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INSIDE

CHANGE THE WAY YOU LOOK AT YOUR BUSINESS

**DO YOU WANT TO MAKE MORE SALES?
5 WAYS TO HELP**

**KEY PERFORMANCE INDICATORS THAT MATTER
TO SHIPPERS**

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Kirk Godby
President CLDA

PRESIDENT'S MESSAGE

Since 1987, CLDA (then MCAA) has aimed to advance the interests of the carrier industry by providing the resources and education for first and last-mile carriers.

Twenty-nine years later, our association has become the industry's thought leader and continues to provide the networking and education essential to you and your business's success.

In February, we opened registration for the CLDA 2016 Annual Meeting & Exposition and selected "Leveraging the Last Mile" as this year's theme.

"Leveraging the Last Mile" focuses on how you, as a carrier, can better position your company for business with shippers, LTL carriers and other transportation providers. From Technology to best business practices, this year's meeting is designed to leverage your business success.

I can't wait to see you in Las Vegas.

Kirk Godby, President



John Benko



Shawn Swearingen



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Be sure to look for continuing Government Affairs updates via the CLDA Twitter account (@theCLDA) 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.

UPDATE: SPRING 2016

The start of each year especially, one in which many state legislatures along with Congress are in shortened season thanks to the elections, really snowballs through the first few months then are gone! Appropriations measures and continuing resolutions of authorization of administrative agencies still need to be passed at regular intervals which will keep members coming back to D.C. By the time you read this with your morning coffee, CLDA's annual Lobby Day will have been completed and we'll have a full re-cap in the Annual Meeting edition. As you'll read later in this issue, great things are being lined up for the Annual Meeting in Las Vegas, and as part of the Advocacy Donor Luncheon so make sure you are contributing to be a part of this event!

The Advocacy Fund throughout its lifetime has protected and promoted our industry. Without it we would not have the advocacy program on Capitol Hill. Victories legal cases in California and Massachusetts, state lobbying initiatives with partner associations and vetoes in New Jersey are all possible because of donors and the Advocacy Fund.

The CLDA needs your help to keep this possible. If you'd like to contribute to the Advocacy Fund, contact me, CLDA Government Affairs Director Shawn Swearingen, at sswearingen@theclda.com. Thank you to all of you over the years who continue to participate!

Tax Language Movement

The start of the New Year brought renewed discussions of tax reform language on Capitol Hill. CLDA continues to be at the forefront of the 114th Congress and to capitalize on new members joining Congress. With the new majorities and the new Ways & Means Chairman Kevin Brady (R-TX) has publicly stated the intentions of international tax reform in 2016 would lay the ground work for 2017. A member of the Ways & Means Committee, Devin Nunes (R-CA) has also introduced his own business tax reform bill that was still new and being reviewed at the time of this printing.

The Senate Finance Committee and House Ways & Means Committees have established working groups much like the previous session to develop potential tax reform language. In the meantime CLDA staff and Prime Policy Group lobbyists continue to educate members on the CDLA-led HR 2483, seeking co-sponsors in the House and movement in the Senate.

Educating members of Congress would be a tremendous lift without the help and support of Lobby Day attendees to flood the marble hallways talking to their elected officials.

FAAAA Language Update

Though the initial efforts behind the Highway Bill did not include the FAAAA Denham amendment language, there has been new life given to this policy issue. The recently introduced FAA reauthorization bill does include the previous FAAAA language known as the Denham amendment. This language would create and help clarify the FAAAA preemption in states as it relates to prices, routes and services, extending to a state's meal and rest break laws. CLDA was able to sign-on to a letter of over 20 other groups including the American Trucking Association asking for this language to be a part of the larger legislation for both the Highway Bill and now the FAA reauthorization. Ultimately, it was not included in the final Highway bill that passed in December.

As the FAA reauthorization must be passed, this bill is an excellent and fitting vehicle for the FAAAA language. Watch for updates in the regular CLDA Express in your inboxes! CLDA will continue to work with the coalition effort to move the needle on this effort.

Candidates and Officials in the States

Although both federal and state legislatures are back in session, that doesn't mean that constituents can't find opportunities to meet with their elected officials. Federally, Congress takes several breaks during session to go back to their home districts to meet with constituents like you. Even though state legislatures typically don't take the recesses to the extent that Congress does, they will still hold town halls and committee hearings on the road for various policy issues of interest to the state.

If you are interested in finding out when your Congressional Representative or Senator is back in your state or if your state legislature might be holding a committee hearing out of the capitol city and near you, contact Shawn Swearingen at sswearingen@theclda.com.

With 2016 being a large election year, now is an excellent opportunity to work with your elected officials

at both a federal and state level since every one of them are looking to be more active at home! Most everyone wants to be re-elected and if there are new candidates on the scene, be sure to do some reading and educate you on the local issues. Candidates on both sides of the table host "constituent coffees" throughout the states and districts. This great time to make introductions on you and your company, and how you make a difference in the economy! Look for future communications of team building in states where there are not yet state associations.

News From Around the States

Massachusetts: Even with the victory earlier in 2015, the Attorney's General office appealed the decision. The Commonwealth of Massachusetts is not making any new arguments that the Massachusetts Delivery Association (MDA) already won on, however, because the appeal is prolonging the case the MDA still needs your financial help in protecting the right to utilize independent contractors in your business model. With the importance of a Federal legal case, this sets precedence across the country. If you'd like to contribute or know how you can help, contact Shawn Swearingen at sswearingen@theclda.com.

State Association Meetings: *Be sure to watch for your state association meetings in 2016!* Several states have had meetings across the country ranging from California, Texas, New York to Florida which you can read about more in the state update section. If you are not aware if your state has an association, contact Shawn Swearingen at sswearingen@theclda.com. Not only do these groups provide educational outreach, opportunities to lobby in your home state are possible with the relationships established over the years.

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By Andrea Obston, CLDA PR Director

change the way you look at your business

*Change is inevitable and it's happening faster than ever.
How do you know which trends to react to?*

It's all a matter of studying the industry and the trends to separate the Game Changers from the Good-to-Knows, according to Chuck Moyer. This CLDA board member has spent 37 years in the transportation industry, 31 of them in the same-day sector. He's the CEO of Express Courier, Inc. (an LSO company) which operates a fleet of over 2,000 vehicles and 52 facilities. For Chuck, surfing the waves of change has been the hallmark of his career.

"The ability to constantly survey the landscape and identify the high impact changes is the key to business success today," he says. "Changes can be devastating or could create opportunities. Change is coming at us so quickly in today's environment that it takes on an increased level of importance than ever before. Having the technology and skills to evaluate the opportunities change creates and

the ability to rapidly adjust to them is critical. It used to be that you'd look at the changes in the environment at strategic meetings once a year. Now, if you're not doing that evaluation almost daily, you can find yourself at a competitive disadvantage."

Some changes signal the need for an immediate and strong action plans. Others may have an impact in the future. "For any change, you need to be able to weigh the potential downside or evaluate their ability to create opportunities," says Moyer. "If you can prepare for either outcome, you're not starting from scratch to adjust your business plan when they hit. More often than not, this kind of environmental awareness will provide you with a competitive advantage. Business management is all about striking the right balance at the right time."

How do you determine if something's going to be an impact factor for your business? Moyer puts it this way: "An impact factor is any change that can have a direct effect on your business – good or bad. Any change can create an opportunity or potentially be devastating to your business. You need to know the difference."

He points to 3D printing as an example of a change that's influencing the market: "We know this process will have some impact on everyone's future. But, the real question is whether or not it will be a significant Impact Factor for those of us in the customized logistics and delivery sector today or tomorrow," says Moyer. "The only way to know the answer is to follow any trend to see where it leads. On the other hand, if a new competitor is coming into your market, that's an immediate Impact Factor. That's a change that could be devastating if you don't position your company properly when or if possible before it happens."

The bottom line is this: you've got to know which changes could transform the landscape and which ones will have the most impact on your business. You need to look at all the Impact Factors and determine which could be devastating and which create opportunity. Moyer talks about his Opportunity Bucket: "I look at the trends that could impact our industry and pick the top few to put in my Opportunity Bucket. Then, I prioritize them based on impact and estimated timelines. If I position my company properly to react to the important ones, I could have significant growth because I adapted to them early. Think of ecommerce. Clearly, it's in everyone's Opportunity Bucket. It clearly has the potential to have a positive impact. At the same time, it also has the potential to be devastating for organizations that don't prepare for it properly. If you look at your company's Opportunity Bucket and you prioritize, it gives you the vision to develop both short-term and long-term strategies."

Chuck identifies four trends that he believes should be in the Opportunity Bucket of every company in our business:

- Responding to rising consumer expectations
- Making the most constructive use of data
- Taking advantage of device mesh
- Finding ways to respond to the increased need for security.

"All of these changes are driven by technology. The companies that use technology to make sound business decisions that respond to these will drive efficiencies and enhance the customer experience. They will be the big winners," he advises.

Responding to rising consumer expectations

Consumer expectations are affecting supply chain models. Historically, it's been a push model. The suppliers pushed their product to the consumer. "Ten years ago, if you bought something you didn't think about when it would arrive," says Moyer. "You accepted what the supplier told you about when you'd get it. Now, when you buy something you immediately look at how fast you will get it, what it will cost to get it faster and who else could get it to you faster and cheaper than the first supplier. That means that today's consumers are pulling it through the supply chain. Amazon and others have created those expectations. Certainly, the Millennials assume they'll get this level of service and they will soon be the largest purchasing group."

Making the most constructive use of data

In tomorrow's world, customers' expectations of when and where their packages will arrive will escalate. "When you look at technology through that lens, you see how companies like Uber are setting new expectations, and you know this trend is going to escalate," points out Moyer. "With Uber, you can not only see the driver's picture, you also know where he is and when he'll get to you. Amazon Prime Now has gone to a whole new level when it comes to satisfying this hunger for information."



You need to learn from your past, seize opportunities for today and position for tomorrow.

For certain items like groceries, electronics and lawn and garden supplies, you can order online for delivery within a two-hour window. We have it in my area. I order from a list of items using my phone. Then, I get a text when the driver leaves the facility with it. I can see where the driver is via GPS tracking on my mobile device and, when he gets to my exit, the system sends me an alert that the driver is a few

minutes away. I can step out on my front porch and watch the driver arrive within seconds. When you have companies raising customer service to this level, the rest of this industry is going to have to rise to those expectations. If you and your competitor both deliver on time, the one that delivers this level of service, is the company that's going to win. It's all about using technology to enhance the customer experience."

Taking advantage of device mesh

Device mesh is when all of your technology devices are able to share the same information. It's integrated data across systems and devices. So, when somebody scans something at the warehouse or a driver puts something in the vehicle, that information is available to the entire supply chain through devices that are approved by the company. "Device mesh brings it all together," says Moyer. "It takes into account information from wearables, dash cams and GPS devices. The better the device mesh, the more usable and sharable it will be. That will help carriers improve both their own operations and the customer experience they ultimately deliver."

Finding ways to respond to the increased need for security

Security and terrorism are impact factors today that can either be seen as threats to a business or opportunities to take advantage of. "Clearly security is on everyone's mind. If you can implement certain items to respond to those concerns, it will present opportunities," points out Moyer. "Like all trends, look at them and understand them. Then position yourself to take advantage of the ones that present the best opportunities. What may look like a negative initially, can actually turn into a game-changing opportunity?"

Other Trends to Watch

There are a few other trends coming down the road that could have an impact on our industry, according to Moyer. These bear watching. They include:

- Developments in China
- Autonomous vehicles
- Amazon's push to become a parcel delivery company
- Fluctuating fuel costs
- The political environment.

What It All Means

Change can be seen as your business' friend or its enemy. Balancing the lessons from yesterday and today with the trends that will impact tomorrow is critical in today's business environment.

"You don't want to be a company that does nothing but look at future trends, and neglects historically lessons or what's happening today," concludes Moyer. "On the other hand, you don't want to only look to the past because those lessons may no longer apply. You need to learn from your past, seize opportunities for today and position for tomorrow. Timing is critical the impact factors today require a sense of urgency and the trends affecting tomorrow should be responded to only once the opportunity can produce the desired results." **CLDA**



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Do You Want to Make More Sales?

5 Ways to Help

By Patricia Fripp, CSP, CPAE



In your business, how long does it take for you to go from an inquiry to a serious sales presentation with the buyer or executive team? Weeks? Months? When the time comes, are you prepared? Do you know exactly what to say in order to customize your presentation to meet your client's interests? Or is your presentation the same no matter who the client is?

Sales presentation skills trainers are continually appalled to find that thousands of sales professionals are not adequately prepared. They repeatedly make the same drastic mistakes. Sadly, throughout their sales careers they are often not trained to stop making dumb mistakes.

Is it their fault or their companies'? Companies in all industries spend months training their sales professionals on product knowledge, the history of their company, and the reasons that their products and services are superior. The big void in the training, however, is the failure to teach them how to ask the right questions of their clients and then communicate their message from the prospect's point of view.

As one executive said, "We only hire seasoned sales professionals with at least 5-10 years of experience selling technology-related products. We naturally assume that they can tell our company story. We had a meeting where they had to present to our executives, and we were horrified at how terrible they were." Over the years, trainers have heard many different versions of the same problem.

So what is the drastic mistake these knowledgeable sales professionals make? They all follow the same presentation formula:

- ⇒ This is who I am.
- ⇒ This is who our company is.
- ⇒ This is what we do.
- ⇒ This is why we are the best.
- ⇒ This is who does business with us.
- ⇒ We would like your business.

Remember, if you sound the same as everyone else, you have no advantage.

You might not want to think that your prospect is sitting there during your sales presentation thinking, "Who cares? Why do they sound like everyone else? What difference will this make to our company?" Unfortunately, many of them are.

The research clearly indicates that today's buyers are more educated about what they are looking for, and their expectations of a sales person are greater. If you have an appointment, the prospect has most likely already researched your company. Often they know more about your company and your products than your newer associates do.

Selling isn't about you or your products; it's about how your prospects will benefit from them. To be persuasive, you need to appeal to the other person's rational self-interest. People make decisions for their reasons, not yours. Here are five valuable, easily-employed techniques to help them make those decisions in your favor.

1 Forget your company history or industry jargon which might be the biggest "who cares" of all. A bored mind gets distracted and will likely cut your meeting short. Use phrases such as, "Based on 15 years of helping clients of your size and complexity, I have discovered..." or "With the last five clients in your industry, I have found..." or "In our 20 year history, our leadership has always..." Work that information into your presentation without belaboring the point and by focusing on their challenges, priorities, or interests instead.

2 In the beginning of the relationship, remember that the key to connection is conversation, and the secret of conversation is to ask questions. The quality of the information you receive depends on the quality of your questions.

3 Take notes on what they say. When appropriate, feed back their words in your conversation and then in your proposal. Our prospects never disagree with themselves! When you are discovering if they have a need or how big the opportunity is or how much it is costing them without your product or services, let them do most of the talking.

4 For your initial conversations, even if you know your discovery questions backwards and forwards, write them down. If you are part of a team, collaborate with your teammates and add their input to your list, since it's easier to be creative with a couple of minds working on the challenge. There is no true quality without consistency. Your company and clients are best served when everyone on your team, from novice to most senior sales associate, follows the same questioning and presentation structure.

5 Clarify how your prospects can benefit from your product or service. Based on their answers to your questions, structure your presentation around these points:

- ⇒ Congratulations on your success...
- ⇒ Thank you for the opportunity to present our solution...
- ⇒ You told us you are most interested in...
- ⇒ Here is how we can help you accomplish your goals...
- ⇒ Hundreds of our satisfied clients will tell you...
- ⇒ Based on what you have heard, what questions can I answer?
- ⇒ Our next logical step is to...

About the author:
Patricia Fripp, CSP, CPAE, is a Hall of Fame keynote speaker, executive speech coach, and sales presentation expert. When your message must be memorable, your presentation powerful, and your sales successful, Patricia and her interactive, web-based training, FrippVT, can help. For more information, go to www.FrippVT.com.

In the initial discussions, keep your sales questioning conversational; it's not an interrogation. During the formal presentation, answer the prospect's concerns in a way that brings in your past experience with other clients like them. Make sure you use more of a "You" focus than an "I" or "We" focus. Remember, they are more interested in themselves than in you.

Finally, *don't forget to ask for their business.* **CLDA**

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Interested in contributing to our advocacy efforts?

Contact Shawn Swearingen at sswearingen@theclda.com or (202) 207-1114.



Thank you!



LEADERSHIP AND LEGACY: FAMILY BUSINESS

*By Julie Thomas, President,
Priority Logistics Group, CLDA Board Member*

“Plan your work and work your plan” is a familiar quote in our organization. Inscribed on our weekly planners and departmental action plans, it is a constant reminder to “put first things first”. It takes time, courage and commitment from leadership to create a disciplined culture that aligns and executes strategic work into daily work. The overall impact and competitive advantage it creates is well worth the effort. As Jim Collins, author of How the Mighty Have Fallen explains: “Dramatic leaps in performance came when an executive team of exceptional leaders coalesced and made a series of outstanding, supremely well-executed decisions.”

Dramatic leaps in performance also pay off when “best practices” are adapted and executed within family businesses. These organizations have the unique challenge of managing both, and often times competing, expectations of family and business. The purpose of business is to make money. And the purpose of a family is to love and care for one another. When these two complex and complicated worlds collide from eight to five, issues are sure to arise. What’s good for the goose, is *not* always good for the gander. Not when sons report to fathers and sisters report to brothers...and then there are the in-laws.

Acquiring best practices, or standards for the most efficient and effective way to accomplish a desired outcome, are essential for the health and wellbeing of both institutions. These methodologies can include communication, conflict resolution, setting boundaries, writing job descriptions or developing a succession plan. Like anything else, decide what your business needs, benchmark the best practice and incorporate into your organization. The outcome is definitely worth it. And it benefits both your business and your family. Because at the end of a successful business day, you also want a successful evening at the family soccer game, dinner or holiday gathering.

According to the American Productivity & Quality Center, there are three main barriers to adoption of a best practice. They are; 1) a lack of knowledge about current best practices, 2) a lack of motivation (fear) to make changes, and 3) a lack of acquired skills. Change is never easy. And you don’t know what you don’t know. Or, you know you need to resolve conflict or set boundaries with a family member, but don’t have the appropriate tools in the communication tool box to get the job done. That’s when it’s time to hire someone who does.

Each year, our organization assess our practices and aligns our processes with the “best in class”. Moving the needle forward—one project at a time. Our benchmark comes from The Goering Center for Family and Private Business. This organization serves family owned business through the University of Cincinnati. They’ve compiled a list of ten of the best practices for success:

1. *Develop, regularly update, and communicate a business strategic plan, with continuous measurement of the plan results.*
2. *Develop and execute an employee performance management system including accurate, up-to-date job descriptions, agreed upon goals, and timely, truthful feedback and evaluations.*
3. *Implement leadership development plans for key positions and possible successors.*
4. *Articulate a clear family business philosophy, resulting in a family charter that outlines policies concerning employment, ownership, compensation, management, conflict resolution, and personal and corporate responsibility.*
5. *Establish either a Board of Advisors or Board of Directors including non-family members.*
6. *Create contingency and estate plans that address the organization’s response in the event of disability, death or voluntary resignation of owners and key officers.*
7. *Create retirement plans of owners that address lifetime security of owners, including a continual challenge for retired owners.*
8. *Experience continuous financial success over time in terms of sales and profit growth.*
9. *Create an active and functioning Family Council that serves the purpose of communicating company and family issues.*
10. *Embrace and encourage company and individual community service.*

If your organization has the first four processes in place—you are in an elite class. Ninety percent of companies do not have a working strategic plan. If you are intending to transition your business to the second generation, incorporating these procedures are critical. Only thirty percent, three out of ten, make it to the second generation. The research says it’s more risky than a start-up. There is a lot at stake—and things quickly become complicated—financially as well as relationally.

I firmly believe there are three different modalities required to secure a successful transition; a lawyer, an accountant and a great business coach. Together, these three disciplines act like the three legs of a stool. If one is missing, the stool cannot stand. The role of a lawyer and an accountant is essential. However, if relationships are not renegotiated and best practices are not incorporated, failure is inevitable. You can take this to the bank, literally. I know, because I make a personal commitment and brought this piece to the table during our business transition. The odds are against you. So you fight, and fight hard for a successful outcome. Because at the end of the day, what you want is your family and your business.

“Whatever you are, be a good one”, is a favorite quote attributed to Abraham Lincoln. Whatever positions you hold in your organization, Shareholder, CEO, employee or family, be a good one. Adopt best practices for each and every role. Don’t cross boundaries. Learn to communicate and require accountability. Be a good steward to both your business and your family. Again, at the end of the day, what will be remembered is your leadership and your legacy. Be brave. Risk. Do the right thing. Improve your processes and implement change. It’s worth all the uncomfortable effort to get there. Your business will prosper and your family will thank you. I promise.

CLDA

About the author:
Julie Thomas is the CEO of Priority Logistics Group, a WBE Certified company in Cincinnati, OH. Julie is a Certified Business Coach and Licensed Social Worker and Ordained Chaplain.

Solving the Omni Channel Bottleneck: LTL Carriers Look to Contract with Last-Mile SameDay Courier Companies

Cell phones have indeed revolutionized the entire world. From any given location at any point in a day, if you look around, you are bound to catch numerous folks texting, surfing, emailing, researching and of course, shopping too! Over the past decade, e-commerce activity has skyrocketed. And the future is limitless. If you are an LTL carrier in this new age E-economy, the last mile could be the hardest and most costly mile, but the most crucial to the consumer.

According to the Customized Logistics and Delivery Association (CLDA) there are currently upwards of 5,000 local carriers(couriers) in the United States, however, only a small minority operate nationally or even regionally, in other words, shippers would need to work with a huge inventory list of couriers in each market they cater to. Most of these couriers utilize proprietary software systems and also farm out work to other agents in the market, further adding on an extra level of complexity.

President and C.O.O. of SCI, Rob Slack confirms “We know these same-day providers can solve a major problem in the first-mile and last-mile equation, but the larger LTL carriers were always concerned of the increased liability and lacked confidence in these businesses. Residential delivery is the biggest potential pitfall. SCI is able to validate owner operators making deliveries has all the qualities necessary for the best end user experience. We have also broken the registry down into categories for the LTL players to choose from depending on their shipper requirements.”



The “new normal” for last-mile logistics needs innovation and novice methods to attract new online orders as quickly as possible.

Talking Logistics website reports that local delivery is booming enormously in the logistics field, especially for retailers. Both online and brick-and-mortar stores in addition to the investment industry are starting to realize the enormous potential. Local delivery is smoking “hot” right now primarily due to it no longer considered just a back-end process after completion of a sale, but it’s truly a competitive game-changer with the potential to drive sales and boost customer loyalty.

The “new normal” for last-mile logistics needs innovation and novice methods to attract new online orders as quickly as possible. One way is to leverage existing services of local and regional couriers who are already specialists in this mode of delivery. Logistics Management magazine asserts that “That concept is considered valid by some industry stakeholders, whom say on-demand carriers could deliver packages to consumers as a low-cost option relative to other modes or options, coupled with increased efficiencies and supply chain productivity gains.”

LTL carriers have been rather slow to react to the opportunity presented in the “new normal.” According to VP, industry strategy for JDA Software Group, Inc, an American software and consultancy company, “North America omni-channel logistics and last-mile delivery has not been adopted, progressed, or evolved as quickly as it has in other regions.”

“If you think about how things get delivered today in North America, the primary channel has been a handful of large parcel players like UPS, FedEx, USPS and Purolator in Canada,” he said. “But in Europe the evolution has already started, where the term parcel in the context of omni-channel really means local delivery. We are already seeing a different scenario where this is not this set of dominant players creating a defacto standard. There are a lot of small, local regional providers. From a supply chain perspective, that creates a lot of challenges, because it is not

about offering a couple options from a service perspective, it is more than that as myriad carriers and services levels and other things.”

Brasca potentially sees a growth possibility in North America for evolution in the pace of omni-channel adoption. Brasca embraces the opportunity of shippers looking to potentially bypass standard existing providers in exchange for increased flexibility and punctuality. And to achieve this, there needs to be closer proximity with existing infrastructure allowing for greater degree of flexibility for origination of shipping and ultimate fulfillment, he added.

“When you are closer to the consumer, there is less of a requirement to go through the static or rigid networks a FedEx or UPS might have, and there is a greater ability to take advantage of these existing local city logistics functions like couriers, which have been around forever and typically relegated to specific industries,” he said. “With E-commerce, there is the ability for couriers to expand their horizons based on flexibility in their network and what makes the most sense for their customer and for the retailer from a profitability standpoint.”

Talking Logistics asserts that the companies that can harness the power of local delivery will be positioned to be the winners moving forward. However, local delivery is entirely different from other transportation operations, and companies that blindly venture into it without first understanding the unique landscape and potential challenges associated with local delivery may be poised to encounter failure.

“With E-commerce, there is the ability for couriers to expand their horizons based on flexibility in their network and what makes the most sense for their customer and for the retailer from a profitability standpoint.”



GROWTH COUNCIL

A LOOK AT GROWTH COUNCIL MENTOR ERROL CVERN

by Andrea Obston, PR Director, CLDA

Seven up-and-coming members of the customized logistics and delivery industry are getting the benefit of experience from five veterans as part of the first class of the CLDA Growth Council. Launched at the Annual Meeting in May, the Growth Council is part of the association's dedication to the growth of the industry.

**“The only source of knowledge is experience.”
Albert Einstein**

At the 2015 Annual Meeting, seven mentees were paired with five experienced members of the association. Together, they are going through a year-long development process that has included one-on-one business coaching, mentorship, networking with industry leaders and advice on proven best practices. They will be honored as the first graduating class of the Growth Council at

the 2016 Annual Meeting May 11 to 14 in Las Vegas.

One of those mentors is CLDA Board Member Errol Cvern, who is the President of Select Express and Logistics in New York City. “I got involved because I saw it as part of the CLDA board's objective to retain membership and advance the profession,” he says. “I wanted it to help add value to CLDA membership for the smaller companies in our association. I've been in the industry for 30+ years and I thought it was important to give back for all the times those in our business have helped me.”

Errol has two mentees who are in very different situations. One is part of an established company and the other is new to the industry after having purchased an existing company. Errol has found that working with both companies has been both satisfying and stimulating. “The interesting part is that the CLDA gave us templates to use that would allow us to track certain metrics and to gauge our mentees' progress. So, I went into the experience thinking I'd be totally focused on metrics. That's been a part of it, but I think the real value has come in having open and frank conversation between mentees and mentor in 'softer' areas such as personnel and the roles in their companies that they could best serve.”

Since May, Errol's relationship with his mentees has deepened. “I had each of them create an abstract about their companies. That helped me get down to the granular level with each of them. It allowed me to understand what they do and what each of their employees does. That then let me take on a consultant's role and they began to get comfortable with me. The feedback I've received is that our conversations have been very helpful to each of them in different ways. We've been able to work through current problems and to take a future look at their companies. I think it's a testimony to the mentees that they have been so open and willing to trust. It's really been the key to making this work so well.”

Errol sees the program as just the beginning of his relationship with his mentees; one he expects to continue way after his formal part in the one-year Growth Council program ends. “The relationship that we've developed

will go on. I think the best thing that's come out of this program for these smaller companies is that they now have someone who has a larger company to turn to. They can feel comfortable calling me and picking my brain. It's different than a one-time conversation at a meeting. Because of the nature of our relationship, I now understand what they are doing. They know they can call me and trust me."

He sums up some of the benefits that he sees his mentees have experienced as part of the Growth Council. "I think I've given each of them a way to look at their businesses differently. That's empowered each of them. What I'm doing is kick-starting them. I'm showing them things and then they're taking the ball and running with it. Each of them has used their own skills and experience to take from this experience what they've needed."

Would he recommend the program to other industry veterans? Definitely. "I volunteered to do this because I thought it would be good for the association, but it's also been good for me," he says. "I've had people who've mentored me along the way. I have good friends in the industry who I know I can pick up the phone and call anytime. It's not so easy for companies that are smaller. I truly believe that I now have a vested interest in these two companies and my mentees. I would expect to hear from them for years to come. That's the kind of the relationship we've developed and the trust we've cultivated. I think that will allow for our roles to continue for a long time until they outgrow my company and become my mentor."

Interested in being a part of the 2016 Council as a mentor or mentee? If you're looking for a way to give back to the industry by sharing your experience or you're looking for some help for your company, consider being a part of the Growth Council's next class. Mentees must be CLDA members in good standing; have annual revenues between \$100,000 - \$2 million; be professionals with an ownership interest in the business and be willing to participate in a year-long mentorship program.

For more information, or to become a part of the program, contact the program's founder, Jason Burns, at jason@qcslogistics.com.

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OMNI-CHANNEL OR

BLOCKBUSTED

By Manish Kapoor, President & COO of
Cheetah Software Systems

Manish Kapoor, President & COO of Cheetah Software Systems, shares his thoughts on how eCommerce will shape the industry.

WHAT'S YOUR FUTURE?

Remember those late fees at Blockbuster? Remember standing in line to return the tapes? Customers moved on but Blockbuster did not. Netflix grew but Blockbuster did not. RedBox moved ahead but Blockbuster did not. It had loyal customers and could have delivered to them from the store nearby, but it did not. What if blockbuster had gone Omni-channel with online content like Netflix and offered one-hour delivery like Amazon? Why did it not go from nearest store to door? Instead, it froze and got "Blockbusted".

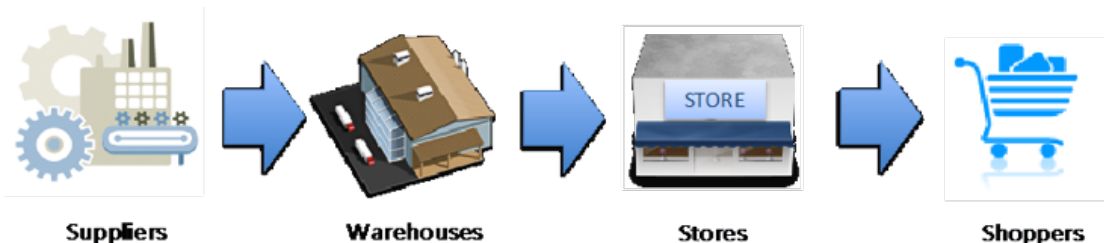
IS YOUR FAVORITE STORE NEXT?

Some retail chains have realized that "freezing in the past" is not an option and are gearing up to fight back. After all, they have the stores close to the customers already. If they play the right cards, they can turn the tide. However, do they have the right strategy? What will it take to divert the inevitable storm?

"IT'S THE CUSTOMER – DUH!"

Crowd-sourcing is just a desperate Band-Aid attempt at best. It is the worst way to let that contact with the customer go down the tube. Most retailers that are now also online think their job is done once the shipment leaves their store or warehouse. Guess what! **The final delivery experience represents your brand the most.** That delivery person is also your sales person. You go through all sorts of interviews, background checks, cultural fit assessments before you hire store associates and yet you put all your faith to provide that outstanding customer experience delivery in the hands of someone who has spare time to drive around with packages?

Prior to eCommerce life was simple. We all lived in the "linear" or a "push" economy where the product moved from the factories via truckloads to distribution centers before moving in to big box retailers. Customers drove to the stores to buy.



Today, we live in a “pull economy” where the customer first chooses what, where and when they want and then the supply chain adapts to support that with combination of first mile, truckload, less than truckload (LTL), and last mile components. The customer is now in even more control and you don’t want to let go of that direct contact you can have with the customer to sell, re-sell, cross-sell and up-sell.

Last mile delivery accounts for 28% of the total cost to move goods to their destination.

Retailers that don’t have the right strategy, talent, technology and speed are getting “Blockbusted”. It’s not just the cost; it’s the customer experience and the related revenue play that matters.



SO, WHAT DOES IT TAKE?

1. Courage to **admit** that there is a problem.
2. **Focus** on the customer. Don't outsource customer experience.
3. Right thought leaders and **partners** by your side to help re-engineer the customer experience and operations.
4. **Technology** platform that is designed for best customer experience at lowest cost.
5. **Speed** – quick decision and action. You don't have the luxury of those long-drawn RFPs anymore. Make a decision and move, now!

It can be done. I have done it. Define the vision and road map, find the right partners, lead the change, and implement with speed.

It gives me pride to now be part of Cheetah that is enabling companies to provide the best customer experience with its world-leading logistics platform and team of experts. Automated and real-time optimization of national networks of assets (First Mile/Truckloads/LTL/Last Mile) – is no small feat. Those who get it are utilizing Cheetah to its fullest and disrupting the market. Others will likely be blocked and busted. Omni-channel is the way of life and the customer is still the king!

Are You Missing Out on Opportunities Created By Today's Technology?

CLDA Magazine recently spoke to Satish Jindel, President/Principal Consultant, SJ Consulting Group, Inc., a 30-year veteran of the transportation/logistics industry and one of the key players in the start-up and expansion of what became FedEx Ground. We asked him about the opportunities and challenges that technology presents for small and regional carriers.

CLDA Mag: What is the biggest misconception that small and regional carriers have about the use of technology?

Jindel: There are a lot of people in our industry who don't take full advantage of what today's technology can do for their companies and their customers. They either think technology will solve all their problems or they think the more advanced technology is beyond their budgets. There are also those who embrace whatever is new and "shiny." They will inevitably be disappointed.

You must have a full understanding of what these systems can do and what you need them to do. Without that, the technology won't end up delivering productivity or profitability. There are plenty of examples of such failed technology attempts in our industry.

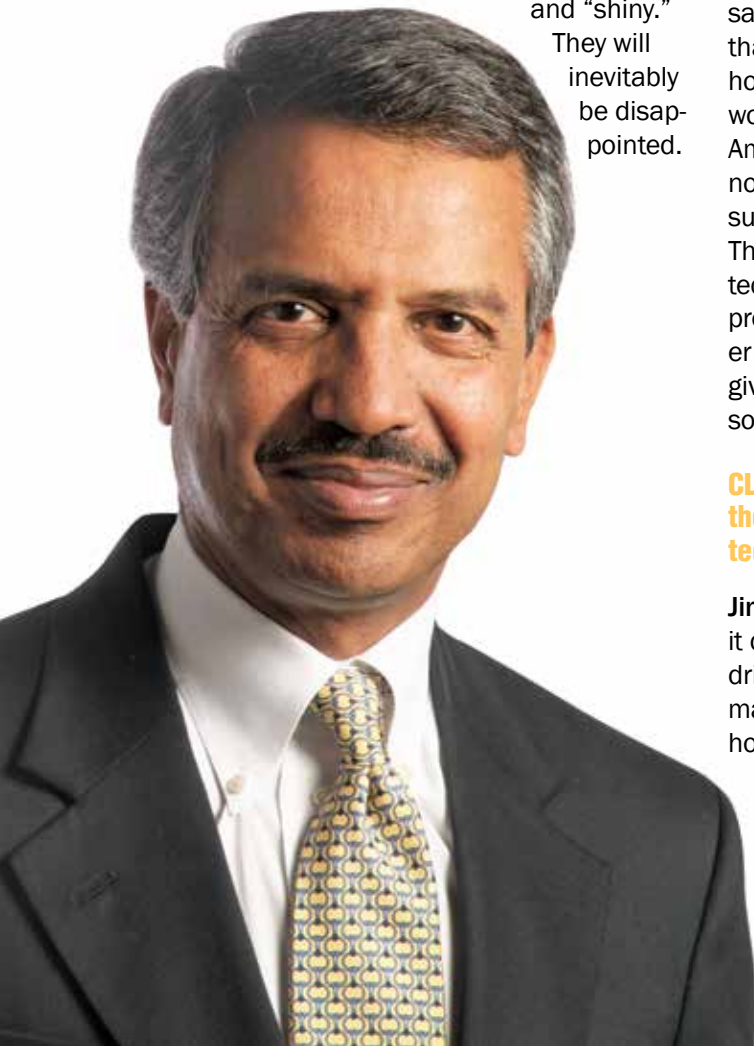
However, some people in our business misinterpret early failures in the industry, assuming they are the fault of technology. For example, when eBay retired their eBay Now service in the US, the cynics said, 'See, app-based services that offer delivery within the hour or same-day just won't work.' But, now we know that Amazon is making that technology work and has had early success with this service. There's a danger in thinking technology will solve all your problems. And there's another danger that comes from giving up on its potential too soon.

CLDA Mag: What are some of the opportunities that today's technology offers?

Jindel: One of the best things it delivers is the ability to really drill down into the data and make the most of it. Look at how Amazon is harnessing

technology to maximize efficiency of delivery. They know which packages they need to deliver within a specific five-digit zip code. They know where those packages are at any time and they use that information to sequence the stops along the route for greater efficiency. That technology is readily available to smaller carriers, too.

On the shipper side, today's technology gives them a greater understanding of the productivity of their carriers. Technology allows shippers to examine the cost to deliver to a particular zip code on a particular day. It allows them to know what products can be delivered to whom, on what day and how quickly they have to arrive. They know the total number of stops they'll need to make along the way. Because this data is available by zip code, they can estimate the cost of that delivery, taking into account the density of that route. This allows both carriers and shippers to understand the true cost of that delivery. That data also gives carriers the ability to better negotiate the cost of that delivery. It gives both parties involved greater visibility into the delivery process so they can arrive at a fair price.



CLDA Mag: What about technology's impact on the customer experience?

Jindel: Today's technology can deliver an enhanced customer experience. It allows the carrier to give the ultimate customer – the consumer - a one-hour window for delivery. Carriers that don't take advantage of the technology to do this are missing out. If you're still giving your customers four-hour delivery windows and expecting them to sit around and wait for you, shame on you.

CLDA Mag: What can technology do to make the carrier's life better?

Jindel: One of the most important things technology delivers is the information that means drivers aren't wandering around to find an address. And it helps them get there in the shortest and quickest way. That's all about driver productivity.

Technology also allows drivers to capture the information about customers that will improve deliveries over time. For example, suppose a driver delivers to an address and notices that the customer has a load-

ing dock. The next time they go to that location, they can show up with the right truck and unload through the loading dock instead of going through the front door. The driver is able to capture information and upload it into the system for the next delivery. That means that a carrier can use technology to build up their data base and improve their ability to serve their customers better and with greater driver productivity

CLDA Mag: Isn't a lot of this technology so new or so expensive that it's out of reach for local and regional companies?

Jindel: Not at all. The technology is out there. It's not new. It's not untested. Many smaller carriers aren't using it as effectively as they could. I've been dealing with small, local same-day companies for many years and I've found that many don't give enough credibility to the capability of the technology that's available. They don't realize it's out there and attainable.

The internet's a public highway that's available to all. And the cell phone is part of our lives. Look at what Uber's doing with

cell phones. Smaller carriers can and should take advantage of these common forms of technology that are already in everyone's hands.

Don't assume that technology is too exotic or too expensive. Instead, ask yourself, "How can I leverage these tools that are in the hands of the people I deal with?"

CLDA Mag: What's the one piece of advice about technology you'd like to leave local and regional companies with?

Jindel: Technology by itself isn't going to create opportunity. You've got to combine this with knowledge of the industry. Do your homework. Find out what's out there and learn how to best leverage it to operate more effectively, efficiently and personally with your customers. If you are not sure of how to identify the technology that is right for your business, seek out people who understand both the technology and your industry so they can generate results for you in the most cost effective and efficient manner.

CLDA

Satish Jindel has spent over three decades in the transportation/logistics industry. He played a major role in the start-up and expansion of what became FedEx Ground. Today, he is the President/Principal Consultant at SJ Consulting Group, Inc. The firm focuses on providing strategy, marketing, pricing, merger and acquisition, and operational advice to businesses within the transportation and logistics industries. Satish is frequently quoted and published in national publications and trade journals. He is a regular guest speaker at conferences, including CLDA's. For more information, see www.jindel.com.

"They said they will get right on that."



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SCHEDULE OF EVENTS

WEDNESDAY, MAY 11

7:00am - 2:00pm

Golf Tournament

Beverage Cart Sponsored by Relay Express

Experience Las Vegas at the Revere Golf Club. Offering 36-holes of championship golf nestled just off the strip in Henderson, Nevada, the Revere Golf Club provides golfers unique challenges with panoramic views of the famous Las Vegas strip. Registration includes transportation, lunch and beverages.

5:00pm

Registration Opens

6:00pm - 6:30pm

First Time Attendee Networking Workshop

6:30pm - 7:30pm

First Time Attendee Reception Sponsored by FleetComplete

7:30pm - 9:00pm

Grand Opening Reception

THURSDAY, MAY 12

8:00am - 9:00am

Meet the Candidates Breakfast in Exhibit Hall

Sponsored by Datatrac

9:00am - 10:00am

CLDA Annual Business Meeting

10:00am - 11:00am

CLDA Exchange in Exhibit Hall

11:00am - 12:00pm

Keynote Presentation

Sponsored by Key Software Systems

12:00pm - 1:00pm

Lunch in Exhibit Hall

Sponsored by OnTrac

THURSDAY, MAY 12 CONTINUED

1:00pm - 2:00pm

How CLDA Carriers Can Participate in the Multi-Billion Dollar LTL Opportunity

This session involves four executives of non-asset based LTL carriers who will explain the emerging trend of providing LTL final mile services by partnering with first and final mile delivery providers.

Each panelist will describe their operating models, who they partner with, why they partner with them and what it takes from a technical and service performance standpoint to gain access to millions of dollars of revenue opportunity, and what they seek in last mile delivery partners.

Moderator: Jim Bramlett, SVP Business Development SMB, uShip

Panelists: Thomas H. Nagel, President/CEO, Clear Lane Freight Systems; Rick Mathews, Vice President, Specialized Services, YRC Worldwide Inc.; Steven Selvig, Vice President Sales & Marketing, Reddaway; Grant Crawford joins Roadrunner as President, LTL, Roadrunner Transportation Systems, Inc

2:00pm - 3:00pm

CLDA Exchange in Exhibit Hall

3:00pm - 4:30pm

CLDA Focus Groups

This year's focus groups are designed to give you a deeper understanding of how to become successful in a particular customer segment. Join shippers and other industry leaders in round table discussions on the nuances of specific industry verticals and gain knowledge about proven operational best practices to help you be a successful industry player.

6:30pm - 8:00pm

Business Networking Reception

Sponsored by SCI

FRIDAY, MAY 13

8:00am - 3:00pm

Registration Open

8:00am - 9:00am

Breakfast in Exhibit Hall

9:00am - 10:00am

PANEL:

The Future of Transportation

This highly interactive panel of industry leaders will discuss and answer questions regarding trends, challenges, and opportunities in today's business environment. Discuss with the experts their thoughts on the economy, fuel volatility, eCommerce, technology, M&A, and what the "Amazon effect" will have on today's supply chain. Learn what these industry leaders are following, why, and how it could impact your organization.

10:00am - 11:00am

CLDA Exchange in Exhibit Hall

11:00am - 12:00pm

PANEL: Shipper - Carrier Relations

Shippers have realized that the CLDA is the conference of choice to find professional carriers of all sizes and capabilities. During this session, shippers from various industries will discuss what it takes to become an approved carrier in their network, the future of the supply chain and how customer expectations will change the way you do business.

12:00pm - 1:00pm

Lunch in Exhibit Hall

12:00pm - 1:00pm

Government Affairs Advocacy Fund Donors Luncheon

1:00pm - 1:30pm

Vendor Break/Prize Giveaway in Exhibit Hall





FRIDAY, MAY 13 CONTINUED

1:30pm - 2:30pm

PANEL: How To Compete in the New Digital Delivery Age

How do you leverage the new “collaborative economy” and prevent losing customers and seasoned drivers to app based delivery companies?

This panel will offer solutions to stay competitive and respond to the coming changes of the same-day delivery market. Learn about “carrier” friendly technology companies and innovative ways to expand your driver network. Attend this panel to regain control of your future and take your business to next level.

2:30pm - 3:30pm

Class Action Threats—What Courier Companies Need to Know and What to do to Prepare!

This 1 hour session will provide insight into the most common targets or problem areas that plaintiffs’ attorneys focus on. It will include not only a plain English description of the typical lawsuits, but also draw focus on areas within a courier company where a quick self-audit a/k/a desk audit should make a big difference. The program is designed to help courier company executives get ready and possibly avoid these very difficult lawsuits that seem to be plaguing transportation across America.

Presenters: Adam Smedstad, Partner, Scopelitis, Garvin, Light, Hanson & Feary, P.C.; Andy Butcher, Partner, Scopelitis, Garvin, Light, Hanson & Feary, P.C.

4:30pm - 6:00pm

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About the Hotel The Green Valley Ranch (GVR) is a Five Star Luxury Resort located in Henderson, NV and is less than 8 miles from McCarran International Airport (LAS).

Ground Transportation A complimentary shuttle is available from LAS to GVR.

Parking On-site parking is free for CLDA Attendees who stay at the Green Valley Ranch Resort.

**All reservations must be made by April 4, 2016. Reservations made after this date are available based on hotel occupancy and are not guaranteed to qualify for the CLDA Room Rate.*

HOTEL & TRAVEL

RATES

ATTENDEE REGISTRATION RATES

	Early Bird (4/5)	Regular	On-Site
Member - 1st Attendee	\$750	\$850	\$950
Member - Additional Attendee	\$650	\$750	\$850
Non-Member	\$985	\$1050	\$1150
Spouse/Guest	\$550	\$550	\$650

EXHIBITOR REGISTRATION RATES

Exhibit Booth Rates	Early Bird (4/5)	Regular
Member (1 10x10 Booth and 1 Registration)	\$1850	\$1950
Non-Member (1 10x10 Booth and 1 Registration)	\$2375	\$2475
Additional 10x10 Booth(s)	\$1260	\$1260
Additional Booth Personnel (Member)	\$500	\$500
Additional Booth Personnel (Non-Member)	\$700	\$700

Additional Registration Options

	Rate
Carriers Row	\$900
Golf Tournament Registration	\$190
Golf Club Rental	\$50
Reception Tickets*	\$100/ticket

**Reception tickets (Wed-Fri) are available for guests not registered for the conference.*





Key Performance Indicators *That Matter to Shippers*

By Andrea Obston, Public Relations, CLDA

Want to get and keep work from shippers? It's all about measuring up to their expectations when it comes to Key Performance Indicators (KPI). It's not enough for a carrier to say they have delivered on time or successfully moved something from A to B. Today's shippers require careful tracking and measurement of data points that help them determine a carrier's ability to execute on the service.

CLDA Board Member Kelly Picard has spent over two decades in the transportation industry and is a second-generation CEO of Hackbarth Delivery Service. She has held positions in operations, sales strategy development and execution; sales and customer service management;

account development and administration; P&L accountability; executive leadership; marketing and public relations. She started in the industry as a driver and steadily progressed through various management roles. As part of Hackbarth Delivery Service's executive team she plays key roles in creating and implementing the strategic plan for their company.

Picard talks about measures of success that shippers use to evaluate carriers before awarding them the business and throughout the relationship.

Question: What are KPIs for shippers?

Key Performance Indicators that shippers are looking for are the data points that are going to drive service to their customers. They want to be able to track and measure these elements to determine if a carrier has the ability to execute on the service. The common term is "The Voice of the Customer," referring to the shippers' customers. Shippers want to measure the delivery experience received or perceived by their customers. The goal is accuracy and consistency: to deliver the right package to the right person at the right time, every time.

Question: What are the KPIs shippers use to evaluate carriers before awarding contracts?

It's a combination of what the shipper requires and the carrier submits in their RFP response, in addition to information from third parties such as the DOT's rating, driver CSA scores through the FMCSA, and TSA scores and audits results.

On the RFP side, shippers will want information that helps them evaluate whether a carrier can do the job such as:

- Scanning performance
- Real-time vs batch capabilities (GPS component)
- On-time delivery percentages
- Signature capture capabilities
- Damage rates/cargo loss
- Driver screening procedures
- Security audits – are they doing them internally or are they audited by other shippers?
- Claims
- Quality of Service Scores

Question: Let's say you are awarded the work. What are the KPIs shippers want to see moving forward?

Most have score cards that are part of the service level agreements they put in place with carriers. These KPIs are typically defined in a metric-based system that outlines what they will be tracking.

These metrics usually measure scanning, on-time delivery, proof of delivery and security issues.

Scanning assures the shipper that the delivery was made on-time and was accurately documented. It's particularly important if the shipper is guaranteeing specific time windows, for example, within two hours. Scanners help answer questions such as: Was the delivery made in the time frame promised? How was the delivery performance of a particular driver? Were all packages delivered to the right place at the right time?

Shippers look at percentages of received scans. These are completed at the unloading of the freight at the carrier's hub. This is a check done to verify the packages on the load received from the shipper and is usually performed by a supervisor. Next, the packages are sorted to the route level and a load scan is performed by the delivery driver. These load scans are done before going out on the routes to ensure the correct packages make it to the correct route. The third scan is the delivery scan at the end point to measure whether the package was delivered and signed for. Today's shippers demand real-time visibility to what's going on with their deliveries. They value carriers with systems that show this and can integrate with their own. They want systems that make it as easy as possible for them to have high visibility to each delivery.

That's where proof of delivery comes in. Shippers want proof of delivery from the driver or, better yet, signature capture from the receiver. With B-to-B customers, signature capture isn't a problem. When we make the delivery to this customer endpoint there is usually someone there to get the package. But with residential and ecommerce it's more of a challenge. Packages are being left at the doorstep without a signature. That obviously opens the door to cargo loss or claims. Shippers want to know how delivery companies will manage through these issues.

With the volume of ecommerce items coming through shippers will be relying more and more on advanced technology scanning devices with GPS that are cross-referenced with time stamps. Today, most of us depend on these, but I expect the trend towards app-based solutions in this area to increase. Right now the technology exists in smart phones to make that happen in a cost-effective manner. Some companies are starting to develop their own driver apps. The devices need to be able to read barcodes quickly and accurately, and integrate with the carriers and shippers systems. It's going to take some work to give this sort of visibility that would include transmitting the address location at the time the package was scanned and left unattended at a residential delivery, along with capturing the barcode simultaneously. It may evolve into a picture of the residence with the package left on the doorstep being transmitted at some point.

Question: You mentioned security issues. Talk about that.

Shippers will often do a pre-award security audits before they give you the business. In addition, they expect carriers to do regular security audits that are part of an ongoing evaluation of performance. These could be once a year or even once a quarter. Shippers will also do surprise security audits, and the objective is to drive consistency of processes, with the goal of catching the carrier doing things right.

Shippers will want the answers to security questions such as:

- What type of product are you handling?
- How secure is your building?
- What kind of cameras do you have?
- Where are they located?
- How do workers check in and out of the building?
- How is the building monitored after hours?
- What kind of offsite monitoring do you have?
- Do you have security cages with limited access?

“Shippers want to know you're doing the job and keeping a handle on all phases of the pick-up and delivery.”



Question: What about contract renewals? What KPIs do they look at in addition to what we've discussed?

They're going to look at the past history of the account. In addition to the aforementioned service KPIs, others will include damage and cargo loss, efficiency, accounting and billing procedures and driver survey scores.

Damage and cargo loss are ongoing issues for all of us. This is a particularly challenging area when it comes to residential deliveries. Clearly, signature POD becomes important in defending claims for cargo loss. But it's complicated. There will be some damage that's easy to spot as you unload the boxes. For example, boxes on the bottom that were crushed. But what about concealed damage where there's something inside a box that can't be seen by the driver or the carriers when unloading? For example, an appliance delivery where you uncrate the item and there's a dent in the stainless steel door. You can't see that until you uncrate it. Or, you're delivering liquids that are damaged in transit, causing them to leak and damage other products.

In a contract renewal conversation they'll want to discuss where damage and cargo loss occurs. You might be doing work in five of their distribution centers and in four of them there are low damage rates. But, in one location there is five times the damage rate compared to the others. That could be the shipper's issue because they have a packing problem. Or, it could be a carrier issue where the product is not being handled correctly.

Shippers may also want to discuss fuel efficiency. They'll ask about your efforts to right-size the equipment as it relates to fuel efficiency, particularly on longer routes.

Accounting and billing are also KPIs shippers will want to discuss at the time of renewal. They will want to make sure accounting and billing is accurate and timely. They will want you to have a good reconciliation process. Larger shippers, for example, have a push-pay system in which they create their own invoices for the carrier before they get the invoice generated by the carrier. If the carrier doesn't have a good internal system for reconciling they could be short-paid or overpaid. A good reconciliation system validates that they did indeed deliver a shipment on a particular day and then creates a charge associated with that shipment. If the push-pay systems are linked to the system where orders are generated, that helps. Often times the shippers are working with multiple internal systems and these are separate.

The driver survey scores can be another tool in the evaluation, if the shipper uses these. This basically is a survey the consignee takes after receipt of a shipment that asks how the driver performed and, really, how the driver made them feel. This gets back to the Voice of the Customer. More and more shippers are trying to qualify the customer experience in terms of both product and delivery experience. The drivers are the front line people who have the face time with the end customers, so the shipper wants this interaction to be both pleasant and professional.

Question: How do shippers use KPIs to improve performance?

Ultimately, KPIs get translated into reports that give visibility to areas that may need improvement, but also show where the high performance is occurring so that best practices may be replicated. The goal of KPIs in simplest terms is to improve performance. As an example, one shipper, a little over 10 years ago, started with a goal of carriers achieving 89 out of 100 to be considered "good" and 92 or above was "excellent". Fast forward to today and many changes to the metrics, and now, to be excellent, the carrier must be at 4.87 out of 5. They did this because over time, many of the carriers were hitting the goal, so they raised the bar. Not only did the percentage increase, but the scale was reduced, compounding the challenge to be excellent. So the shipper, through careful use of KPIs, improved performance.

Question: Help us to understand the KPIs that are most important to shippers in general.

KPIs are just that – Key Performance Indicators. Shippers want to know you're doing the job and keeping a handle on all phases of the pick-up and delivery. Shippers want careful tracking and measurement of data points that tell them you can do the job. We are generating large volumes of data, but to make this useful, it needs to be visible and accessible. **CLDA**

This article originally appeared in the Eye for Transport blog. It is reprinted with permission.



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MEMBER NEWS

NOW Courier Celebrates 30 Years in Business and Names New CEO and CFO

January 2016, marks NOW Courier's 30th year in business. The NOW brand began 30 years ago when Now Courier was founded by Mike Schwalbach and Jim Meyers. It started off with just a few employees and just a handful of customers in Indianapolis, IN. Since that time the organization has grown to 7 locations and a head count of over 80 employees and 500+ Independent Contract Drivers. We have built our business around customer satisfaction and taking care of our employees. We have remained at the top of our field in the transportation/logistics industry, specifically in the last mile/expedited arena. With over 3 million + successful deliveries per year, NOW is considered one of the largest customized logistics providers in the Midwest. We are innovative and forward thinking in how we approach our customer's specific needs, and customize solutions to their liking. NOW will forever pride itself on taking care of the partners that take care of them.

NOW Courier, Inc. would also like to proudly

announce Ryan Schwalbach has been named CEO as of January 2016. He is also now the owner of Now Courier, Inc., as he has taken over the business from his parents, Mike and Sandy Schwalbach, who started the business in 1986. He has worked his way from the ground up, having detailed involvement in virtually every department of Now, with his last few stops being Vice President of Sales and President, before his current position of CEO. He is actively involved in various business organization throughout the Indianapolis areas, including Young Presidents Organization (YPO).

Alongside Ryan, is Ryan "Jake" Jacobs, who has recently been named NOW's CFO, as of January 2016. Jake has held various positions throughout the company which include Routing, Operations, System Analysis/implementation and Special Projects. He plays an important role in setting strategic direction as well as identifying and implementing efficiencies throughout the organizations. [CLDA](#)

Donna DiTucci Davis is the new Executive Director for Chase Couriers & Logistics

Dallas, Texas – Chase Couriers & Logistics, is pleased to announce that Donna DiTucci Davis has joined the 23-year old company as Executive Director to further promote top drawer service standards and to further develop their growing portfolio of regional and national accounts. Donna comes with more than 30 years of industry experience having held positions as Director of Sales and Marketing, Operations Manager and VP of Operations with US Courier & Logistics and Timeline Logistics in Texas. Her experience spans all logistics related services including On-Demand, Retail Distribution, White Glove Services, Warehousing, Fulfillment and Inventory Management.



Donna comments ...*"I am excited to become a member of a strong service team at Chase and am fortunate to be joining such a respected company that highly values integrity and top quality service."*

Bill Roberson, President and CEO said "We are thrilled Donna accepted our invitation to join us at Chase. Her depth of experience, along with her knowledge and passion for our industry will serve to strengthen and promote good, healthy growth as a result of exceptional customer care." [CLDA](#)

Applied Data Consultants Founder Honored with President's Award



Eau Claire, WI – Jim Ward, President and Founder of Applied Data Consultants, and subsidiary EXTRA Trax (Elite EXTRA), was honored last month with the President's Award from the University of Wisconsin, Eau Claire, his alma mater.

This prestigious award recognizes outstanding professional and personal achievements of UW-Eau Claire alumni. Jim is a 1992 graduate of the UW with a BS degree in Computer Science and Geography. "It feels great to have our accomplishments honored here, but I really want to recognize the whole team that got us to where we are. The education I received at UW-Eau Claire is what started the foundation upon which my future was, and is being built," said Jim Ward, Founder and President of ADC. [CLDA](#)



Rightaway Delivery is Proud to Help the People in Flint, Michigan



Ken Dukes, one of Rightaway's exceptional supervisors, will transport water from Holy Trinity Lutheran Church in Livonia, Michigan to Salem Lutheran Church in Flint, Michigan. We are happy to support the citizens of Flint during this time. [CLDA](#)

HACKBARTH DELIVERY SERVICE

Employee at Pensacola terminal celebrates 30 years of service with trip to NHL Hockey game

Mobile, AL – Hackbarth Delivery Service employee, Edward Roukema III (Eddie) celebrated his 30th anniversary with Hackbarth Delivery Service on September 1st and has been with Hackbarth since the Pensacola branch opened in 1985. Eddie remembers that day 30 years ago as if it were yesterday. Pensacola had three drivers, three cars and primarily did bank transportation work. He has many memories over the years but shared this story that happened a little later in his employment. Eddie said that it was a normal day with one exception, one of the Pensacola drivers had caused a customer issue.

The customer had contacted Rob Hackbarth to let him know about the problem and get a solution. Rob then contacted Eddie and said that this had to get resolved immediately, and mentioned he and Carol were headed to Pensacola. Eddie said he remembered being nervous about seeing Rob and he knew how upset he was, as it involved their biggest customer at the time. The problem was eventually resolved and it all worked out.

Eddie's advice to all employees is, stick with it. Even when things are challenging, they will always improve. His favorite thing about Hackbarth is the people. For Eddie's 30th anniversary service award the organization sent him over the New Year's weekend to watch his favorite hockey team, the Tampa Bay Lightning. Tampa Bay beat the Minnesota Wild 3-2 in an overtime shoot out. Congratulations and thank you to Eddie for your continued loyalty and dedication. [CLDA](#)



FACE IN THE CROWD



Critical Path Delivers Life Saving Medication over Thanksgiving Weekend

Toronto, Canada – On Thanksgiving weekend, a patient in Victoria, British Columbia, Canada gets the grim diagnosis: cryptococcal meningitis, a rare, virulent, life threatening fungal brain infection. The doctor prescribes Flucytosine. Problem: The only Canadian supply of the required medication is in Toronto, over 4,300km away. And it's a long weekend. Any delays could quite literally mean the difference between life and death.

Critical Path gets the call on Saturday afternoon; the medication will be released for pick-up at 16:30 hours, delivery is required by Sunday morning.

A Critical Path driver is immediately dispatched while air cargo flights are simultaneously arranged to Vancouver, on Canada's west coast. Critical Path's British Columbia partners transfer the package from YVR airport to the Vancouver Harbour Floatplane Terminal for

NFO (Next Flight Out) to Victoria Harbour.

The World Health Organization "Essential Medicine" is off-loaded from the seaplane into a waiting car, for immediate direct drive to Victoria Hospital. By 10:30 hours Sunday, the life-saving medication is received by in-patient pharmacy employees.

At Critical Path, we have major clients in the Aviation and Pharmaceutical industries. We regularly deliver AOG Air Ambulance parts to places in Northern Ontario that are so remote, roads don't go there. We bring supplies into Newfoundland and Labrador, to out ports accessible only by aircraft – or fishing boat. It's "what we do".

In this instance we were able to provide door to door service over a holiday weekend, across a continent in less than 18 hours—making sure a patient receives his life-saving dose of Flucytosine. **CLDA**

Wayfair Launches Wayfair.ca in Canada

Boston, MA – Wayfair Inc., one of the world's largest online destinations for home furnishings and décor, today announced the launch of Wayfair in Canada. Wayfair.ca offers Canadians an unparalleled selection of 7 million items for the home across all styles and price points from more than 7,000 suppliers. Offering a vast selection of home goods coupled with superior service and the convenience of online shopping, Wayfair.ca makes it easier than ever for Canadians to shop for their homes. With free shipping on all products over CAD\$75 and up to 70 percent savings on best-sellers daily, shoppers can discover great value every day.

"The launch of Wayfair.ca will allow us to better meet the needs of our growing base of Canadian customers as they seek an exceptional shopping experience for home furnishings and décor," said Niraj Shah, CEO, Co-Founder and Co-Chairman of Wayfair. "We are excited to offer Canadians an unrivaled shopping experience for everything home.

Wayfair.ca offers an expansive selection of home furnishings along with inspiring content, excellent service and convenient shipping and delivery options to help Canadians find the perfect item at the right price." Wayfair has forged partnerships with hundreds of Canadian suppliers to deliver a truly localized experience and an even broader selection for Canadians. In addition, Wayfair.ca offers access to a dedicated bilingual customer service team and white glove service, including in-room delivery for products spanning all styles, sizes and price points. **CLDA**



Wayfair.ca offers Canadians a new online shopping experience for home furnishings and décor with unmatched selection and exceptional service

A Look inside Wayfair's Stylish and Rapidly Expanding Boston Offices

Boston, MA – With names like “Nordic,” “Safari,” “Whimsy,” and “Cat Tree,” each room at Wayfair’s headquarters at 4 Copley Place is themed to remind employees of a motif or product the rapidly expanding company sells. While “Safari” might feature zebra-print rugs and exotic throw pillows, employees working in “Cat Tree” get to enjoy a slightly quirkier office vibe with avocado-colored wallpaper covered in playful cats.

“We have all these smaller spaces set up to look like actual living rooms using the furniture we actually sell,” said Jess Merrell, event marketer for Wayfair. “That way everything feels more comfortable to get things done. We don’t have to go to Starbucks to have a private conversation.”

Merrell started working for Wayfair as a co-op in 2009, returning after working at another startup in Cambridge. Merrell said she missed the energetic environment and young staff Wayfair provided.

“I’ve always loved the startup culture Wayfair has,” Merrell said. “Even now, with over 2,000 people. The open floor plan is great for collaboration among different departments.”

The company has grown aggressively since it went public in 2014, and its local expansion has only just begun. Though the Boston office now employs 2,000 workers, the company is in the midst of taking over an additional 94,000 square feet of space at Copley Place and is looking to fill hundreds of openings in analytics, business development, engineering, marketing, and more.

Despite its humble beginnings in the spare bedroom of co-founder Steve Conine’s house back in 2002, Wayfair’s most recent earnings report showed that its third quarter revenues in 2015 rose 77 percent to \$594 million, up from \$336.2 million in the same period in 2014. The company currently sells

roughly 7 million products, ranging from bed-frames to birdhouses, and works with over 7,000 suppliers across five distinct brands – Wayfair.com, AllModern, Birch Lane, DwellsStudio, and Joss & Main.

Wayfair also recently launched a national television ad campaign to further raise the profile of the company, with ads airing on cable networks like HGTV, Bravo, and TBS.

The dynamism of the company is evoked in the open floor plan Merrell mentioned (even the CEO doesn’t have a private office), but also in its many common workspaces, which are outfitted with foosball tables, unlimited free snacks, arcade games, TVs, and basketball hoops.

Krista Casey, graphic designer at Wayfair, said the playful office spaces help foster creativity, something that first inspired her to work for the e-commerce company.

“I was always into e-commerce in fashion but I hadn’t thought of the home in that way,” Casey said. “There are so many parallels between them.” Casey compared Wayfair’s different mediums of communication – print, online, TV commercials – to the diverse aesthetic options the company offers at its Boston headquarters.

“From an artistic perspective, I love that you can choose to work in a Moroccan-themed room or a ‘70s space,” Casey added. As Wayfair continues to grow, Casey said she has no doubt the company that sells “a zillion things home” will maintain its passionate practices, which includes ringing a gong every time a member of the sales team makes a sale.

“It’s so important to the founders to keep that feel,” she said. “There’s been no shift in that collaborative, energetic culture over the past three or four years. In some ways, things have only gotten better.” **CLDA**



OnTrac Wins Industry Leader of Arizona (ILoA) Award

Phoenix, AZ - OnTrac, the largest regional package delivery company in the United States, won the Industry Leader of Arizona (ILoA) award in the Logistics/Distribution category. The award recognizes the contributions and impact of Arizona based companies on both the economy of Arizona and in the communities served within five key industries each year. Among the Logistics/Distribution category, a winner from Staffing Companies, Retail, Hospitality and Healthcare were also announced. The recognized industry categories rotate every four years. Three additional specialty awards were announced this year including the Community Impact Award, Innovation Award and the Founders Award.



The awards were presented by AZ Business Magazine published by AZ Big Media and the award dinner took place on Thursday, February 11, 2016 at Chateau Luxe. Out of twenty-seven total finalists, the Logistics/Distribution category was the largest category with seven finalists. Among OnTrac, the other 2016 finalists in the Logistics/Distribution category included Alliance Beverage Distributors, Freeport Logistics, GlobalTranz Enterprises, Mach 1 Global Services, Inc., Stream Logistics, and Trax Technologies. The award selection process included a nomination submission, an interview with the selection committee and an executive luncheon.



“The ILoA awards recognize the best in Arizona business,” said Erin Davis, associated editor at AZ Big Media and emcee of the ILoA Awards. “We look for companies that impact their industry, Arizona’s economy and the communities they serve. OnTrac does all those things and it does all those things extremely well.”

“We are extremely honored and grateful to be recognized as a logistics industry leader in the state of Arizona, while adding to the local economy and community as they give back to us,” said OnTrac Chief Financial Officer and Vice President of Finance Thomas Fischer. “The company’s success is inclusive of the 7,500 plus people who make up our entire service region expanding into eight states and contribute to the business every day.” [CLDA](#)

ROBIN ALEXANDER, QCS LOGISTICS

Designing with Flair: Robin Alexander is our Customer Service Representative (CSR) and is often the first voice our customers hear when placing a call for service. She has been with the company since 2007 and takes great pride in handling the special needs of our customers. We rely on her to make sure their information is correct on the front end and that they have a pleasant customer service experience. She inspires our customers with her daily greeting: “It’s a great day at QCS Logistics, how may I help you?”

When Robin is not engaging our clients, you can find her at home, designing custom umbrellas for local social clubs, agencies, friends and family. She belongs to a family of creative individuals who are skilled in arts and crafts. She even made her own umbrella for her wedding some years ago. We like the fact that she can design beautiful objects while also designing new ways to service our clientele. [CLDA](#)



FACE IN THE CROWD

SCI Develops New Program to Support LTL Carriers Interested in Contracts with SameDay Courier Companies

SCI will utilize its experience in working with courier companies and owner-operator to overcome any concerns LTL Carriers may have. New providers such as uShip have the technology to link LTL carriers with their local last mile carriers and have aligned with SCI (www.SCI.Services) to deliver the administrative functionalities necessary to make such relationships a reality. Shippers now can be assured of engaging experienced local Logistics Courier Companies and owner operators with the capability of effectively offer delivery services with SCI's support.

President and C.O.O. of SCI, Rob Slack confirms "We know these same-day providers can solve a major problem in the first-mile and last-mile equation, but the larger LTL carriers were always concerned of the increased liability and lacked confidence in these businesses. Residential delivery is the biggest potential pitfall. SCI is able to validate owner operators making deliveries has all the qualities necessary for the best end user experience. We have also broken the registry down into categories for the LTL players to choose from depending on their shipper requirements"

The new categories established will be open for all SameDay Courier Companies to register through the CLDA show in Las Vegas in May. After that conference SCI will be charging a subscription fee to Courier Companies that want their profile circulated to the LTL and eCommerce shippers. Current SCI clients will never have to pay a subscription fee unless they choose to be audited. [CLDA](#)

American Expediting Recognized by The Greater Boston Food Bank

We are thrilled to announce that we have been recognized by The Greater Boston Food Bank in December for donating 39,360 meals.

We fully support their efforts in feeding the hungry and took pride in partnering with them. [CLDA](#)



Hot Shot Delivery Moves into New Facility

Hot Shot Delivery, Inc. of Houston recently completed the transition into a new 30,000 square foot facility. Hot Shot outgrew its previous space and moved into the 335 Garden Oaks Blvd. location to better serve its courier and logistics customers.



Hot Shot Delivery has spent more than 37 years building a reputation in the same-day logistics industry, setting the standard for high-quality, same-day delivery services. A fast-growing and award-winning company, Hot Shot has expanded its line of delivery and logistical services while still maintaining the same level of reliable service. Through attention to detail and prompt and effective problem resolution, Hot Shot strives to go above and beyond what you expect of a courier.

"We are excited about the opportunities our new facility will provide us," said Eric Donaldson, Hot Shot's president. "The additional space will prove invaluable to our existing customers and potential customers. We can handle just about any sized warehouse fulfillment solution imaginable."

Hot Shot's solid reputation within the industry has enabled it to grow steadily while retaining a diverse roster of clients. As a SmartWay Transport Partner, Hot Shot strategically plans its routes to minimize environmental impact – and save our clients time and money in the process. Hot Shot remains committed to developing and maintaining our relationships with clients by investing in state-of-the-art technology and carefully selecting the best drivers. Hot Shot participates in a number of professional organizations and are members of the Customized Logistics and Delivery Association (CLDA), Express Carriers Association (ECA), Texas Courier and Logistics Association, and Transportation Intermediaries Association (TIA). [CLDA](#)

Relay Express and Victory Packaging team up for an Educational Donation

Fairfield, Ohio – Relay Express Inc. was able to facilitate and participate in a “Career Day” centered around transportation and the USPS for third grade students at Incarnation School in Centerville, Ohio. This was unique opportunity that came out of a conversation at an industry event with Rob Harris from Victory Packaging. Rob and his team of Arlen Arceneux and Rose Duval designed and lo-goeed a full replica mailbox made from corrugated material Jim Bernecker C.O.O. of Relay Express spoke to the third graders about how companies like Relay Express play a key role in the transportation supply chain process. The students learned how the mailbox was shipped via FedEx from Texas to Ohio and read the tracking information online that included 3 hubs, 2 planes, and one truck. Jim

also shared some fun facts about how transportation has progressed over the years. For instance, today a letter moves from New York to San Francisco in less than seven hours. In 1900 that same distance took 4.5 days and in 1850 it took 4-6 weeks. The day concluded with instruction on how to properly address an envelope and then Thank You letters were written and sent by each student to the team at Victory Packaging for their donation of the corrugated mailbox pictured below.

Thanks to Rob Harris and his team from Victory Packaging for their efforts designing, building, and shipping the corrugated mailbox that will remain at Incarnation School for many years to come. [CLDA](#)



DMC Logistics Marks 30 Year Anniversary

Albuquerque, New Mexico – January 2016 marks the 30 Year Anniversary for DMC Logistics, the Southwest’s leading provider of regional, customized logistic solutions. The company is known throughout the region for time-critical customized logistics and delivery solutions while delivering on a promise: Safe, secure, reliable delivery.

On the heels of its anniversary, Steve Griego, President & CEO has announced Todd Parson will join the company in February as COO.

In addition to its longevity in the customized logistics and delivery industry – DMC Logistics has given generously both in dollars and time, to such organizations as United Way, Tocqueville Society, Hemophilia Foundation of New Mexico, and JDRF - the company has long been an active supporter of programs and institutions whose goals include helping families live healthier lives and whose organizations and programs help build our economy and support the quality and development of emerging community leaders. [CLDA](#)

Key Software Systems Expands with a New Member to their MobileTek Development Team

Wall Township, NJ – Key Software Systems, developers of Xcelerator, MobileTek and Fleet Commander, proudly announce the addition of Bill McRoberts to their MobileTek development team.

System Architect Chris Miller states...

“There are a lot of exciting MobileTek advancements coming in 2016 to existing products and features and also the development of brand new products. Bill brings a vast amount of knowledge and experience with him and we are happy to add him to our MobileTek team.”

“I am excited to join MobileTek as it is focused on using the latest cross-platform mobile technologies in an industry that is moving forward fast,” says Bill. Outside of work Bill enjoys running and hiking with his family and playing Minecraft with his daughter. [CLDA](#)



Datatrak Builds Bikes for Charity

For the third year Datatrak delivers holiday cheer to children in need

Continuing its tradition of holiday giving, Datatrak sponsored its third annual bike build for charity in December of 2015. With staff members competing for bragging rights on speed and quantity, 24 children's bikes were built and readied for transport to Beacon of Hope. In addition to the bikes, several hundred stuffed animals and children's toys were also collected. For nearly 20 years, Beacon of Hope has educated children, empowered parents and engaged the community of Atlanta's Old Fourth Ward and it's surrounding communities to break the cycle of poverty and violence that has plagued the area for decades. The bikes, toys and stuffed animals were delivered to the Holiday Shop, where parents could choose quality presents for their children, presents they might not have been able to acquire from other traditional sources.

Datatrak Project Manager Luanne Allen remarked: "Since starting our Bikes for Charity project in 2012, everyone really looks forward to a day of friendly competition and giving each year before our annual holiday party. Since 2012 we have built and donated around a hundred bikes and many boxes of stuffed animals and toys for families and kids that wouldn't normally be able to afford them. We love it."

Executive Vice President of Operations David Norman said "Our staff really enjoys the opportunity to help those less fortunate, team building and kicking off the holidays with a day of cheer and fun. It's really a win-win for everyone."

More information about Beacon of Hope can be found here <http://www.beaconofhopeatl.org/>. **CLDA**

Loadchief Featured at CXT User Conference, Launches New Partnership

As the reach of the digital economy grows, so do the threats delivery companies face from disruption. Loadchief, in partnership with CXT software, is helping the courier industry confront these new threats. According to Loadchief Founder and President JC Burnett, "Our goal is to disrupt the disruptors."

Loadchief is a new application that connects reputable courier companies with pre-screened and qualified independent drivers to provide "on demand" delivery. Loadchief unveiled their partnership with CXT at the annual CXT Users Conference that was held in Scottsdale Arizona January 15-17.

Under terms of the agreement with Loadchief, not only can CXT Users post jobs to the Loadchief board and access the vetted and professional independent drivers but CXT users that have employee drivers can also accept delivery jobs on the board for their drivers to reduce deadheading or increase their workload.

According to Burnett, new tools like Loadchief, which is initially being launched in Southern California, will enable courier companies to compete more effectively with app-based competitors seeking to disrupt the industry.

"We are seeing more low-cost options, including many that rely on so-called lifestyle drivers." Stated Burnett. "While certain high-value deliveries are unlikely to be trusted to a lifestyle driver, our industry must, nonetheless, respond to the competitive pressures they represent. Loadchief does just that and can help reputable courier companies stay competitive." **CLDA**

Your Enrollment is Processing.....Please Wait.



Don't get stuck waiting.



SCI has the technology to get Owner Operators enrolled and compliant in a fraction of the time.

SCI Releases New Smartphone APP for Owner Operator



March 2016 marked another milestone in SCI's ever-increasing offering of tools for Owner Operator's business development. SCI is pleased to introduce a proprietary Owner Operator application available in both the Apple App Store and the Google Play Store. This smartphone app will allow Owner Operators to conveniently and efficiently access SCI programs and documents, as well as view their settlement pay information, and allow for easy information updates.

"Virtually every Owner Operator carries around a smartphone these days to perform delivery services, and we think that enabling the use of these devices makes their lives tremendously easier," states Ryan Wise, SCI's Vice President of Information Technology. "Plus, from SCI's perspective, we can provide more assistance, as well as take advantage of push notification technology, and camera function to help in the collection of needed documents."

SCI's new service initiative to collect and retain documents that will help Owner Operators ensure they can participate in all kinds of delivery opportunities offered by Logistics Brokers will be greatly enhanced. Owner Operators can easily process pictures of their Driver's License, Vehicle Registration, and Auto Insurance Declaration page taken by the smartphone's camera, and upload it directly to SCI.

New features will also be added to future versions of the app including the ability for Owner Operators to track expenses, upload and save receipts and a number of other time-saving devices to help manage their delivery business.

Wise added, "2015 was a transformative year for SCI, as we innovate and continue to make technology advances, it makes it much easier for everybody associated with delivery services. We're excited about our start so far in 2016." **CLDA**

SCI's Last Mile Carrier Registry Keeps Growing

SCI's Carrier Registry initiative has seen tremendous growth over the past year and continues to grow on a daily basis. The Registry is a database of vetted first and final-mile courier logistics companies consisting of 46 different profile data points, including insurance coverages, limits, and expiration dates. Also captured are copies of policies, Certificates of Insurance and proof of background checks and drug testing. SCI's qualification team monitors and updates the Registry on a daily basis.

"Courier logistics companies who submit their profile make themselves available to National Shippers that SCI is bringing to the table", said Kirk Godby, Director of Business Development. "It makes the process so much easier for Shippers to check carrier qualifications and directly engage the first and final mile carriers".

Currently, SCI's business opportunities include Pick Up Postal, and First and Final Mile Supply Chain deliveries. Companies can submit their Profile at: <http://profile.scicourier.com> **CLDA**

"Bigger is Better" Our Warehouse is on the Move



We have exciting news to share with all our valued customers. We are moving our warehouse from Newark, NJ just a few miles up to West Orange, NJ.

Why are we so excited?

- We have significantly increased our storage capacity which enables us store more product and handle more commodities that require special handling and storage.
- A larger secured gated section for high value materials
- More docks to accommodate inbound and outbound trucks.
- More space for temperature controlled goods.
- Our Fulfillment Center has doubled in size allowing us to easily fulfill any size project.
- Convenient parking and easy access to most major highways.

Our new address will be located at 29 Spring St, West Orange, NJ 07052 **CLDA**

Blaze Express Courier Service Has a New Home

On Monday January 11, 2016 Blaze Logistics, LLC DBA Blaze Express Courier Service moved into its new corporate office in New Orleans, LA. The new larger building provides more space and an enhanced Operations Center, which will allow Blaze to better serve its customers across New Orleans, Baton Rouge, South Louisiana, Mississippi and the Gulf Coast. Our new address is: 5420 Toler St, Harahan, LA 70123

The move is complete...well sort of. "We are still trying to get a few things set up. We are still unpacking boxes and doing final touches on the warehouse floorplan" says John Maurice, Freight and Distribution Operations Manager. Even with all of the tasks still ahead to make this move totally complete, everyone is very excited about the new building. Customer Service Manager, Sherri Pierce, says "This building is a refreshing change from where we came and allows us ample space, which was so desperately needed." This is so true. The bigger office has plenty of space in which to allow growth. This is such a contrast from Blaze's previous location where there were actually more people in the office, than

workspaces. "Don't ask how we did it" comments President, Charlie Wolfe, "We just did it, even utilizing the kitchen table as a work station." Although, the office has room for growth, the warehouse is just about full already. That is a good thing though.

Nearly all of Blaze's twenty two employees and a couple of Independent Contract Drivers worked very hard over the course of one weekend (and preceding week) to make the move happen.

They deserve thanks for all of the hard work and dedication they displayed to not only make it happen, but to also keep the wheels rolling in the middle of it all.

The move is done. The set up continues, with the anticipation of that too being in the rear view mirror soon. Congratulations to the Blaze Team on their growth! As the wheels roll on, everyone in the Blaze Family is excited and looking forward to this new chapter in the life of Blaze Express Courier Service. **CLDA**



LAURA TEDESCO, WIRELESS CONSULTING

If you have worked with Victor Picone and Wireless Consulting (WCI), you definitely know this face in the crowd. WCI has been a member of the CLDA for 12 years and Laura Tedesco has been with him since the beginning.

When Victor, who has been selling cell phones since 1989, started up his wireless consulting business, he reached out to Laura, who was already working in the Nextel world. She started working for Wireless Consulting in November 2004, part-time from home. By January 2005, the business had grown so quickly, they had to move to an office and there she became a permanent employee for many years to come.

She currently handles hundreds of emails and phone calls a day from over 120 clients with 80% of them being couriers & logistics companies and members of CLDA.

Laura's dedication, quick response to emails and pleasant attitude on the phone makes her very popular with everyone who works with her. Her laughter, smile and unbelievable attitude every day is a key essence of the growth of WCI. Oh btw, she has never taken a sick day in 12 years.

Laura currently lives on Long Island, has 2 teenager daughters, Alyssa who is 17 and Samantha who is 15. She enjoys the beach and warm weather!

*For more information about Wireless Consulting, email Vic at vpicone@wcinc.biz. **CLDA***



FACE IN THE CROWD

CXT Software Draws Record Attendance at User Conference

Strong Attendance at CXT Software's annual customer event

Phoenix, AZ – CXT Software, a leading provider of software products that empower delivery and logistics operations, kicked off the new year with record attendance at its 2016 CXT Software User Conference. This year's event was held January 15-16 at the Scottsdale Plaza Resort, Scottsdale, Arizona. "Nearly 150 attendees took time out of their busy schedules to join us for our user conference this month," according to Tim Cocchia, CXT Software's Vice President of Sales and Marketing.

"It is incredible to talk to so many customers who are passionate about their businesses and driven to use our software to help them increase their productivity and efficiency."

"Thanks again for the best conference ever," said Bob Faulkner, President of ProCourier. "It's one of those times in which CXT has

made a significant move to better its relationships with its' client base."

"I really enjoyed the conference and was blown away at how well all of the CXT staff works together," said Beth Horn of Relay Express. "It's not just that they work well together, but that employees spoke highly of each other and were so proud of their coworkers and what they were accomplishing. That's so important and speaks volumes about CXT as a company."

The main focus of the CXT Software User Conference is an educational and networking event that allows users to gain insight into the company's product direction and to learn more about how to leverage the X Dispatch product suite. However, in the spirit of work hard and play hard, there was a golf event and pub crawl, both of which were big hits! **CLDA**

CXT Software Announces X Dispatch Version 16.0

New X Dispatch suite offers an unparalleled amount of new development

CXT Software, a leading provider of software products that empower courier and logistics operations, announced that X Dispatch version 16.0, the latest general release of its flagship software product suite, will be released by February 1, 2016.

"Throughout 2015, we have worked to steadily increase our engineering output. The team is currently able to take on more than double the work per development cycle than they were at the beginning of the year." explains Justin Dickerson, CXT Software's Product Manager. "This increase has given us the ability to create more features than ever in this release, and we are thrilled to roll these new features out to our customers."

"We demonstrated the new Customer Credit Limit feature during a breakout session at our annual CXT Software User Conference, and it has generated a lot of interest and enthusiasm from our customers," states Jim Luciani, CXT Software Vice President Business Development. "Allowing dispatchers to know outstanding accounts receivable amounts and aging information from X Dispatch has been a desired feature for some time, and comes with great anticipation."

"Recent enhancements to X Route will allow dispatchers to quickly adjust thousands of Route Stops in the event of an unexpected delay," explains Andre McAlister, Assistant Product Manager, CXT Software. "I just spoke to the person incharge of our routes and his eyes brightened when I told him about the new feature coming up for updating the times on Route Stops," adds Rachael Rymon Corporate Compliance Manager for Priority Express Courier, Boothwyn, Pennsylvania. "New development for our web service offerings represent a major leap forward for our application suite," states Derek Figg, CXT Software's Vice President, Engineering. "This development will provide us nearly unlimited potential to keep creating new features, and allows third party developers unprecedented access to continue innovating alongside us."

"I am also very happy that you have chosen to retain the core CXT engine while wrapping it with web services," adds Mark Cossack, President Priority Courier Experts, Vadnais Heights, Minnesota. "This enables all of us that have a long-term investment in CXT Software to continue to take advantage of everything that we have built." **CLDA**



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LSO Further Expands Regional Footprint to Key Markets Across Southeastern United States

Regional Parcel Carrier Expands Overnight Shipping Services in Major Cities Within Tennessee, Alabama and Arkansas

LSO, the south's premier regional parcel carrier, announced expansion into major markets in the southeastern states of Tennessee, Alabama and Arkansas. The expansion of shipping services includes new cities and zip codes throughout the three states. By expanding shipping services in these key markets, LSO now greatly extends its overnight parcel service throughout three key southern states while providing continued momentum to provide the best regional parcel delivery services to customers across the southeastern United States.

Businesses choosing LSO for their shipping needs can expect the same customer-centric focus with value-driven and affordably priced shipping options and on-time delivery that LSO has delivered in states like Texas, Oklahoma, Louisiana and New Mexico for over twenty-four years. LSO now will equip customers with a unique regional solution unmatched in the United States, serving 13 states and providing a service offering that includes a combination of on-demand, scheduled/routed, distribution, warehousing and day-definite guaranteed products.

"Through this expansion into three strategic southern states, LSO has increased critical mass by now delivering overnight parcel service to seven states with large distribution centers. These additions to our coverage area create the largest regional parcel carrier in the southern United States and completes another important phase of our expansion strategy for LSO," said CEO Rick Jones.

"At LSO, we are dedicated to providing superior service for our customers while servicing the shipping needs of everyone, from small and mid-sized shippers to Fortune 500 shippers," said Chuck Moyer, Chief Commercial Officer (CCO) of LSO. "We are pleased to provide these services to new customers throughout the great states of Tennessee, Alabama, and Arkansas while allowing our existing customers much greater access to the southeastern United States." [CLDA](#)

Regional Carriers offer shippers the following advantages:

- **Greater Flexibility** - because they operate in smaller market areas and their networks are less complex, regionals can offer later pick-up for next day delivery to most areas, compared to the national carriers who often have to drive, then fly the packages through complicated hub networks.
- **Customized solutions can be developed** - depending on the specific needs of customers a unique set of service offerings are available including: Same-day, Next-day, On-demand, Dedicated, Scheduled, Final Mile, Truckload and a full portfolio of day-definite guaranteed services.
- **Faster time in transit** - offer same-day delivery, an expanded next-day delivery footprint and are faster in zones 4-6 (Approximately 300 - 1,400 miles).
- **More responsive customer service** - most regionals utilize live customer service versus an automated system, their teams are more operationally involved and have greater front line authority to quickly resolve customer issues.

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We've navigated these waters before.

The seas of logistics software can sometimes be a stormy place.

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Datatrac's applications are configurable to customer needs and allow users to react quickly to changing industry requirements. Our business analysts convey CIO level experience to evaluate your technology spend and offer long term solutions that align with your financial goals and corporate strategies.

As the currents of customer and shipper expectations move ever faster to last-mile real-time tracking and same-day service, Datatrac stands ready to guide your operations to safe harbor and increased profitability.

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STATE ASSOCIATION UPDATES

New York State Messenger & Courier Association

On February 24, 2016, the New York State Messenger & Courier Association hosted its first meeting of the year entitled, "How the Sharing Economy is Revolutionizing the Last Mile Delivery Industry". The seminar addressed the pros and cons of the growing Sharing Economy and how it relates to the Last Mile Delivery industry. Our keynote speaker was Rob Howard of Grand Junction, Inc. He gave an informative presentation on the emerging landscape of the Sharing Economy and highlighted the companies that participate in the sharing of access to goods and services through the Last Mile Delivery industry. He also highlighted the companies who use information technology through the Sharing Economy to redistribute, trade and produce the consumption of goods and services to different businesses and corporations.

The New York State Messenger & Courier Association will hold its next business meeting and seminar on Wednesday, May 25th, 2016 at Arno's Restaurant, located at 141 West 38th Street, New York, NY 10018. **CLDA**

California Delivery Association

Hello CLDA members,

On behalf of the California Delivery Association, we hope your holiday time was good and refreshing, and now wish you a super year in 2016. The CDA is knee deep in preparation for a busy legislative year, along with our upcoming Meeting & Convention in Universal City on March 4 & 5, 2016. If you get this message in enough time to visit our warm Southern California, join us at the Hilton Universal City right across the street from Universal Studios and get the latest industry news from California.

On the legislative side, the CDA has screened about 800 bills since this legislative year began, and have put only a few so far on our website to follow. That number will have greatly increased by the time you read this as our politicians typically introduce 2,000 - 3,000 bills by this year's February 19th deadline.

Check our website home page for more details and updates at www.cadelivery.org.

Regards,
Dan Bender
CDA Executive Director
CLDA

Florida Messenger Association



Mike Milam, co-owner of Runabout Couriers joined the Brevard County division of Children's Home Society in October 2013. Runabout Couriers has supported Children's Homes Society for years by sponsoring events periodically and by offering transportation services at no cost. In October of 2013, Mike Milam was honored to join the CHS Brevard Division board. Every year Runabout dispatches company drivers to help collect the toys raised during the annual toy drive. "The drivers really seem to enjoy transporting the Christmas gifts for the toy drive. Some of the drivers have even donned Santa caps when delivering toys!" said Mike Milam, co-owner of Runabout Couriers.

Children's Home Society is an organization that works with youth on several levels. The organization works to break the cycle of child abuse by educating families, providing healing support to children who have been abused, finding "forever" homes for children whose family environment has been deemed unsafe, and by providing a safe residence for teens who are transitioning from the foster care system to adulthood. To learn more about Children's Home Society, you can visit www.chsfl.org.

CLDA

Remember to do business with other CLDA members
For a directory of all CLDA members go to the LocateAcourier section on theclda.com

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