston from Wisconsin in 1996 and was employed both as a Customer Service Manager for Case, Shiller and Weiss and as a marketing consultant for Speedy

Package Delivery. This gave her the experience she needed to launch and grow her business.

“After starting USA Couriers Inc., Kris Wiegman showed an impressive willingness to learn and to innovate, and took full advantage of the help that was offered to her and to her business, including the SBA’s e200 training program,” said Nelson. “USA Couriers is a wonderful example of a resourceful woman-owned business that has staying power, and we are delighted to recognize their success.”

Idaho’s Action Couriers Named Best Pharmaceutical Courier in Nation

Action Couriers, Inc., a same-day courier company based in Idaho, has been named the 2013 Pharmaceutical Courier of the Year by Cardinal Health.

The Supply Chain Excellence award was based upon Action Couriers, Inc. consistently achieving a superior rating in all performance categories over the past year.

Michael France, Cardinal’s Director of Transportation, presented the award to Michael McGrath, President of Action Couriers, at Cardinal’s Corporate headquarters in Columbus, Ohio in May.

“Action Couriers continually demonstrates the ultimate in professional, timely and secure delivery. They are truly deserving of this award and have distinguished themselves above all other delivery companies in the nation,” Mr. France said.

About Action Couriers

Action Couriers, Inc. provides same-day delivery service throughout the Northwest through its five distribution centers and more than 100 local employees. The company specializes in handling critical medical shipments and other time sensitive items. Visit www.actioncouriers.com to learn more.

About Cardinal Health

Cardinal Health is a Fortune 19 company that improves the cost-effectiveness of healthcare. As the business behind healthcare, Cardinal Health helps pharmacies, hospitals and ambulatory care sites focus on patient care while reducing costs, improving efficiency and quality, and increasing profitability. Cardinal Health employs more than 30,000 people worldwide.

Richmond Express Assists Customers with Warehousing



Richmond Express is now assisting customers in and around the Richmond metro area with their warehousing issues. Melanie Rodgers, Business Development Director for Richmond Express reflects, "After speaking with many of my business contacts in the area, I realized there was a need for a logistical solutions company to help many of the area's large distribution firms keep their commercial inventory separate from their non-commercial inventory."

Melanie and Bob Thompson, REX Operations Manager have developed a warehousing protocol to work with these types of businesses to ensure that their products remain separate. "We have had a tremendous interest in this area and continue to be a solution expert for our customers", states Rodgers. "Short term warehousing has grown our business in a time where the courier industry perimeters are changing", says REX President Arthur McCray.

For more information on how Richmond Express can assist your warehousing issues visit <http://www.richmondexpress.com> or call 804-788-8080.



Corporate Transit of America (CTA) is actively seeking acquisitions of courier companies within our current fifteen (15) state service area footprint. We are interested in talking to companies with two (2) through six (6) million in annual revenue. Primary states of interest TN/AR/MO/IN/TX (Houston area), additional states of interest IL/OH/MI/PA/KY/FL/GA.

If interested in discussing further please contact.

Matt Thorpe

Finance/Acquisitions Manager
mthorpe@gocta.com
800-428-2265

— or —

Randy Edmonds

SVP / Principal
redmonds@gocta.com
800-538-4479

New Insurance Program Now Available from Brightstone

Brightstone Insurance Services has developed an exclusive new insurance program for Courier, Delivery, and Logistics companies nationwide. The new program boasts a world-class, international, A+ rated carrier and represents the successful completion of many months of effort. Along with our recently-announced IC Misclassification insurance product and the continuation of special programs for specific coverages such as Cargo and Employment Practices Liability, this new comprehensive insurance program represents our biggest accomplishment to date since we all joined together to form Brightstone two and a half years ago.

Insurance companies still writing transportation sector business are restricting coverage and looking to raise rates substantially so this program could not have come about at a better time. It combines many of the best features of our existing multi-line courier programs and offers unparalleled flexibility to handle virtually all of the ways companies are expanding and innovating. Our new program enables us to keep pace with our clients, who will always do what it takes to address the needs of customers. Brightstone has never been in a better position to serve the needs of your dynamic industry!

We are carefully evaluating every client's account to recommend the best course. Those not currently a client of Brightstone can apply any time to see if you qualify. It's best not to wait until your current insurance is near to its renewal date. Mid-term check-ups are the way to go.

Of course, Brightstone maintains access to virtually every available program and carrier in the marketplace suitable for your industry, and these include other fine carriers. We will continue to develop ground-breaking new programs and solutions for you in the months to come. Brightstone has never been in a better position to serve the needs of your dynamic industry!

We want to sincerely thank you our more than 1,000 industry clients for your business and your confidence in us -- we can't say that enough.

Howard Schlactus, Jeff Ice, Peter Schlactus
Principals, Brightstone Insurance Services, LLC

For information email info@brightstoneins.com or call 877-862-4755

Gulf Parcel Supports the Community

At Gulf Parcel we find it very important to support many charitable causes. Currently, we have two of our staff that will support the Tour de Pink and Tour de Cure.

Ashley Fuller will participate in the Tour de Pink, which is the first bike ride in Texas solely benefiting breast cancer and this year marks the 9th anniversary of the ride! Using the arts, Pink Ribbons Project promotes breast health, saves lives and improves the quality of life for those touched by breast cancer.



Ashley Fuller and Sin Younger will participate in the Tour de Cure, which is a series of fundraising cycling events held in 44 states nationwide to benefit the American Diabetes Association.

About Gulf Parcel

Gulf Parcel is the one stop courier and trucking company in Texas for all of your logistics needs. At Gulf Parcel we consider our company an extension of your business, taking your clients' deadlines, time-sensitive materials and packages just as seriously as you do. Using a vast fleet, and array of vehicle types ranging from compact cars to 18 wheelers, we offer our customers unparalleled personal service 24 hours a day, 7 days a week, 365 days a year.

Gulf Parcel, established in 1971, is known as an industry leader providing prompt service and honest scheduling of package pick-up and delivery using the latest industry technology to ensure continual communication with clients. Additionally, Gulf Parcel enforces the most stringent safety standards in the industry.

The Scopelitis Law Firm Opens New Office in Milwaukee, Adds Two More Experienced Transportation Litigators

Milwaukee Transportation Attorneys Jay R. Starrett and Steven F. Stanaszak Join the Full Service Transportation Law Firm

Transportation attorneys Jay R. Starrett and Steven F. Stanaszak are joining the national transportation law firm of Scopelitis, Garvin, Light, Hanson & Feary as the Scopelitis firm opens a new office – its 9th nationwide – in Milwaukee, Wisconsin.

Scopelitis is a full service law firm that serves the trucking, transportation, and logistics industries from its offices in Indianapolis, Chicago, Washington, D.C., Los Angeles, Chattanooga, Detroit, Spokane, Dallas/Fort Worth, and, as of August 1, 2013, Milwaukee.

“A Milwaukee presence further broadens our firm’s reach in two very important ways,” said Greg Feary, President of the Scopelitis firm and one of its Managing Partners. “First it does so by adding two very talented and well respected litigators, both with deep experience in transportation matters,” he said. “And second by providing our transportation clients greater access to our firm’s knowledge base in transportation law, as well as a knowledge base specific to the Wisconsin and the Midwest region.”

Starrett and Stanaszak are both joining the Scopelitis firm as partners, with Starrett assuming the lead management role in the development of the firm’s newest office. The Milwaukee office may add another attorney or two by the end of the year, according to Feary.

Jay Starrett brings considerable litigation experience in numerous areas besides transportation law, including product liability and construction defect defense. His focus, however, has been in defending catastrophic accident claims, in which he has represented numerous transportation clients and their insurers in all phases of pre-trial, trial, alternative dispute resolution and appellate practice. Starrett has conducted numerous jury trials in both State and Federal Court.

Highlights of Starrett’s transportation practice include his role as National Coordinating Counsel for one of the nation’s largest motor carriers; his service on panel counsel regionally and for the State of Wisconsin for numerous trucking companies, third-party administrators, and insurance companies; and his long-time, active membership in the

Trucking Industry Defense Association (TIDA), in which he has lectured, co-chaired national conferences, and served on the Board of Directors for the past 9 years.

Starrett is also a member of the American Bar Association, the State Bar of Wisconsin, and the Defense Research Institute.

Starrett is a 1987 graduate of the University of Wisconsin Law School. He also did his undergraduate studies at the University of Wisconsin, earning his B.A. in 1983.

Steve Stanaszak’s practice includes transportation litigation, as well as labor and employment and civil litigation in a number of other areas. He has served as counsel representing management in commercial litigation involving insurance coverage, employment issues, lease disputes and various other business issues.

Stanaszak’s focus in labor and employment has led him to defend both public and private employers in a range of actions arising under federal and state employment statutes, including Title VII, the Americans with Disabilities Act, the Age Discrimination in Employment Act, and the Wisconsin Fair Employment Act. He has also represented employers in wrongful discharge, employment discrimination, and sexual harassment actions. He has also represented employers and individuals in litigation involving employment agreements, confidentiality and non-compete agreements, and other employment matters.

Stanaszak is a member of TIDA, the Defense Research Institute, the Transportation Lawyers’ Association, and the Milwaukee Bar Association.

Stanaszak is a 1996 graduate, cum laude, of the Marquette University Law School, where he was an Associate Member of the Marquette Law Review and Marquette Sports Law Journal. He earned his undergraduate degree in 1991 at the University of Wisconsin-Milwaukee.

Scopelitis, Garvin, Light, Hanson & Feary, P.C, was founded in Indianapolis in 1978. The firm initiated its practice in trucking regulatory law but quickly expanded its practice to become a full-service transportation law firm.

Today, the firm serves more than 5,000 transportation-related companies nationwide from its offices in Indianapolis, Chicago, Washington, D.C., Los Angeles, Chattanooga, Detroit, Spokane, Dallas/Fort Worth, and Milwaukee.

Among its practice areas with a specific focus in transportation are corporate and business transactions, mergers and acquisitions, insurance law, workers’ compensation defense, personal injury/property damage defense, labor and employment law, employee leasing, business litigation, taxation, and motor carrier compliance matters.

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JetEx Freight Leases New Terminal



JetEx Freight is proud to announce the signing of an additional two acre terminal located near their current

offices in Irving, Texas. Jeff Havens President of JetEx Freight stated "that due to the company's recent growth and expansion that the facility was needed to store and maintain its growing fleet of 60 plus trailers and trucks". JetEx Freight is a Full Truckload Carrier with warehousing facilities that services the Dallas, Fort Worth and Texas market including the southwest region of the United States.

JetEx Freight also provides LTL shipments throughout the continental US, Canada and Mexico through its parent company JetEx Logistics who provides an online portal for instant LTL quotes from national and regional LTL carriers. For more information you can visit their website at www.jetexlogistics.com or www.jetexfreight.com.

Hazen Transport expands its Final Mile presence in Texas with new Houston location and a new location in Dallas



(Hazen Transport has expanded its nationwide Final Mile operations in Texas by adding a 30,000 square-foot new location in Houston, the third largest metro market in U.S., effective June 1, 2013.

To further highlight the company's growth in the Lone Star State, Hazen Transport has relocated its Dallas location to a larger 80,000 square foot facility in Grand Prairie to help address increased customer needs.

The newly provided services and expansions have increased the company's annual revenue by 10 percent, said Hazen Transport CEO and President Richard Palmer.

"The addition of a brand-new presence in Houston combined with our Dallas expansion greatly enhance our capability to service our customers" Palmer said. "It continues to be a tremendous market for us."

Hazen Final Mile is a division of Hazen Transport that offers co-mingled, dedicated and white glove delivery services for clients in a range of various industries including: retail, office supplies, building supplies, automotive parts, computer parts, pharmaceutical supplies and more.

The division operates in more than 20 metropolitan markets across the U.S., including San Antonio and Austin, Texas. Hazen Final Mile services over 500 daily routes nationally.

Since moving into the Texas market in 2007, these expansions will allow Hazen Transport to extend its daily sort and segregation work for next day delivery to retail stores.

The new facility in Dallas operates nightly sort and segregation for next day delivery for over 90 retail stores and 40 final mile delivery routes. The Houston location handles sort and segregation for over 30 Final Mile delivery routes.

About Hazen Transport

Hazen Transport opened in 1992 in the Detroit area as an affiliated company of Palmer Moving and Storage, a 100-year-old company founded by the Palmer family built on quality and value to its customers. Hazen Transport was established to expand on the same core values in home appliance delivery and general freight truck transportation for the retail industry, which is still today a major part of the Hazen client base.

Corporate Transit of America Expansion in OH/MI / PA

Due to expanding customer demands CTA is expanding existing operations and warehouse capabilities at branch operations in Cleveland OH, Columbus OH, Cincinnati OH, Akron OH, Pittsburgh PA, Detroit (Livonia) MI, and Flint MI.

Hiring of Finance / Acquisition Manager – CTA announces the hiring of Matt Thorpe, Matt brings 10 years of finance and underwriting experience from one of Arkansas most profitable financial institutions. Matt will be seeking courier company acquisitions to expand CTA's current operational service area.



Greyhound Package Express Welcomes New Team Members

Greyhound Package Express would like to welcome Joyceline Thomson and John Brewer to the team as Greyhound Package Express Zone Managers. Joyceline will be responsible for the overall sales and operations of Package Express within Eastern US and John will be responsible for the overall sales and operations of Package Express within North Central US. Please join us in welcoming Joyceline and John to our team!

New CXT Software Mobile Application in Beta

CXT Software, a leader in providing automation technology to expedited delivery and last-mile logistics companies, announced today that its new mobile application, Nextstop Mobile, has entered the beta testing phase as it moves closer to general release later in the year.

“My drivers got an advance peek at Nextstop Mobile, and they can’t wait to get their hands on the beta version,” explains Andrew Brady, Chief Operations Officer of King Courier, San Francisco, California. “The streamlined driver workflow, easy access to turn-by-turn directions, and integrated camera barcode scanning will dramatically increase driver productivity.”

“A major design goal of Nextstop Mobile was to make the application much more intuitive to use, without sacrificing features,” adds Chris Geer, CXT Software’s Vice President, Product & Architecture. “We understand the need to support BYOD, or “Bring Your Own Device,” which is why we designed Nextstop Mobile to provide the same user experience in iPhone, Android, Windows Mobile, or any other supported mobile platform.”

“We designed Nextstop Mobile to work seamlessly with our existing X Dispatch and X Route products,” notes Darin Soll, CXT Software’s Chief Executive Officer. “This provides two major benefits to our customers: Getting our next generation mobile product into their hands sooner, and enabling them to transition to the full Nextstop suite in 2014 without having to retrain their mobile users.”

CXT Software’s Nextstop Mobile application provides dock-to-destination tracking of parcels handled by last-mile delivery and logistics companies with broad support for current smartphone and mobile computing platforms including Android, iOS, and Windows 8 Embedded Handheld.

Quality Transportation Expands Courier and Warehousing Capabilities With Move to New Facility

Move will better serve its growing client base in Southern Florida



Quality Transportation, a leader in logistics consulting, customized same day delivery and warehousing management, has relocated its Florida operations to a new, larger facility in Deerfield Beach, FL; a move that will allow the rapidly expanding company to better serve its customer base.

The new facility features expanded on-site warehousing, closed loop scanning capabilities, executive offices and an enhanced customer service center. The 26,000+ square foot facility provides vertical service capabilities including critical parts storage, fulfillment, racking, replenishment, climate controlled storage as well as last mile services including home delivery, retail distribution and secure pharmaceutical distribution.

“Expanding our facility to better serve our growing client base evidences Quality Transportation’s strong commitment to exceed its customers’ expectations. In addition to our scheduled/routed deliveries, on-demand, medical logistics, facilities management and fleet replacement, we now have a centrally located warehouse in the South Florida market to better serve our customers’ needs.” stated Julius DeVito, CEO and President at Quality Transportation.

While this new office further strengthens Quality Transportation’s presence in South Florida, Quality Transportation also has a strong presence in the five boroughs of NYC, Long Island, New Jersey, and the New England markets, and provides nationwide services through a national network of logistic partners. Quality Transportation’s new Florida facility is located at 730 South Powerline Road, Suite D, Deerfield Beach, FL, 33442.

IF YOUR BUSINESS DEMANDS QUALITY, we invite you to call our new Florida facility in Deerfield Beach at (954) 917-9515 and learn more about what we can do for you! To hear about how we can service your needs in other markets, please contact our NY headquarters office at (212) 481-ASAP or visit us at www.qualitytca.com.

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Excel Group Expands to New Facilities

Excel Group is pleased to announce the opening of two new facilities in the Mid-Atlantic region. The courier and logistics company has relocated its headquarters to a new and larger facility in Sterling, VA, and also recently opened a warehousing facility in Beltsville, MD to support its growing customer base.

The new 42,000 square foot headquarters in Sterling includes an updated operations center with all of the latest technology for customer service and dispatch, as well as a state-of-the-art critical parts management warehouse to support Excel's growing demand for critical parts management and distribution services.

"It's no coincidence that our new Headquarters is less than one mile from Dulles airport," says Chris Marchetti, President of Excel. "Our clients who utilize airport pick-up and delivery appreciate this convenience, and count on our TSA-trained and certified drivers to tender and receive their goods coming in and out of IAD," he asserts.

The Beltsville, Maryland warehouse is the latest addition for Excel. The 15,000 square foot warehousing facility opened in May to serve the growing demand for critical parts distribution in Maryland.

Both facilities are open 24x7x365 to serve the courier, logistics and distribution needs of Excel's clients.

About Excel Group



Established in 1985, Excel Group is comprised of two

divisions, Courier and Logistics. Excel Courier offers the most reliable same day delivery service available, helping clients fulfill all of their delivery commitments in and around the Mid-Atlantic region. Their fleet consists of a wide range of vehicles from compact cars to tractor trailers - all equipped with GPS and state-of-the-art communication supported by real-time tracking. The company accepts scheduled or on call orders, and will deliver anything from a letter to a tractor-trailer of goods. Their drivers are specially trained to handle all types of medical deliveries, and are also trained and certified by TSA to tender deliveries in and out of all airports.

Excel Transportation and Logistics provides efficient and effective management of flow-of-goods from origin to end consumer, including any number of destinations in between. With warehousing services, pick-and-pack, inventory management and same day delivery, Excel offers complete solutions which are customized to each client's needs. All Excel divisions operate 24x7x365 and can provide any and all of the above services whenever the need arises.

Courierwest Announces Promotion



Courierwest is pleased to announce the promotion of Patrick Holstein from Courier to the position of Operations Manager.

Mr. Holstein is responsible for working with all of the couriers and clients to insure proper procedures and best

practices are being implemented. In addition, Mr. Holstein will be providing oversight and professional development for the couriers and office support staff.

Key Software Systems Promotes Key Team Member

Key Software Systems, developers of Xcelerator & MobileTek Software proudly announce the promotion of Rob Bialoblocki to Xcelerator Support and Integration Manager.

"Rob has been a key to the success of our Integration and Support team. He works at a high level and has helped many customers with a successful transition to Xcelerator" states Company President Charlie Pisciotta. "We have high standards for how customer service, support and integrations are handled, and Rob is more than capable to take the reign and ensure those standards are met. He has a passion for what we do, and has shown incredible commitment to the success of our customers and that's all we can ask."

Rob Bialoblocki adds "I'm excited about the new position. This allows me to continue working with our customers, but also provides me the ability to look for ways to streamline our operations to become more efficient. Delivering and exceeding on our world class customer service standards will be my top priority."

Xcelerator & MobileTek are enterprise-class software solutions designed by Key Software Systems, for today's transportation, logistics and warehousing company. For more information, screen shots and detailed descriptions, visit www.KeySoftwareSystems.com or call 732-409-6068 to speak with a representative.

Datatrak to Host “Elevate 2013: Thought Leadership Conference” in November.

Datatrak Corporation is set to hold its first annual thought leadership conference at the Callaway Gardens Resort in Pine Mountain, Georgia, November 6-8, 2013.

Henry Dixon, CEO of Datatrak says, “Our industry needs to be ready as the emerging retail and eComm markets will soon need agile and nimble solutions to support businesses that serve those markets.”

“This conference is not a user group or sales conference, but is instead an event created to provoke discussion on experiences, solutions and an exchange of ideas that everyone in the industry can benefit from. As thought leaders in the industry, Datatrak wants our users and non-users alike to benefit from our position at the leading edge of the carrier logistics industry.”

Executive Vice President of Business Development Danny Barfield remarked “With over 30 years of experience in carrier logistics, Datatrak is positioned to share its wealth of knowledge, and we are happy to do so. We have speakers from all areas of the industry, who bring a great deal of knowledge to the table. The conference is not a lecture series, but a venue for Q&A and for our industry to share its strategies and experiences in an informative way. Our speakers will take questions, share ideas and create synergy.”

The conference, set to kickoff on November 6, will be held at Callaway Gardens Resort, which is well known for its excellent accommodations, spa, zip line adventures, birds of prey shows, butterfly conservatory and world class golf courses.

Speakers include:

Keynote Speaker: Dr. Jim Tompkins

CEO Tompkins International - *The Amazon Affect*

Dr. Tompkins is an international authority of supply chain strategy and author of over 30 books on carrier logistics and business trends. His vast knowledge of logistics strategy lends itself well to figuring out the new emerging retail logistics market.

Ken Arnold

Integrity Medical Courier - *Medical Transport Logistics*

Ken Arnold has over 30 years of experience with medical specialty delivery and will share his expertise on how to enter into the quickly growing medical specialty transport market.

Shutl

Same Day Delivery Startup - *The New Retail Delivery Market*

San Francisco and London-based Shutl will be on hand to discuss how its electronic marketplace for same day delivery

services is giving carrier companies a way to tap into the expanding consumer market for online commerce.

Event organizer and Datatrak Project Coordinator Luanne Allen said “This event has been a long time coming for us. With Henry, David and Danny at the helm, we truly have a core of knowledge unrivaled in the industry. It’s going to be an event like no other created by Datatrak.” She went on, with a laugh, “Ultimately, I’m just glad I’m the one who gets to test drive all the event facilities.”

Additional updates and registration information on Elevate 2013: Thought Leadership Conference can be found at www.datatrak.com/elevate-2013 and at the Datatrak facebook page www.facebook.com/datatrak.corporation.

MobileTek Releases MobileTek Web 3.1

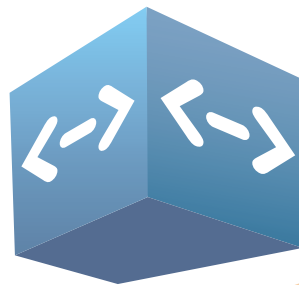
Key Software Systems, developers of Xcelerator & MobileTek, announced the release of MobileTek Web 3.1, providing added features with real time data communication.

The highly anticipated MobileTek Web 3.1, now includes a constant GPS read, Shared Stops and Stop-off capabilities. These added features enable operations to dial into exact locations of drivers and enable drivers to have an expanded view of relevant order detail. Shared Stops combines orders with the same pickup and delivery address points and lets the driver Share the signature and time stamp information among those orders, consolidating their process into one streamlined process.

MobileTek Web 3.1 utilizes Microsoft HTML 5 technology which allows for rich content to be exchanged with virtually any Smartphone or tablet. Even more exciting, is that MobileTek Web’s scalability is unmatched, as it’s not specific to any one particular Operating System. MobileTek Web 3.1 is currently running on Apple iOS, Android, Blackberry, Windows Phone, Nooks and even Kindles.

Partner and System Architect, Chris Miller states, “We realized early on that there are distinct advantages to both Native (installed) apps and Web apps. So, we developed both! Simple. Give our clients several options so they can apply the proper solution to the appropriate line of business.”

Xcelerator & MobileTek are enterprise-class software solutions designed by Key Software Systems, for today’s transportation, logistics and warehousing company. For more information, screen shots and detailed descriptions, visit www.KeySoftwareSystems.com or call 732-409-6068 to speak with a representative.



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- MobileTek streamlines mobile courier communications with cutting-edge technology for simplified tracking and synchronization—all in one driver-friendly and intuitive handheld device

Get your free Demo 732-409-6068

CXT Software Names New X Dispatch Operations Executive

CXT Software, a leader in providing automation technology to expedited delivery and last-mile logistics companies, announced today that it has created a new executive role, Vice President, X Dispatch Operations, with overall responsibility for engineering, services, support, and hosted infrastructure for the X Dispatch product suite. In addition, the company announced that Shaun Richardson has been promoted into this new role.

“As CXT Software grows and expands into multiple product lines, we recognize that it is vital to maintain our focus on our flagship X Dispatch product suite,” explains Darin Soll, CXT Software’s Chief Executive Officer. “Shaun’s extensive experience with X Dispatch, X Dispatch Hosted, X Route, X Internet, X Mobile and X Stream, as well as his strong track record leading CXT Software’s Services organization, positions him for success in leading X Dispatch operations forward over the next decade.”

“I am very excited about my new role and the opportunity to continue improving the X Dispatch product suite, as well as our implementation, technical support, hosted, and development services,” Shaun adds. “My strategy is to continue our market-leading formula of providing proven enterprise products with responsive customer service.”

Shaun recently celebrated his fifth anniversary with CXT Software. He has achieved Microsoft Certified Systems Engineer certification on every Windows Operating System released in the past decade, and also holds industry certifications from CompTia, Cisco and Apple. Shaun earned his Bachelor of Business Administration degree at Boise State University, double majoring in Computer Information Systems and Networking and Telecommunications.

Comet Delivery Services Helps the Miami Heat Deliver a Championship Title

Proving they’re no fair-weather fans, Comet Delivery Services has stuck with the Miami Heat all the way through their championship run, ready to help them deliver the celebration to fans as soon as the buzzer sounded!

On June 3rd, Comet’s delivery fleet of trucks was loaded and ready to roll with Miami Heat TOP OF THE EAST Conference Championship t-shirts, making sure fans could show their white hot pride by acquiring the shirts as quickly as possible after the winning game in the series.

And like Comet, the Miami Heat kept on rolling, all the way to an NBA championship on June 20th. Once again, they called on Comet to help deliver to fans from Miami to Daytona and all the way over to Bradenton. As the buzzer sounded and the confetti came down, Comet’s action fleet of delivery trucks and vans, brimming with WHITE HOT Championship t-shirts, rolled out and across the state.

“We support our local teams, and it’s always fun to be part of the celebration when they win big,” said Steven Seltzer, President of Comet Delivery Services.

“It’s a proud moment for us when we were asked to help deliver the Championship apparel so the Miami HEAT fans can get their hands on them quickly.”

Additional Team Expansion at CXT Software

CXT Software, a leader in providing automation technology to expedited delivery and last-mile logistics companies, announced today that it has added four new team members. Melissa D’Angelo and Ricardo Marin joined its Services team as Technical Support Specialists, and Samantha Moe and Kalarrs Topham joined its Engineering Team as Software Engineers.

“Melissa, Ricardo, Samantha, and Kalarrs all bring valuable technical skills and professional experience to our teams,” notes Darin Soll, CXT Software’s Chief Executive Office. “Each of these new team members also possesses a strong customer focus, which is absolutely essential in helping our customers maximize the value of CXT Software’s products and services.”


“CXT has been very welcoming and offers a culture that makes me proud to be an active members of the year,” according to Melissa D’Angelo. IN her spare time, Melissa enjoys spending time with family and friends.

Ricardo Marin also enjoys spending time off with his wife and family, as well as racing radio-controlled cars. “I am proud to work with a company where I can combine my years of IT customer service with CXT’s established high standards of providing excellent customer service,” he notes.

“I am excited to be working on a software team that understands and leverages modern web services and technology, and I look forward to continuing to learn from my fellow team members,” explains Kalarrs Topham. Kalarrs spends his free time skateboarding, watching movies, and hiking.

In her time away from the office, Samantha Moe enjoys traveling and learning to speak German. “Good people and good vibes are what I am feeling from everyone at CXT Software,” she adds.

Houston's Hot Shot Makes Life-Saving Emergency Delivery



valve replacement. Hot Shot fulfills orders for heart valves from its warehouse to the Texas Medical Center frequently, so this wasn't an unusual request. "We'll send someone right over. What size do you need?" asked the Hot Shot dispatcher.

One night last fall, just after midnight, Hot Shot Delivery in Houston received an urgent delivery request: A patient had just come into the ER at St. Luke's Episcopal Hospital and needed an emergency heart

Because this was an unplanned, emergency surgery, the doctors couldn't know what size valve the patient needed until they opened him up. The Hot Shot courier on call grabbed one of each and hit the road.

By the time the courier arrived at the hospital, the patient was on the table and prepped for surgery. The courier waited outside with his cargo until the doctors could determine the size needed. When the final call came, he handed off the appropriate valve. Finally, this delivery was complete.

"When you have to make an emergency medical delivery, you feel the weight of each moment," said Hot Shot president Eric Donaldson. For the courier, it seemed as if hours had passed. But the entire scenario — from call to delivery — took just 31 minutes, a speed fast enough to save a life.



Cargo Insurance

Good News! SCI's partner Gallagher Transportation Services has developed a program that protects against liability for cargo loss for a minimal weekly fee. The costs are as follows:

Per Occurrence Limit	Per Occurrence Deductible	Weekly Cost
\$10,000	\$500	\$7.00
\$25,000	\$1,000	\$8.00
\$50,000	\$1,000	\$9.00
\$100,000	\$1,000	\$14.00

These rates with this coverage makes this program second to none. Owner operators that have cargo insurance can significantly lower premiums for the delivery customer. Just another way SCI has got you covered.

Growing Business

SCI is also pleased to announce its new affiliation with Integrity Medical Courier Training.

Integrity Medical offers owner operators comprehensive education that meets all OSHA requirements in the fast growing business of medical deliveries. With a certificate of completion from one of the several OSHA compliant programs offered by Integrity Medical Courier Training, Owner Operators can perform deliveries in this emerging field with confidence and safety.



New Insurance

SCI is pleased to announce a new and improved occupational accident program offered by ACE USA Insurance and their new relationship with Arthur J. Gallagher Risk Management Services, Inc. ACE is an A+ rated carrier (AM Best) and has a long history of providing superior insurance products to the transportation industry. Gallagher also brings its 20 plus years of claim management expertise to this program.



In addition to these new partnerships, SCI is also pleased to announce its new relationship with IHA and Gallagher Transportation Services. IHA is a transportation association with over 20 years of serving the industry. Together, IHA and Gallagher Transportation Services can offer owner operators a wide range of new beneficial programs to grow and support their business.

SCICourier.com

SCI continues to grow on the technology side. We recently released our brand new website at SCICourier.com.

Stop by and find out the latest in all of SCI news, as well as learn even more about our programs and the added protection having the premier third party administrator in the transportation industry on your side.

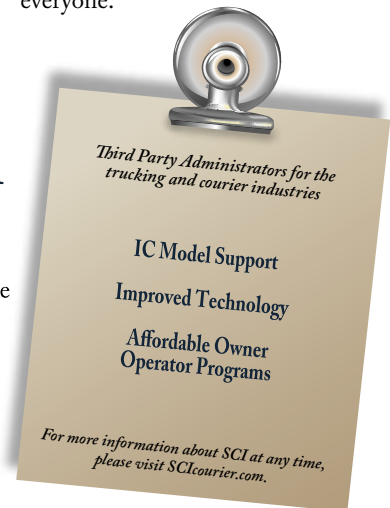
Substitute / Helper Program

One of the programs that will undoubtedly help owner operators grow their business will be the new "Helper / Substitute" program. IHA, through Wilson Gregory, provides access to occupational accident coverage for the people that help or substitute for owner operators. The liability limits will provide protection to these individuals for minimal premium amounts. Owner operators that may have hesitated to use helpers or substitutes because of liability concerns no longer need worry.



Pay Cards

We've got them! Pay cards have become a popular request by owner operators that want more flexibility in their payment options. SCI can accommodate every owner operator with electronic payment to ensure payments are made on time every time. Owner operators no longer have to worry about lost checks, dealing with cashing paper checks, or the added expense of shipping. This is a convenient and economical program that's a win-win for everyone.





California Delivery Association



It has been a very busy few months since I last wrote, and now it seems that Gold Rush delivery business has also picked up. Several other CDA members have reported seeing an increase in their businesses, so that is a good thing for all of us in this

industry...hope it continues.

The CDA B.O.D. has also been busy working on the convention, refining the website, and looking for ways to increase the association's value to its members and our industry. Our last meeting was in Sacramento, where many stayed over to attend the NFIB Capitol Day event, and to meet with legislative representatives and continue the process of relationship building, and advocacy.

Past Presidents Rick Chase and Andrew Brady also came to Sacramento to attend the NFIB event, so please read Dan Bender's recap of the legislative activities. One of our groups' highlights was meeting in the Governor's Office where we spoke with Alexis Podesta, Director of External Affairs, and Kish Rajan, Business and Economic Development (GO Biz) Director.



CDA Gung-ho Group with Governors Office -Alexis Podesta, Director of External Affairs, and Kish Rajan, Business and Economic Development (GO-Biz) Director

I got a chance to visit the MCAA in New Orleans, and am always delighted to see the exhibitors, members, and the "big show" they can present. At the event, MCAA became the CLDA, "Customized Logistics and Delivery Association." This is the first association name change, and it reminded me that we became the California Delivery Association (CDA), from our earlier AMCS (Association of Courier & Messenger Services). My father served as an AMCS Board member.

Also, I want to acknowledge that CLDAs Executive Director, Bob DeCaprio was voted into their Hall of Fame. That was set up several years ago because the "CLDA board wanted to honor and recognize some of the people who have made our industry and our association what it is today." Congratulations Bob! (By the way, you may not know that our Executive Director, Dan Bender was one of the very first to be inducted to the Hall of Fame, and was a founding member of the MCAA.)



I'll be looking to see you at this year's Meeting & Convention at the San Diego Sheraton (Bay Tower), September 20 & 21. I have my group signed up and we'll also be out fishing. So come and join us for the festivities and learning opportunities.

JR Dicker, CDA President

California Legislative Recap

CDA members, JR Dicker (Gold Rush), Mike MCBain (Central Courier), Rick Chase (OnTrac), Bryan Scott (Rapid Express), Donna Springer (Go-Getters), and Andrew Brady, (King Courier), along with myself visited many legislators offices after the NFIB event, held last April in Sacramento. First, we met in the Governor's Office with Alexis Podesta, Director of External Affairs, and Kish Rajan, Business and Economic Development (GO-Biz) Director. We provided an association introductory letter, and then had a pretty good 45 minute discussion and relation building opportunity in which all shared some thoughts and concerns. It was agreed that we should keep the dialogue going and visit again next year. An invitation was extended to Kish to appear at our convention and he will be coming.

Continuing on to our legislative visits, our group was armed with several position papers to leave at each office. We also had a letter showing what our association represented, and what the association's members meant to jobs, and the California economy. Another letter was prepared for Transportation Committee members. Since you only get limited time and attention at some of these offices, one of the papers had three specific bills of importance.

SB 626 Beall D - Erosion of the worker's compensation reforms of 2012

In these difficult economic times especially, a sharp increase in worker's compensation rates could put a lot of people out of business. The labor and business community came together for a balanced package last year with SB 863, and now SB 626 will undercut some of the reforms, but leave the larger payouts. (CDA opposed - Bill died, did not make it by bill deadline)

SB 607 Berryhill R - Meal and rest periods/ Flexible work schedules

The transportation sector differs from other industries as we cannot simply shut down the assembly line by pulling off the Interstate and taking lunch. We need more flexibility in the timing of breaks for safety's sake, as well as for the well-being of the workers.

Some days of the week are busier, such as Fridays. The option of four ten hour days without having to pay overtime, saves the employer money and gives the employee one less day to work and commute. This saves the cost and time to commute, as well as less congestion on the roads, benefits all. SB 607 is a step in the right direction. (CDA supported - Bill died, did not make it by bill deadline)

AB 1243 Hueso D - Employment: taxi drivers. Clear regulations for determining independent contractor vs. employee status

Currently there are no clear rules or objective guidelines for determining the status of many workers. The problem is compounded by conflicting interpretations by different state and federal agencies, and the courts. (CDA supports clarity for all - Bill died, did not make it by bill deadline)

Most of the CDA groups split up and went with others to various offices, while I visited the Transportation Committee member offices. Here the papers were commented on, as well a specific letter requesting that legislators look into the activities of several start up "social media labor" - companies that are delivering packages and people, outside of the regulated industries for both. The letter explained the pitfalls with unlicensed companies taking work away from those who are licensed and insured through agency regulation. Another intent was to make the legislators aware of the potential problems, and not just leave it in the hands of the various regulating agencies to remedy.

Dan Bender, CDA Executive Director

New York State Messenger Courier Association



NYSMCA presented Part Two of its Healthcare Reform Seminar in the late spring. The program continued to focus on the Healthcare Bill and

the impact it will have on business and independent contractors in 2014. Discussions included a review of the timeline of the healthcare reform, an overview of the current status of the insurance market and employer strategies for cost control and employee retention. NYSMCA feels that this is an area all members need to plan for in advance, as all of the issues at hand are plentiful and must be addressed now. Part Three of the Healthcare Reform Seminar will be held at the NYSMCA September meeting on September 18, 2013.

On June 4, 2013 the NYSMCA organized a Lobby Day in Albany, New York to oppose the passage of the Commercial Goods Transportation Industry Fair Play Act (Wright/Savino). Although NYSMCA continued to oppose passage of even the amended bill, the New York State Motor Truck Association and FedEx officially dropped their opposition to the amended bill. This substantially diminished the ability of the coalition to prevent its passage, indeed leaving NYSMCA as the lone transportation industry association in opposition. However, NYSMCA played an important role in obtaining amendments to the bill that eliminated some of the most damaging elements of the original bill.

NYSMCA recognized all along that passage of an amended bill was a possibility, and therefore in cooperation with our lobbyists engaged in conversations with the Teamsters, as well as, the bill sponsors to indicate what we felt were the most egregious provisions of the proposed bill. This two track strategy proved to be important when the Motor Truck Association and FedEx made the determination to negotiate an amended bill rather than oppose it.

The Governor' Counsel will now review the bill, and once they have made a determination, will request that it be sent to the Governor for his signature or veto. NYSMCA will engage with the Governor's office during this process, which can take anywhere from a few days to several months depending on what priority the Governor's Office assigns to this particular legislation. We will continue to outline our opposition to the bill, but should the Governor sign it we will engage with the Department of Labor to discuss implementation and how we believe the various provisions should be interpreted.



Connecticut Messenger Courier Association



Last year, the CMCA supported legislation introduced by the Motor Transport Association of Connecticut (MTAC) which fundamentally allowed an independent contractor in the transportation industry to work for a single carrier without violating the “C” part of the “ABC” test which the State uses to determine contractor vs. employee status. That legislation was blocked from coming to a vote by two majority party chairpersons at the request of the Connecticut Department of Labor. However, the actions of these two individuals so upset the minority leadership that the legislation was subsequently attached as an amendment to every bill that the Department of Labor supported and consequently, none of them were passed. As both of these particular legislators retired at the end of last year’s session, the CMCA and the MTAC looked forward to resubmitting the legislation in the 2013 session with the confidence that it would indeed make it to the floor this time for a vote and that we would ultimately prevail.

In January of this year, representatives of the CMCA met with Department of Labor in an effort to resolve whatever objections to the IC legislation the Department continued to have. In the initial meeting, the Department offered to approve what they described as “rifle-shot” legislation to address the IC issue for the courier industry alone. Because MTAC members had borne by far the largest share of the cost of the previous year’s legislative efforts, and because both parties had already committed to continuing the alliance, the CMCA respectfully declined the Department’s offer.

However, unbeknownst to the CMCA, the Department of Labor met with the MTAC and made them a similar offer which, unfortunately, the MTAC chose to accept. So the MTAC resubmitted their legislation, this time covering only individuals operating vehicles with a GVW in excess of ten thousand pounds. After a valiant effort by our lobbyist and members, we’re sad to report that while the MTAC bill was passed, our own legislation did not. Some of our members do indeed have contractors operating vehicles over 10,000 pounds, so this legislation does help them somewhat. However, for our members utilizing IC’s with smaller vehicles, this situation leaves them no worse off than they were before, but unfortunately no better off either.

There are a couple of lessons to be learned from this experience which we would like to pass along to our fellow state organizations: Department of Labor people are true believers in their mission as they perceive it to be. They have great difficulty accepting the fact that there are indeed individuals who wish to operate independently without the protection of the State, and they act accordingly. Winston Churchill once opined, “With integrity, there’s nothing else. Without integrity, there’s nothing else.” You may read into this statement what you wish.

Members of the Florida Messenger Association (FMA) recently returned from Tallahassee after a successful day meeting with some of the state’s elected leadership.

During the visit, members of FMA met with staffs of Representatives Janet Adkins (R-11), Lake Ray (R-12), Daniel Davis (R-15), Barbara Watson (D-107) and Richard Stark (D-104). Additionally, FMA members met with Rachel Cone, Deputy Chief of Staff for Governor Rick Scott and Wendy Hedrick

Director of Program Management for Chief Financial Officer Jeff Atwater.

“There are two pieces of legislation – House Bill 311 and Senate Bill 582 – that provide a definition for independent contractors for local business tax purposes. Having an opportunity to meet with members and staff of the legislature to discuss how these bills positively impact our industry was invaluable,” said FMA President Tim Petty, President of Pettyco Express in Jacksonville. “These bills complement ones passed in the mid-90s that provided clarification for the independent contractor as it relates to workers’ compensation and unemployment,” he added.

Florida Messenger Association Treks to Tallahassee

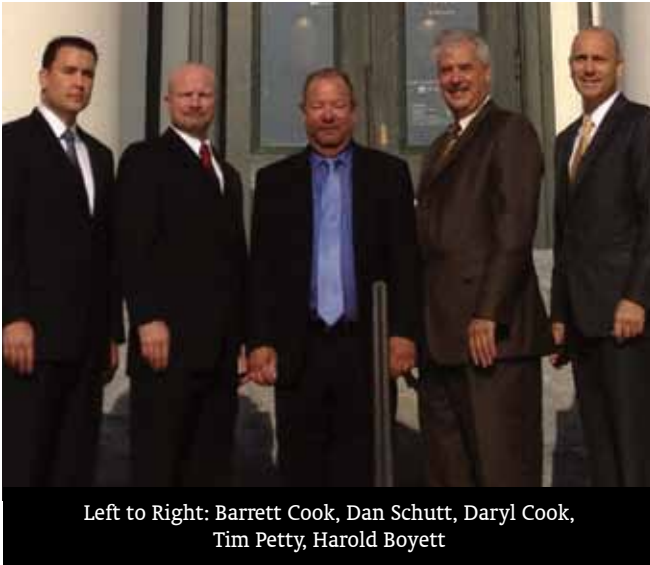


In addition to Petty, other attendees from the FMA included Harold Boyett, Barrett Cook and Christie Morgan, Blue Streak Couriers of Jacksonville; Daryl Cook, CCI of Gulf

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Breeze; Dan Schutt, Double Time Transit of Ocala; and Rose Thomashow, Express Messenger Service of Boca Raton.

“With the existing and proposed legislation, I firmly believe our state is committed to properly identifying and classifying independent contractors. This not only benefits small businesses, but has a positive impact on both the state and national economies,” said Harold Boyett, Past President of the FMA and Chair of the Government Affairs Committee.



Left to Right: Barrett Cook, Dan Schutt, Daryl Cook, Tim Petty, Harold Boyett

The mission of the FMA is to improve and advance the common business interests of couriers, messengers and transportation providers throughout the State of Florida for the benefit of the public need for such services. For more information, please visit our website: www.floridamessenger.org.

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DELIVERY 2030 – THE SELF-DRIVING VEHICLE

BY REED HITCHCOCK

Those of us over 40 can recall the days when they had these great big fold-out things to help you plan a journey or locate an address. You considered the scale, got to know what all the symbols and colors meant through the legend, and invariably when you found yourself in the wrong place you had to pull it out again, spread it across your dashboard, and recalculate. Now we have GPS, Mapquest, and other tools that take care of that work for us. More often than not these days, they even get it right.

That technology is relatively recent, having come into the mainstream only in the past 15-20 years. And it makes me wonder: what's coming in the next 15-20 years? What does delivery and driving look like in 2030? I think we can agree that we're not going to be flying-around in little bubble cars Jetsons-style, but we already have self-parking cars, so what about self-driving?

Interestingly, the company that has made the most news with their self-driving cars recently is not a car manufacturer at all, but an internet company: Google. The Google self-drive system drives at the designated speed limit for the given road as captured by Google Maps, and the cars maintain distance from other vehicles utilizing a built-in series of radar and sensor systems. The system allows an override whereby a real, live driver can take control of the car by stepping on the brake or turning the wheel, similar to the cruise control systems that we've had for the past 30+ years.



DONKEY GARAGE

Nissan has also jumped into the self-drive waters. Even more aggressively than Google, Nissan's chairman, Carlos Ghosn, has committed that the company will be selling self-driving cars to the general public by the year 2020. That means that by our target year of 2030, there's a good chance that they'll work reliably – or at least that those of us who learned to drive actually manipulating the controls of the vehicle may have started to accept them by then.

The technology also exists for these self-driving cars to be fully electric. Heck, we've got that technology now, right? But if you're anything like me, you have an innate fear of being stranded somewhere when the batteries run out. That's where new battery technology and smart cities come into play. Scientists and engineers are still actively working on longer-lasting and more efficient batteries, but at the same time there are efforts to leverage wireless charging technologies to actually keep electric vehicles charged as they drive: by embedding the chargers in the roads. After all, if it will work for your phone, why not your car?

So what would all of this mean for the average delivery company? Well, until they develop those self-driving cars with robots that can actually hand deliveries off to the intended recipient, there will remain a need for humans. But with these technologies, those humans can focus more on the reliability of stated delivery times and plotting out efficiencies in routes and delivery hand-offs. I can imagine a time – quite possibly by 2030 – when the delivery human spends the majority of their time in the back of the delivery vehicle organizing packages and preparing for the next delivery, thus enabling them to deliver even more packages with the time they would have otherwise wasted driving. Think it'll happen?





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