

WINTER 2019



Customized Logistics & Delivery MAGAZINE



Get Ready for the
New Workforce

INSIDE

UNDERSTANDING & MANAGING MILLENNIALS IN THE WORKPLACE

LEADERSHIP AND WHAT REALLY MATTERS

CLDA'S ANNUAL MEETING GETS A NEW NAME

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President's Message

"IF ANYTHING IS CERTAIN, IT IS THAT CHANGE IS CERTAIN. THE WORLD WE ARE PLANNING FOR TODAY WILL NOT EXIST IN THIS FORM TOMORROW."

That quote by Quality Management expert Philip Crosby pretty much sums up our industry. We all know our continued success means adapting to change, and that's what this issue of our magazine is all about.



The CLDA has three changes to brag about:

- **The Final Mile Forum & Expo** - Formerly known as the CLDA's Annual Meeting, this year's May conference has undergone a transformation that goes well beyond a name change (see page 19 for the details). This year's meeting on May 8-10 has a new format that will establish it as the industry's premier showcase for the latest trends affecting supply chain leaders in the final-mile and logistics spaces. It will feature multiple tracks for managers, shippers, HR professionals, air cargo executives and those involved in business development.
- **XLA** – We are proud to welcome CLDA's newest members, the air cargo shipping professionals who were members of the association formerly known as the Express Delivery and Logistics Association (XLA). They now bring their experience in providing air cargo services to the nation's top shippers and the CLDA membership. With the addition of the members of the XLA to the CLDA family we now represent, under one roof, express air cargo, final mile delivery, warehousing, trucking and customized logistics to support today's supply chain, including all vendors, shippers and carriers. You can read more about this exciting development on page 25.
- **The new Customized Logistics & Delivery Magazine** – This is the first issue of our magazine under a new name. The change represents the dynamic nature of our industry, the evolution of our association and the expanding role that members of our industry play in today's supply chain. The Customized Logistics & Delivery Magazine will showcase interviews of industry thought leaders, the latest trends, technology and legislative updates while covering the issues affecting our industry and your business.

I am excited to be at the helm of the CLDA as we change and grow to serve all of the professionals in today's supply chain, and thank all our members for making the association the premier association that it is today.

Please contact me with your thoughts, questions and ideas by emailing me at President@clda.com.

Working together for the enrichment of all,

Chuck Moyer
CLDA President



By Madeline Jurch,
CLDA Director of
Government Affairs

Government Affairs

Winter is still rolling through the country but there are new beginnings in legislatures in every state as well as in Washington, D.C. For those that like to follow the government affairs and advocacy efforts closely, be sure to contact Evan Collier at evan@clda.org, CLDA's new Government Affairs Manager. He will be sending out bi-weekly e-newsletters on activities in the states, on Capitol Hill and from the regulatory agencies.

One of the newest and exciting projects coming from the merger between the Express Delivery & Logistics Association (XLA) with the CLDA are more industry partners advocating in the best interest of the supply chain! Whether it is advocating for the ability of independent contractors to operate successfully in the economy or about small business issues to allow your company to run smoothly the one membership will be working together on Capitol Hill. In addition to policies coming from the legislatures, CLDA will be working in front of the federal Department of Labor (DOL) and with the expanded membership the Department of Homeland Security (DHS) as well as the Transportation Security Administration (TSA).

While many federal workers were furloughed and the only activity in town was the waiting game of budget negotiations, the CLDA had been working to bring education on government affairs issues to the Final Mile Forum & Expo attendees. Make sure you get yourself and compliance team member to Phoenix this May 8 through 10 to hear from the TSA as well as the DOL on pending changes as well as the administration's stance on removing some outdated and cumbersome regulations. On the legal sides of issues, there will be a session solely on getting the latest information about the legal decisions affecting your business. Find out about the possible impact of the Supreme Court ruling on New Prime and hear how the latest actions and studies by the federal Department of Labor could impact your business by speaker Jonathan Beckerman, attorney with Littler.

This is shaping up to be an action packed year of government affairs activities and involvement from all of the CLDA members. Thank you to all of the Advocacy Fund donors that continue to make these efforts possible!

CLDA



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**Be sure to look for continuing
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**If you have any questions on the
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involved, please contact Madeline
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Analyzed extensively; maligned repeatedly and caricatured often, there's no doubt that Millennials often get a bad rap. Ask many managers to describe a Millennial and they will paint a general picture of an unreliable, tuned-out, plugged in and lazy worker. And, they will often be at a loss about how to manage them.

Management consultant Howard Prager's workshop at the Executive Leadership Summit cut through the stereotypes and gave participants the tips they'll need to manage this often-misunderstood generation in the workforce. And given that the U.S. Bureau of Labor Statistics says Millennials will be 50 percent of the U.S. workforce within two years and 75 percent by 2030, this information couldn't come soon enough.

Prager also cited two more statistics that gave conference participants pause:

- 53 percent of hiring managers say it's difficult to find and retain Millennials
- 58 percent of Millennials expect to leave their jobs within three years.

So how do managers attract and keep millennial workers as long as possible? Prager offered eight tips:

1 CREATE A STRONG COMPANY CULTURE
Because Millennials want meaning and purpose along with their paychecks, they look for employers who can give it to them. "Give them a purpose and they will rally behind you and give it their all," said Prager.

2 PROVIDE LEADERSHIP, GUIDANCE AND STRUCTURE
Despite their easy-going exteriors, millennial workers want direction from their managers. The key is how managers provide it. "Be a mentor, not a boss," cautioned Prager. By that he meant showing them what needs to get done and then getting out of their way. "Be available to guide them, but don't micromanage them," he advised.

3 ENCOURAGE COLLABORATION
Millennials believe teamwork is effective and a good way to grow and live. They grew up working in teams. If you want to get the best from them, mentor or coach them as a team. Weekly meetings and brainstorming sessions can be great tools for doing that.

4 ALLOW THEM TO BE LEADERS
Millennials are anxious to lead, even though they don't have much experience doing it in the workplace. Let them try out leadership roles and they will rise to the occasion. "Trust their abilities and allow them to learn from failure," advised Prager. "Don't hold them back. Give them projects and more meaningful work, serving as a coach along the way." said Prager. He added: "Reverse mentoring, where they teach you, can be helpful too. It builds trust and allows them to teach you the skills that come naturally to them. You may just learn a thing or two, so be ready for some reverse mentoring from them as they share what they know that you don't!"

“ *Don't hold them back. Give them projects and more meaningful work, serving as a coach along the way.* **”**



*Find ways to recognize and inspire them.
They will appreciate this.”*

5 **RECOGNIZE THEIR WORK**
Forget what you’ve heard about “participation awards.” This group is more interested in validation than trophies. They value recognition and regular reinforcement. “Find ways to recognize and inspire them. They will appreciate this,” said Prager. He advised summit participants not to wait for the annual review to tell their millennial workers how they are doing. Give them regular feedback and they’ll warm to the task. In fact, many just need a “thank you” and a “great job” to keep on going with enthusiasm.

6 **VALUE THEIR TECH SAVVINESS**
This group of digital natives brings a treasure trove of comfort with all things techy. Give them the chance to use that knowledge to add value to your company. They can and will use their smart phones and devices at work, so make the most of that. Their advanced digital skills will boost performance. Plus, allowing them to use their own devices at work shows that you trust they will make the most of them on the job.

7 **HELP THEM CRAFT A FUTURE THAT GETS THEM EXCITED**
Giving these workers information about possible career paths and future opportunities is a great way to keep them engaged. But make sure you do this authentically, transparently and without providing false hopes. They’ll quickly ferret out any false promises and be out the door.

8 **OFFER WORK-LIFE BALANCE**
Millennials learned from their Boomer parents that all work and no play makes for an out-of-balance life. They want it all – a family, a future, a career and a life outside work. They’ll choose flexibility over salary in many instances. Offer them flex hours and remote work opportunities and they’ll reward you with productivity.



Pragger concluded his tips about managing Millennials by reminding participants that “Getting into the Millennials’ mindset will help you find and hire them.” He added a quote from management consultant and author of the book TIGERS Among Us: Winning Business Team Cultures and Why They Thrive: “The best managers are actively interested in their employees, learn about their needs and wants, and gives their Millennials immediate in-time feedback and coaching.” **CLDA**

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Interested in contributing to our advocacy efforts?

Contact Madeline Jurch at madeline@clda.org or (202) 207-1122.

Less than ¼ of CLDA Members are donating to the Advocacy Fund. However, this advocacy fund sponsors almost 100% of all government affairs activities CLDA undertakes. Most recently, CLDA used advocacy fund donations to draft two amicus briefs – one for the National Labor Relations Board and one for the U.S. Supreme Court. We continue to work on all fronts, including judicial, to defend CLDA members and their right to have independent contractors and to have arbitration agreements in place. Without the advocacy fund, CLDA would not have had a voice and would not have been able to comment on behalf of the entire logistics and delivery industry. Donate now and help us represent YOU on the federal, state and judicial level.

Thank you!

Office Space FIT FOR A MILLENNIAL

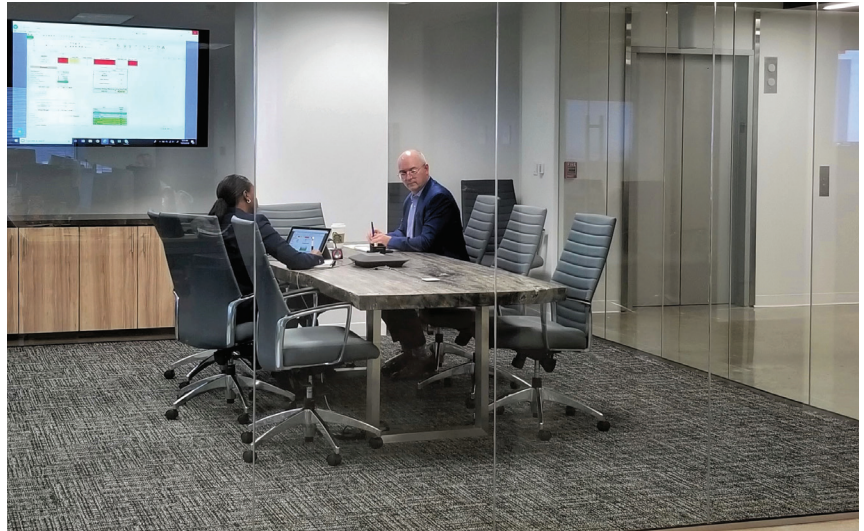
By Andrea Obston
CLDA Director of Public Relations

When you walk into the new TForce headquarters, it's not what you'd expect. There is natural light streaming in everywhere. People are gathered in small collaboration rooms. Others are sitting or standing at open space work stations.

There's a feeling of energy; of newness; of something stimulating that's invigorating the TForce workforce. It's inspired by their new office space in North Dallas. "This new space couldn't be a bigger change for us," says TForce President Scott Leveridge about the company's new 16,000 square foot headquarters. "It's actually smaller than our old space, but it feels so much larger; so much more open; so much more welcoming. Our old space was very much a traditional home office with high cubes and traditional executive private offices. Our operations were spread out throughout Texas. Everything about the way we used to work kept people in their own silos. Not anymore. This space is open with lots of glass and polished concrete floors. There are so many options for people to work on their own or together. And there's no room for paper, by design! All those file cabinets of the past are gone. Electronic storage means we simply don't need to take up all that space for files. With less paper comes more room for collaboration."

A Silicon Valley Feel

The space feels like a high-tech firm in Silicon Valley and that was very much intended. It features few hard walls and open work stations and many varieties of collaboration spaces. There are private spaces that can accommodate brainstorming meetings for two and a training space

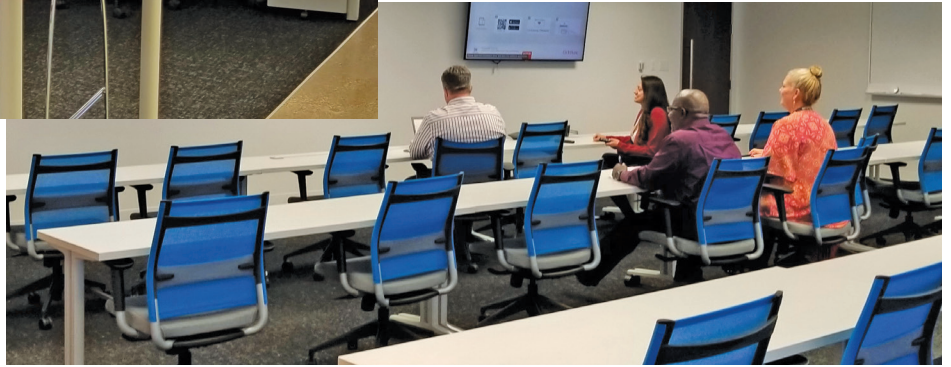


that can hold up to 35. The flexibility of the layout means workers have their choice of privacy rooms for projects that require concentration and training rooms for a crowd. And there's every size collaboration room in between. You'll also find an open concept dining area that connects to the training room.

It's no secret that this kind of space is made to attract a younger workforce. Millennials want workspaces that encourage collaboration and openness and showcase a company's open corporate culture. "When we interview younger workers, we'll often get responses like, 'Wow, this looks like you have a great culture here!' That's exactly what we want to hear," says Leveridge.

Meet Me in the Roger Staubach Room

In fact, much of the idea for the design of the new offices came from employees. "We had a committee of employees who played a significant role in the design process and choice of the color schemes. They even came up with the ideas for naming the huddle rooms," says Leveridge. By popular demand, those gathering spaces were named after Dallas Cowboys players. Need to gather a few people to



work on a tough problem? How about meeting up in the Roger Staubach room? Looking for new ways to give a little extra pampering to a special customer? Try gathering a few of your co-workers in the Troy Aikman room. Or, how about coming up with new ways to cut costs with a small group brainstorming session in the Tony Romo room?

“The amazing thing is that we actually downsized from our previous space, while still being able to combine our data, operations and service centers. We went from a 50,000 square foot corporate space and offices throughout Texas to one 16,000 square foot space. And it feels like it’s a perfect fit,” says Leveridge

What motivated the change? “We needed to bring all our functions under one roof and we wanted to respond to the preferences of the changing workforce,” says Leveridge. “Millennials look for workplaces that encourage collaboration. They don’t want to be sealed off from their neighbors in their own little cubbyholes. They want to share and communicate. They expect to work for employers that look like they encourage a collaborative culture.”

A Crazy Idea?

The TForce executives knew that such a radical change might be tough for long-time employees to swallow. “We’d been in the old space for 14 years. We wanted a fresh start. This concept was so radically different that we knew we had to give our long-time workers a heads’ up about the

change. We introduced the concept in a Town Hall-style meeting for all employees. We told them, “This is a different concept. It will take time to get used to. They were used to having their own little cubicles. We did worry that some long-time employees would say it was a crazy idea. How do you explain that their workspaces were going to be smaller, but that there would be more room? We were pleasantly surprised, though. It didn’t take very much time for them to adjust. They really loved the amount of natural light. In a switch from the traditional office layout (where only the executives had access to natural light through windows) we put the few hard-walled offices in the interior so we could get as many work stations near the windows. The employees love that. It’s drastically different and they are really enjoying it.”

And how do the TForce team members feel now that they’ve been in the space for awhile? Scott Leveridge sums that up this way: “The new office space has allowed our organization to nourish community, culture and inspire innovation in everything we do. I see smiling faces and what a positive impact this has made for our team. I couldn’t be happier for our employees and how they have utilized the improved space. It has allowed us to grow as a team.” **CLDA**

By Andrea Obston
CLDA Director of Public Relations



Leadership and What Really Matters

“Leadership is influencing another to do what really matters.”

With those words, industry veteran Rob Hackbarth kicked off a primer on leadership for the 55 enthusiastic participants at the Executive Leadership Summit.

Through a series of comments and exercises, the man who has been a part of our industry for over four decades explained why the concept of ‘Simple Leadership’ isn’t so simple. He shared with the industry leaders his perspective, offering practical tips for enacting the principles of leadership in their respective companies. Hackbarth, who founded Hackbarth Delivery Service, Inc. (HDS) with his wife, Carol in 1975 launched his own second act in 2013, founding a company he calls Mondays are Great. He offers inspirational and motivational presentations on leadership, overcoming adversity, teamwork and creating a winning attitude.

For Hackbarth, the concept of leadership is personal because he’s lived it. “It takes all we have to give to become leaders,” he said. “Leadership takes energy, effort and emotion.”

He explained that there’s a difference between leadership and management. Leadership, he said, is “Doing

the right thing.” Management is “Doing things right.” Management is about disciplinary issues. “Leadership is getting people to do the right thing because they want to. They do it because of what you and your company represent,” he said, adding, “For good management, you have to have leadership.”

Hackbarth emphasized that leadership starts with understanding what followers need to be able to commit their hearts and souls to the company’s mission. Hackbarth asked Summit participants what they thought their followers needed from their leaders. Answers included:

- To be inspired and encouraged
- To feel important
- A path and direction
- Knowing that you are all about them
- A person to believe in
- To feel they are part of something bigger than themselves
- To feel good about themselves
- The ability to be empowered; to make decisions whether they are right or wrong
- Trust in their leaders

Trust and a Why

Hackbarth summarized all these concepts in a single sentence: "They need trust and a why." That trust includes trusting their company, at a minimum, to give them a paycheck. But trust goes deeper. Members of a company want to trust that their leaders care about them and that they will help them. Cultivating that trust means leaders have to create an environment where people can be vulnerable enough to share their weakness. "If your people really feel you care about them; that you will be with them, and that you are willing to help them, they will trust you," he explained.

As far as the 'why,' Hackbarth defined that simply as purpose. Quoting Mark Twain, he said: "The two most important days in your life are the day you are born and the day you find out why."

He asked participants if their employees could answer the questions, "Why are we here?" and "What is the purpose we have - as a company and as individuals?" "And, if the why of your job doesn't pump you up, you need to be in another industry!" he added.

Hackbarth talked about how knowing the 'why' has empowered Hackbarth Delivery Service. "When people ask me what we do at HDS, I tell them we save lives daily. That's our why. We keep the wheels of American commerce moving and we make lives more comfortable."

Bringing that back to the industry leaders in the room, he asked, "What's your 'why'? Has anyone taken time in your company to share the why? If you want to deliver transformational leadership, you have to give people a purpose

and a why. You need a mission and a passion about what you do. Whatever you deliver, you need to share that purpose to transform your team."

When Hurricane Harvey hit Houston in 2017, the leaders of Hackbarth Delivery Service saw how their company's 'why' played out. Despite treacherous roads, horrendous weather and the losses of their own homes, 58 of their 60 drivers made their way into work. "They had passion for the work we do," he said.

"We tell the truth, do what is right and honor our commitments."

"They give of their heart and souls every day, and those days were no exception."

He summed up transformational leadership this way: "Give your folks a reason to trust you and give them a why and all the other stuff is easy!"

How do you lead?

Hackbarth led off this section with a quote from Michael Jordan: "You can have all the physical abilities in the world, but you still have to know the fundamentals." "Transformational leaders are the masters of those fundamentals", he pointed out.

When he asked Summit participants for their take on what those fundamentals are, they answered with:

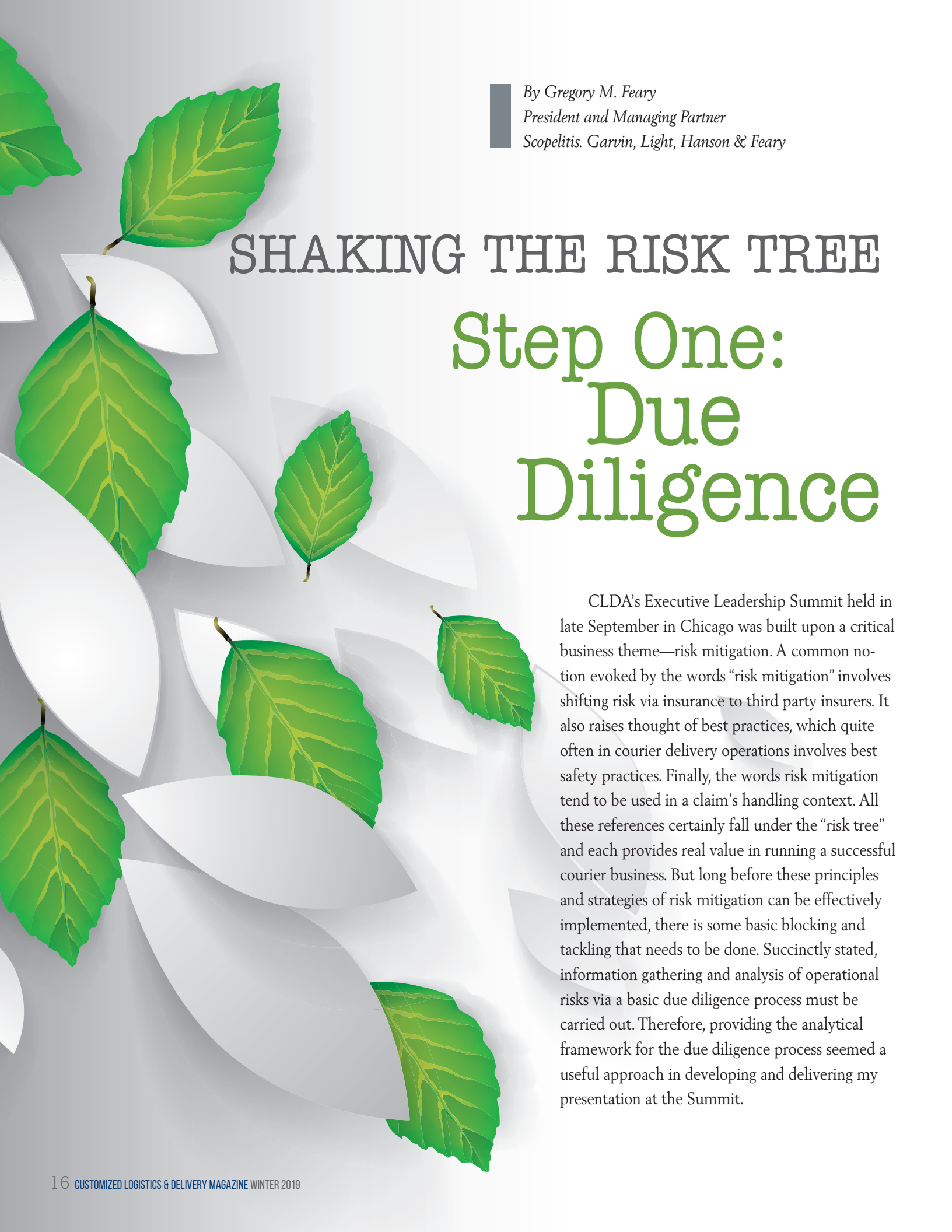
- Empathy
- The Golden Rule
- Honesty
- Being ethical
- Knowing when to get out of the way and turn it over to the team
- Be kind but not weak
- Do what you do and lead by example.

Hackbarth shared his own leadership fundamentals with the group:

- Integrity
- Winning attitude
- Vision
- Bias to action
- Care
- Put others first
- Cheer others on
- Excellent communications
- Passion
- Practice what you preach
- Effective Management
- Kaizen – continuous improvement

The company he founded, Hackbarth Delivery Service, Inc., captures these fundamentals in the company's Values Statement: "We tell the truth, do what is right and honor our commitments." He explained the company vision this way: "In our company, there are no white lies. We tell the truth to customers, employees and vendors. We believe in integrity. This is the core of our culture and our number one defense against our competitors."

He offered this charge to Summit participants: "You are going to walk out of this convention, and you're going to walk into your offices on Monday. Ask yourself this question: 'What am I going to do as an inspirational leader to help my people find the why that keeps them inspired?' The answer will help your company hit it out of the park every day!" **CLDA**



By Gregory M. Feary
President and Managing Partner
Scopelitis, Garvin, Light, Hanson & Feary

SHAKING THE RISK TREE

Step One: Due Diligence

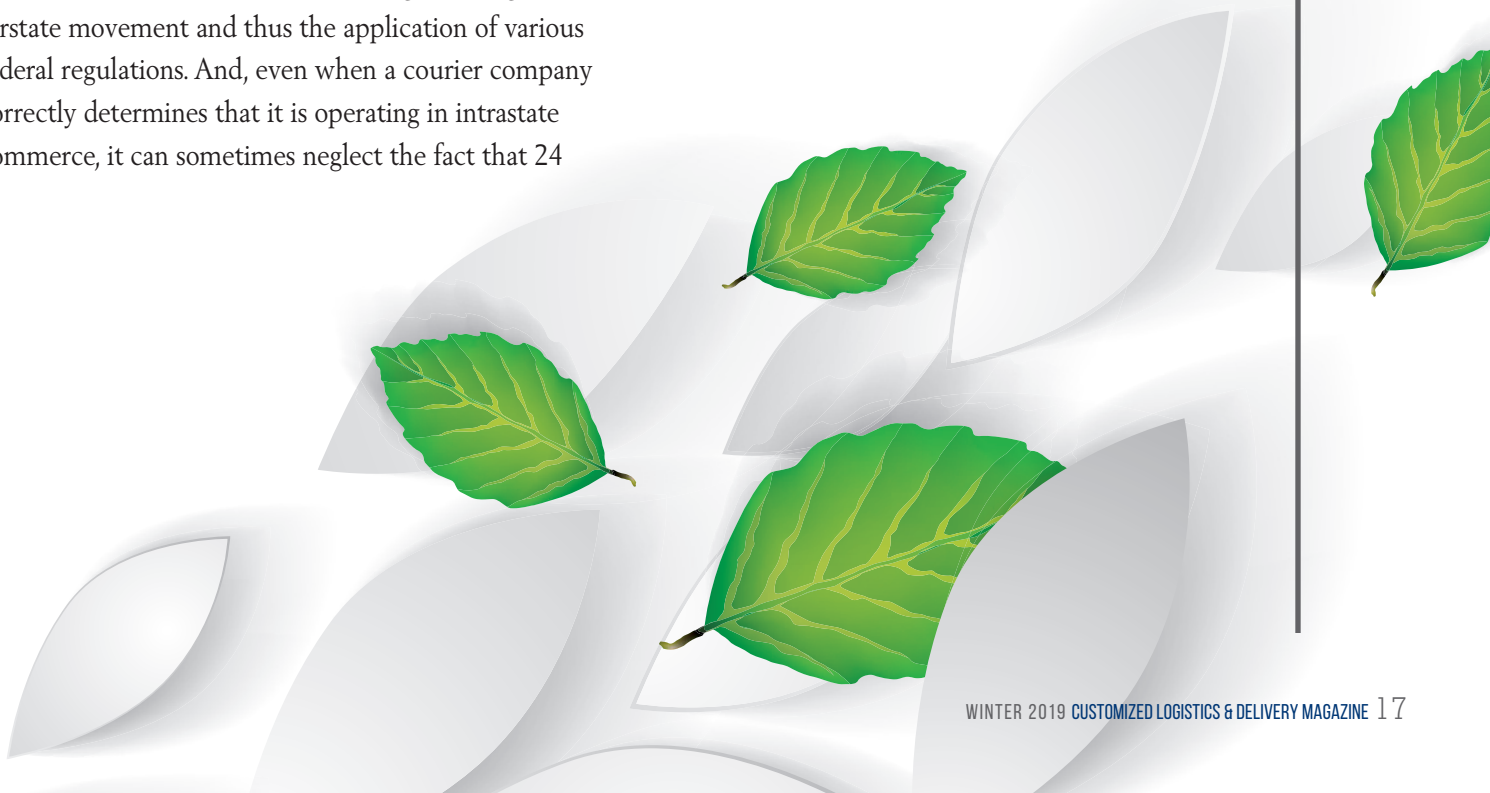
CLDA's Executive Leadership Summit held in late September in Chicago was built upon a critical business theme—risk mitigation. A common notion evoked by the words “risk mitigation” involves shifting risk via insurance to third party insurers. It also raises thought of best practices, which quite often in courier delivery operations involves best safety practices. Finally, the words risk mitigation tend to be used in a claim's handling context. All these references certainly fall under the “risk tree” and each provides real value in running a successful courier business. But long before these principles and strategies of risk mitigation can be effectively implemented, there is some basic blocking and tackling that needs to be done. Succinctly stated, information gathering and analysis of operational risks via a basic due diligence process must be carried out. Therefore, providing the analytical framework for the due diligence process seemed a useful approach in developing and delivering my presentation at the Summit.

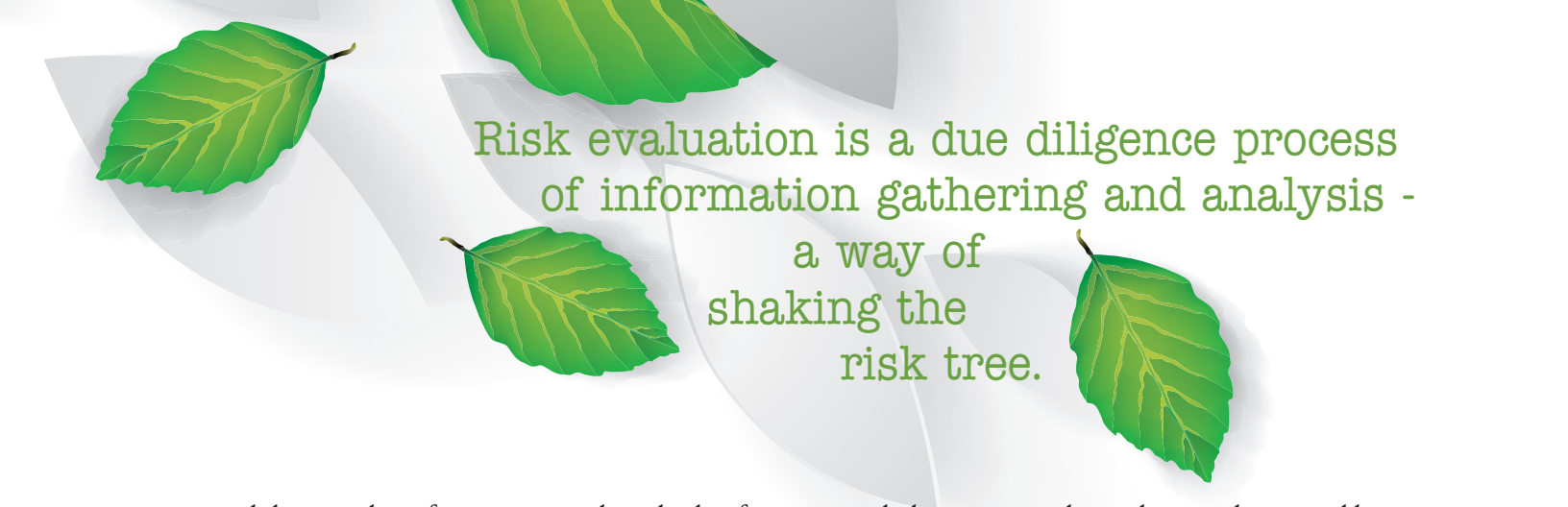
The courier industry often grapples with the question of federal transportation regulation. It is not unusual to find courier companies under the impression that their operations are not considered “interstate” and that the deliveries made within a state are simply not regulated because they operate vehicles of 10,000 lbs or less. While on occasion such an assumption is true, the vast majority of courier operations actually are deemed under the law as interstate operations that require federal motor carrier and/or brokerage authority. Moreover, the independent contracts entered into between the courier companies and contractors that make the daily deliveries are typically subject to the Federal Leasing Regulations. This is true because the definition of “interstate” within the context of federal transportation regulations in these areas involves not just the analysis of whether a vehicle crosses state lines but also whether even if the vehicles are not crossing state lines the packages in the vehicles are within a continuous interstate movement—either coming from another state or port or bound for another state or port. The analysis of the “continuation of an interstate move” is a bit fact-sensitive and beyond the scope of this article but suffice it to say, in 2018’s internet and ecommerce business environment, most often the interstate versus intrastate determination results in a legal finding of interstate movement and thus the application of various federal regulations. And, even when a courier company correctly determines that it is operating in intrastate commerce, it can sometimes neglect the fact that 24

states have motor carrier authority requirements and a few even have contractual requirements applicable to transportation independent contractor agreements—notably the largest economy in America, California.

While motor carrier authority can be a regulatory “gotcha”, enforcement tends to be sporadic simply because federal law does not require placarding/signage identifying a light weight and often personal automobiles/trucks/vans vehicle as operating within a delivery business. Enforcement officers therefore find it difficult to identify a courier target to conduct on road compliance stops. Yet, regulatory compliance can be an issue within a sale and acquisition opportunity. Such compliance or lack thereof might also come into play in a road accident personal injury investigation. But legal compliance under federal law most notably raises its head when independent contractor agreements fail to meet the Federal Leasing Regulations.

The Federal Leasing Regulations mandate a litany of disclosures, timing requirements, and a few prohibitions of common practices. Examples range from clearly identifying the exact compensation to be paid





Risk evaluation is a due diligence process
of information gathering and analysis -
a way of
shaking the
risk tree.

and the exact basis for computing chargebacks of various items a contractor might obtain from the courier company to 15 day and 45 day compensation and escrow/security deposit payment requirements. Moreover, insurance obtained from or through the courier company by the contractor requires issuance of an insurance certificate that meets very specific regulations. The bottom line in terms of risk mitigation due diligence is ensuring the contract between the courier company and the courier contractors indeed meets the specialized requirements of the regulations—and when such contracts do not, class action litigation might soon follow.

The most notable class action case, while not related to the Federal Leasing Regulations, for the courier industry in decades, Dynamex has become a household name. The California class action case resulting in the landmark Dynamex decision in April of 2018 underscores the importance of due diligence. While few could predict the direction taken by the California Supreme Court in its decision to import into California law an ABC test to determine independent contractor status, the outcome of employment misclassification audits and litigation is now far more predictable in the California courier industry. It now seems evident that such misclassification risks are low hanging fruit on the risk tree. Due diligence going forward must now include and examination of the application of the B prong of the ABC test to determine if a courier company can distinguish its operations and business as different from the courier contractor's operations and business. If no

such distinction can be made, several wage and hour requirements under California law will apply to create a potentially significant economic liability. While many within the transportation industry question the direction taken by the California Supreme Court in Dynamex, the full scope of its impact on courier operations is only starting to emerge. Due diligence leading to risk mitigation will likely reshape the courier industry in California and possibly migrate to other states.

One reshaping that has been proceeding along a course that some predict to be a collision course with decisions like Dynamex is the application of a “gig economy” or Uber-like delivery model. In a conventional structure where the courier contractor operates under the courier company's motor carrier authority, circumnavigating the transportation regulations is quite complex but feasible. Yet, tapping into the driver pool ready, willing and able to deliver packages in an Uber-like manner might well make the effort worth pursuing. An alternative brokerage structure where the courier drivers operate as motor carriers has its own complexities but might also emerge in this reshaping of the courier industry in California and a few other states.

The bottom line remains the same. Risk evaluation is a due diligence process of information gathering and analysis—a way of shaking the risk tree. Risk mitigation requires implementing both traditional best practices and creative solutions.



By Andrea Obston
CLDA Director of Public Relations

From Robots to the Future of Independent Contractors

Cutting Edge Presentations Slated for the First Final Mile Forum & Expo in May

How will robots and 3D printers impact the final mile delivery sector? How will employment trends affect the industry? How can final mile companies deal with the challenges of cross-border deliveries? These are three of the topics time-critical logistics providers, delivery company executives and members of the express air cargo logistics industries will sample at the first Final Mile Forum & Expo. The meeting will be held May 8-10, 2019 at the Sheraton Grande at Wild Horse Pass in Phoenix, AZ. Presented by the CLDA, it will be a three-day expo and educational forum for those involved in the supply chain.

The Final Mile Forum & Expo is an expansion of the CLDA's former Annual Meeting. The new format is expected to be a showcase for the latest trends impacting supply chain leaders in the final mile and logistics spaces. The meeting's expanded format and forward-looking agenda will give industry leaders a front row seat on current trends and offer previews of the future of the supply chain. It will feature multiple tracks for managers, HR professionals, shippers and those involved in business development. The new meeting format also reflects an expanded emphasis on the needs of shippers in the last mile space. In addition, it will address the needs of the CLDA's newest members, the air cargo shipping professionals of the association formerly known as the Express Delivery and Logistics Association (XLA). The XLA recently became a part of the CLDA, offering the opportunity for the nation's biggest shippers in the air cargo sector to work with the members of the final mile industry that deliver for them.

Topics that will be covered at the Final Mile Forum & Expo include:

THURSDAY, MAY 9

- Employment trends and regulations affecting independent contractors
- Driver safety and certification
- Issues facing shippers
- International deliveries – challenges and benefits
- Technology - tracking, robotics, 3D printers and beyond

FRIDAY, MAY 10

- State of the Final Mile, a fireside chat with Jim Tompkins, Tompkins International and Vijaya Rao, DeliveryCircle
- Branding and company marketing
- Future industry leaders – a look at how business schools are developing the next generation of supply chain leaders
- The challenges of small parcel delivery
- Succession Planning – developing the next generation, mergers and acquisitions and leadership advancement.

Along with the educational presentations and exhibits, the three days will feature opportunities for business development, individual and group meetings with shippers looking for carriers and one-on-one networking.

Registration is now open with an early bird discount of \$100 available until Wednesday, April 10. Discounts are also available to members and those who join the CLDA when they register. To register and for more information, go to the Events tab at www.clda.org.

By Andrea Obston
CLDA Director of Public Relations

WHAT'S IN A NAME?

CLDA'S ANNUAL MEETING BECOMES THE FINAL MILE FORUM & EXPO



THERE'S A NEW MEETING IN TOWN AND IT'S CALLED THE FINAL MILE FORUM & EXPO.

Formerly known as the CLDA Annual Meeting, the Final Mile Forum & Expo is expected to transform the association's annual May event. The CLDA Planning Committee expects this year's meeting on May 8-10 to become the industry's premier showcase for the latest trends for supply chain leaders in the final-mile and logistics spaces.

I interviewed the meeting's chairman, Steve Howard, about the reasons for the change and the association's new expectations for their annual event.

Q Steve, why did you change the name of your May event?

A Our industry has been evolving at a rapid pace. Our segment of the transportation industry has adapted to these changes. Many CLDA members have refined their services to align with the industry segment known as “the final mile” delivery sector. We wanted to reimagine the meeting as a response to those changes.

The Board of the CLDA decided a few years ago to re-brand our association to align our name with the industry we serve. Recreating our annual Spring event is part of that transformation. We wanted it to reflect the industry sector we represent.

Q What makes the Final Mile Forum & Expo different from your past Annual Meetings?

A Over the past few years one of our main goals has been to bring value to both our members and our shipper partners. We plan to step that up with even more comprehensive and practical education for them. We won't eliminate the networking that the CLDA is known for. It's still a critical part of why our members gather every May. But with the revamping of this meeting we're going to really drive home the reality that the final mile sector is a key component of the entire supply chain that needs to continually evolve.

Q Why the name Final Mile Forum & Expo?

A We feel that the name encompasses the key components of our association and our conference. We

are the final mile specialists. We are using our knowledge of this sector to bring together a wide variety of industry experts, sponsors and shipper partners to showcase how to evolve in today's final-mile delivery sector.

Q What can participants expect with this year's May meeting?

A We have three days of educational and networking events that will include dual tracks on the hottest industry trends. We will have a packed room of industry sponsors and vendors who will highlight the services and products that our industry relies upon to stay ahead of the curve. We will also have multiple opportunities for networking at both formal and informal events. Our shipper partners are really excited about this year's event and are signing up in record numbers. If you want to grow your business this will be the place to be!

Q Lastly, tell us how the changes in this event reflect the changes in the industry?

A I think the most significant change we have seen over the past few years is that our sector has finally achieved our goal of working in partnership with shippers to tackle their final mile issues. Responding to changing customer expectations has been a problem for quite some time. Shippers are looking for a professional and reliable solution to deliver the final mile. As more and more shippers have partnered up with our members our status as the final mile delivery professionals has evolved. We have earned their trust and respect. I see this meeting as one more way to strengthen these relationships with existing partners and to cultivate the respect of newer ones.

The first CLDA Final Mile Forum & Expo will debut May 8-10, 2019. The CLDA will present this three-day expo and educational forum at the Sheraton Grande at Wild Horse Pass in Phoenix, AZ. Registration is now open with an early bird discount of \$100 available until Wednesday, April 10. Discounts are also available to members and those who join the CLDA when they register. To register and for more information, go to the Events tab at clda.org

By Andrea Obston
CLDA Director of Public Relations

Why does he
ask so many
questions?

The *Art & Science* of **Managing** *More Effective Teams*

Why can't she
hear what I'm
saying?

I just don't
get him.

If any of these comments sound like a day at the office for you, you're not alone. As managers and team members, we depend on others to get things done. But why is it that managing others seems to be littered with communications potholes? Why can't every employee see things as clearly as we do?

It turns out that "seeing things clearly in the same way we do" is not as easy as we think. Every employee and IC you work with comes armed with their own ways of seeing things, talking about things and getting things done. Much has been made about the communications gap between Boomers and Millennials, but that difference in styles is nothing new. Every workplace has always been made up of employees with different dominant communications styles. And these shape how they see the world.



Howard Prager
Advance Learning Group

In the first workshop at the Executive Leadership Summit, participants explored these differences. Led by Howard Prager, the Summit's facilitator, they learned about the DISC communication styles. This tool helps managers understand and work with employees with a variety of communications styles. Prager, the founder of Advance Learning Group, has more than 30 years of experience in advancing learning in corporate, consulting, and academic settings. "We all communicate in our own style and we all find we have more in common with those who share the same style because we see things in the same way," he said. "But here's the issue: most employees do not share your communication style. And we have the most trouble communicating with those whose styles are not like ours."

In the first session of the Summit, Prager helped the executives in the room discover their own behavioral and communication styles; to learn to observe others and to create ways to build effective relationships with the people they manage.

The workshop was based on the DISC communications style assessment tool. Before the Summit participants filled out an online questionnaire and learned what their preferred communications profile looks like.

According to the DISC website, the tool allows managers to:

- "Increase their self-knowledge about how they usually respond to conflict, what motivates them, what causes them stress and how they solve problems
- Improve their working relationships by recognizing the communication needs of team members and communicating to them in a way they hear best
- Encourage better teamwork and teach productive conflict
- Manage more effectively by understanding the dispositions and priorities of employees and team members
- Become more self-knowledgeable, well-rounded and effective leaders."

DISC is divided into four primary communication styles:

- Dominance – Someone with this communications style places emphasis on accomplishing results, improving the bottom line and approaching situations with confidence. They love problems and challenges.
- Influence – This person places emphasis on influencing or persuading others, openness and relationships. People often describe them as inspiring, likeable and influential.
- Steadiness – This person places emphasis on cooperation, sincerity, dependability. They are often described as steady, stable and amiable.
- Conscientiousness – This person places emphasis on quality and accuracy, expertise, competency. People will say this person is cautious, compliant, accurate and precise.

Communicate with others in ways they can relate to and everyone wins!

Prager also pointed out that most people are a combination of one or more of these styles. And the more styles a manager has, the easier it is for him or her to work with those who have different styles than theirs.

Leaders who understand these styles can have a greater impact on the people and teams they manage and the results they achieve. Prager pointed out that the system helps them understand why they have trouble managing those on the opposite corners of the style chart. The styles of dominance and steadiness are in opposite corners of the chart. Conscientiousness and influence are also polar opposites. It takes work to get these “opposites” to work together. What this means is that people with different styles communicate in different ways, and a good manager will know how to communicate with people in their preferred style, not in his or her style. When they don’t, that’s when miscommunication and misunderstanding happens.

“There is no one right style,” said Prager. “Organizations need a balance of all four. Managers who understand their styles and recognize the styles of others have a distinct advantage in managing members of their team and in hiring those who will be a good fit for their organizations.” Prager also showed slides of famous leaders who exhibited each of the four styles and said that “you can be a leader with any style; it’s just how you communicate and see the world.”

What does this mean for managers seeking to build strong teams?
Here are a few tips Prager shared with the Summit’s participants:

- Use your understanding of DISC to work with both your direct reports and your customers to improve communications and productivity
- Understand your own style so you know your own weaknesses and preferences
- Think about those in your organization who you find easiest to communicate with and why
- Think about who in the organization is the most challenging to communicate with and why
- Recognize that the culture of an organization needs to be a comfortable fit for an employee’s style
- Realize how each style can contribute to the success of your organization
- Work to understand the strengths and weakness of each style so you know how to work most effectively with each team member
- Realize that each employee is probably a combination of styles and so you will have to notice which styles come through
- Figure out how strongly an employee uses his or her most prominent style as this will dictate how they see the world
- Pinpoint the priorities of each employee by looking at their style
- Look at how can you can improve communications with those of other styles
- Consider what style you want to become more effective with.

Prager boiled the session down to one overriding lesson for managing more effective teams: “Communicate with others in ways they can relate to and everyone wins!”



XLA Joins Forces with CLDA

The Express Delivery and Logistics Association (XLA) has merged into the Customized Logistics & Delivery Association (CLDA) effective January 21, 2019.

industry. That will be of special importance particularly when dealing with Congress, the TSA, DHS and CPB.”

Former members of the XLA will become full members of the CLDA. This will give them access to the CLDA’s industry meeting including their May Final Mile Forum & Expo in Phoenix, their Executive Leadership Summit in February, their webinars, quarterly industry trend magazine and other professional development programs and events throughout the year. In addition, three members of the former XLA will sit on the CLDA board, one of whom will be on the CLDA Executive Committee.

“We approached the CLDA about this merger several months ago because we saw it as a dynamic organization that had the ability to represent all sectors of the express cargo business combining agents, airlines and IACs within its structure,” says Salant.

The combined association is a win-win for members of both organizations, adds Moyer, who concluded, “I am confident that this merger will significantly strengthen our industry’s interests and provide real and measureable benefits for the bottom lines of all members.” **CLDA**

“This merger adds value for both associations, the industry, and all participants in today’s supply chain,” says Chuck Moyer, president of the CLDA. “It will present all members with increased business opportunities to work with some of the biggest shippers in the air cargo segment of our industry and the members of the final mile industry that deliver for them. It will also offer all members the ability to expand their knowledge about the entire logistics chain.”

“Our joining the CLDA will enhance our members’ bottom lines, while exponentially expanding their advocacy abilities on regulatory issues critical to their continued success,” says Bart Salant, former president of the XLA.

As one voice for the supply chain, the merger will increase the industry’s impact on a national level. “With this merger, we will enhance our advocacy efforts in Washington and state capitols around the country,” says Moyer. “We will be representing, under one roof, the entire express air cargo logistics and logistics chain, including shippers and carriers. By joining together we have a stronger voice to address critical regulatory issues and promote the continued growth of our

This merger adds value for both associations, the industry, and all participants in today’s supply chain.

By Andy Butcher (abutcher@scopelitis.com) and
Emily Quillen (equillen@scopelitis.com)
Scopelitis, Garvin, Light, Hanson & Feary, P.C.

CLASS & COLLECTIVE ACTIONS: Recent Developments & Managing Risks



Logistics companies continue to remain targets for high-stakes collective and class action lawsuits alleging wage-and-hour violations across the country. Whether arising in the context of an independent-contractor business owner (“Contractor”) or employee asserting overtime, minimum wage, or business expense reimbursement claims, understanding how the collective/class action procedures work and challenges associated with this bet-the-company litigation is critical to minimizing exposure.

“Collective actions” typically get brought under the Fair Labor Standards Act, a federal law that sets minimum wage and overtime obligations for employers. In contrast to the federal law collective actions, wage-and-hour “class actions” involve state-law claims. Both are procedural devices intended to create efficiency and manageability in litigating at one time many individuals’ claims.

A Contractor’s hypothetical individual lawsuit against “Logistics Corp.” to recover weekly overtime vis-à-vis that same Contractor’s weekly overtime claim in the collective or class action context illustrates how in practice these procedural devices work. For the Contractor (referred to as Bob in this hypothetical) to succeed in his individual lawsuit, he would need to prove: (1) Logistics Corp. employed him; (2) the weeks in which he worked over 40 hours for Logistics Corp.; and (3) the number of hours over 40 he worked in those given weeks.

If Bob's lawsuit requested permission to proceed as a collective or class action on behalf of other Logistics Corp. Contractors, he would still need to prove these three elements; however, by adding collective or class action allegations to the lawsuit, Bob would also have the opportunity to prove the claims of all other Logistics Corp.'s Contractors if he can demonstrate the same facts for each of those Contractors with common evidence (i.e., that they were employed, the weeks they worked in excess of 40 hours etc.). If Bob is able to do so, the case would proceed to trial on behalf of the group of Contractors. Whether Logistics Corp. had fifty, a hundred, or a thousand Contractors over a three-year or more claims period, simple math demonstrates the significant financial risk these cases can pose.

Some of the trends in class and collective actions that are contributing to the increased exposure, along with suggestions aimed at reducing those risks, include:

Minimum wage claims. Logistics companies have seen a rise in minimum wage claims by Contractors and employee drivers recently. Following the lead of pizza-delivery driver cases that have extracted large settlements based on a similar legal theory, individuals asserting these claims contend that vehicle expenses such as gas, insurance, and maintenance were incurred in performance of their job that brought their pay below minimum wage in a given week. Contractual provisions can mitigate the risks associated with such claims along with, in the employee driver context, revisiting company reimbursement practices to ensure they do not run afoul of federal or state wage and hour law requirements.

Joint employment issues. Logistics companies have seen a surge in joint employment claims recently, in which a Contractor's worker (a helper, qualified driver, or subcontractor) alleges both the Contractor and logistics company employed him. Because the logistics company will often have the deeper pockets compared to the Contractor, the Contractor's worker frequently will allege the logistics company alone owes him for the purported wage and hour violations.

With the continued growth of fleet Contractors—that is, Contractors providing delivery services with multiple vehicles—logistics companies must consider the joint employment risk when entering into agreements with the Contractor and in developing protocol for interaction with the Contractor's workers at the operations level.

Suggestions for minimizing exposure. First, review contracts. Subjecting agreements with Contractors to periodic legal review can limit costly pitfalls and place the company in a better position to defend against a class or collective action down the road.

Second, audit your operations. Whether that audit involves outside attorneys, in-house counsel, or other knowledgeable advisors, audits can ensure that what upper management believes is occurring in dealings with employees or Contractors actually happens in practice. In the context of interactions with Contractors, among the issues the operational audit should consider are strategies to help demonstrate the logistics company and Contractor are operating in the intended business-to-business relationship: (1) eliminate obstacles for Contractors to provide delivery services to other companies; (2) for Contractors operating multiple trucks, leave decisions regarding that Contractor's workforce (for example, hiring/termination, pay, and days of work) up to the Contractor; (3) avoid time-based compensation and build in opportunities for Contractors to increase or decrease their profits, including opportunities for negotiations; (4) if customers or government agencies are the true source of Contractors' instructions, make their origin clear in the agreements with Contractors; (5) do not provide business coaching or training to Contractors or their workers; and (6) review paperwork, websites, and customer communications to avoid unintentional "employee" terminology.

This type of proactive operational review can correct practices that could result in exposure for wage and hour claims emanating from employment misclassification allegations, while also ensuring the logistics company is in the best position to defend legal challenges to its business models.

Member **News**

Hackbarth Grows to 43 Locations in 43 Years Todd Parson Promoted to roll of COO and Gary Smith as Vice President of Operational Excellence.

Mobile, AL, January 10, 2019 - 43 Years. 43 Locations. Our customers are our number one priority, and thanks to you, Hackbarth Delivery Service has grown to 43 locations over 43 years! Since 1975, each one of our locations has opened as a direct result of our customers' needs, and because of our customers' loyalty and support, we are growing again!

August 2018 marked our most recent opening - Parkersburg, West Virginia. We now have three locations in this state. This opening followed our large Texas expansion in February 2017, where we added 12 additional Hackbarth locations.

This substantial growth has helped extend our family across 10 states in now 43 locations throughout the US Southeast, Midwest and Mid-Atlantic regions. We celebrate these 43 years in business and honor the thousands of drivers, customers and communities we interact with each day.

Resulting from this growth, Hackbarth has promoted Todd Parson to the roll of COO and Gary Smith as Vice President of Operational Excellence.

Todd Parson is an accomplished logistics professional with over 19 years of experience implementing strategic transportation solutions that have consistently delivered strong results in the same-day delivery/distribution industry.

Todd Parson previously lead both operations and sales teams as the COO for a regional courier company, and prior to that was the Regional Director for a national carrier. He earned a degree in economics from the University of Texas in Austin, graduating in 1991.

Todd currently lives in the Dallas, Texas area with his wife of 27 years and 3 children. He enjoys spending his free time with his family, being outdoors, cooking and teaching sunday school.

Gary Smith has been in the transportation and logistics business since 1988 and with Hackbarth Delivery for over 12 years.

He graduated from Florida State University and began his career with Russell Athletic, spending 10 years as an Industrial Engineer and 3 years managing a Distribution Center. Before Joining Hackbarth, he was the Logistics Manager for Alliance Laundry Systems, which included warehousing and Domestic and International shipping.

Gary resides in Marianna, Florida with his wife Rhonda, and has one child, Lauren. Gary enjoys spending free time with family and friends on his boat and according to his wife, he is very skilled at turning a short story into a long one. If you ask Rob Hackbarth, Gary is also an avid golfer and plays almost every day, the truth is, he plays, but not often and not very well. [CLDA](#)

ABOUT HACKBARTH

Hackbarth Delivery Service is a certified (WBE) woman owned, privately held corporation headquartered in Mobile, Alabama. With 37 warehouse terminal locations and six additional cross docks covering 10 states across the Southeast, Midwest and Mid-Atlantic regions, we are a leading last mile transportation, warehousing and logistics company dedicated to delivering our signature KYSO® Service.

Key Software Systems Adds Industry Veteran to the Team as Director of Shipper Relations

Wall Township, NJ – Key Software Systems, developers of Xcelerator & MobileTek, proudly announce the addition of Bryan Bilchik to the Key Software Systems team as Director of Shipper Relations.

“We are all very excited to add Bryan to our team,” states Company President Charlie Pisciotta. “Bryan was a customer of Key Software Systems for 10 years prior to joining us and he can speak first-hand about the results our software solutions provide to shippers and carriers.” Charlie continued, “As the Director of Shipper Relations, Bryan will be heading our new division called Nexus. With Nexus, he’ll be working directly with shippers to help them streamline and leverage integrations further, increase their KPI metric reporting capabilities, open visibility to agent activity like never before and leverage our network of over 250 Final Mile carriers.”

Bryan adds, “I am excited to become part of the cutting-edge company that Key Software and their team have proven to be and continue to be. They have a great team and I am proud to be part of it! As a previous owner of Manko Delivery, I was intimately involved in the integration process with the shippers as we worked to join their system to ours. That experience provided me with a unique viewpoint into the needs and goals of both the shippers and the carriers and will help to ensure that we deliver a win-win-win scenario for the shipper, carrier and Key Software.”

Bryan started his logistics career with Manko Delivery as Director of Sales and Marketing. From there, he moved into the Director of Operations and Sales role within two years and based on his results and leadership style, he ultimately assumed the role of COO and Vice President while becoming a partner of Manko Delivery. An Ohio native, Bryan also holds an Electrical Engineering Degree from Youngstown State University.

When not working, Bryan loves being with his wife Sandy and their children Riley and Taryn. Based out of Tampa, FL, he is an avid scuba diver and spends most of his time with other outdoor activities like shooting, dirt bike riding, football, hockey and soccer.

Nexus is a new product offering by Key Software Systems, the developers of Xcelerator and MobilTek. For more information, screen shots and detailed descriptions, visit www.KeySoftwareSystems.com or call 732-409-6068 to speak with a representative. Follow us on Twitter for up to the minute technology information @KeySoftwareSys. **CLDA**

NYSMCA Presents Program - What is My Courier Company Really Worth?

The New York State Messenger and Courier Association held workshop seminar presented an in-depth view courier business valuation and the best practices on how to prepare for an exit strategy. It was presented by Skip Maner from New Spring Capital and Peter Glazman from USPack Mr Glazman touched the Association by sharing his story about how he achieved The American Dream. Peter Glazman immigrated to this country from the Ukraine in 1979. He started his career as a courier in 1982 and by 1986 founded USPack. Fast forward to 2014; and USPack had grown to be a 30 million dollar business, and in 2015 he decided to sell 55 percent of USPack to New Spring Capital. It is an incredible story of humble beginnings with hard work, grit, and a successful exit.



Attendees learned how to minimize tax liability and add more value to their business; when to start preparing for an exit; how long the wait process takes; what the typical fees associated with the sale of the business are; how much a seller receives upfront and how long they need to stay on for, what buyers are really looking for; and which valuation formula is right for which business. **CLDA**

New York State Messenger and Courier Association (NYSMCA) Honors Mark J. Chiusano

The New York State Messenger and Courier Association recently honored its outgoing president Mark J. Chiusano, President, Avant Business Services Corp. The incoming president John V. Rutigliano presented Chiusano with a plaque thanking him for his years of service to the association and the industry. **CLDA**



President Mark J. Chiusano and Vice President John V. Rutigliano



Michael Turek, Larry Zogby, Mark J. Chiusano, John V. Rutigliano, Lisa DeMaria, Laytisha CollinsSmith, Christopher T. Mackrell, Mitchell Newman

OnTrac RECEIVES the PRESTIGIOUS COMMUNITY IMPACT Award

Regional Logistics Company Honored at the Arizona Corporate Excellence Awards Ceremony

Scottsdale, Ariz. - OnTrac, a logistics company serving the Western United States, received three distinctions at the 25th Annual Arizona Corporate Excellence (ACE) Awards event hosted by the Phoenix Business Journal (PBJ.) For the third consecutive year, OnTrac has been recognized as one of the Top 50 and Fastest-Growing Top 25 privately held companies in the Greater Phoenix area. For 2018, OnTrac was honored as the 20th fastest growing company and the 9th privately held company in Arizona. To top off these high distinctions, OnTrac was honored as the winner for the Community Impact award for 2018. The Community Impact award recognizes an organization which has together, with their employees, given back to the communities in Arizona for the greater cause; in form of volunteer work, and/or charitable contributions.

The award ceremony took place yesterday on Thursday, November 15th, 2018 from 5:30 pm to 9 pm at the Scottsdale Performing Arts Center. The event started with a cocktail reception and a buffet dinner. Followed by the ACE awards presentation and company rankings. The specialty awards were presented and

OnTrac Public Relations Manager Katrina Fox accepted the Community Impact award on stage from CliftonLarsonAllen Managing Principal Steve Jenkins. Lastly, the event concluded with a cocktail reception and a dessert bar. To view the video played at the event please follow this link, <https://vimeo.com/301253952>. The video is provided by the Phoenix Business Journal and KB Woods Public Relations.

“Together as a team, OnTrac is delivering hope to the communities in which we live and grow throughout our eight-state footprint,” says Laura Peterson, OnTrac vice president of marketing and public relations. “Some of the ways that we deliver hope to others is by corporate donations, community outreach, and employee volunteerism. We enjoy partnering with multiple organizations in order to affect a greater population and make a difference for our community, our employees, and our customers. Whether OnTrac is investing in today’s youth for tomorrow’s leaders or building awareness for a cause that gives hope and support, we are able to come together as a team and make a greater impact. Through our involvement with 29 charitable organizations, we’re able to relate to OnTrac employees through a variety of causes that are important to them, while providing multiple opportunities to get involved. For example, OnTrac provides opportunities for employees to get involved by donating their time through a physical activity or volunteerism. OnTrac also organizes various drives for employees to get involved by donating actual food, clothing items, and school supplies to name a few.”

Most recently, OnTrac has found a way to help those suffering from the wildfires in Ventura and Los Angeles Counties. With an estimate of at least 10,000 wild animals and pets displaced from the Woolsey and Hill Fires near the Ventura-Los Angeles County line, and the Camp Fire in rural Butte County, the OnTrac Ventura Facility has collected and provided water, towels, and blankets to the Humane Society of Ventura County and Ventura County Animal Services. For more information on how you can contribute to the Humane Society of Ventura County or Ventura County Animal Services, please follow the respective links; <https://www.hsvc.org/> and <http://www.vcas.us/>.

In addition to receiving recognition at the 2018 ACE awards, OnTrac has received two additional awards and a nomination this fall. Transport Topics



OnTrac Is Presented with the Prestigious Community Impact Award. From left to right: Phoenix Business Journal Market President and Publisher Ray Schey, Phoenix Business Journal Editor-in-Chief Greg Barr, OnTrac Public Relations Manager Katrina Fox, and CliftonLarsonAllen Managing Principal Steve Jenkins

ranks the 100 largest for-hire carriers in North America, which OnTrac ranked number 5 among the top package/courier carriers and ranked number 57 for all sectors. Companies operating in the United States and Canada are ranked on the basis of annual revenue. Additionally, OnTrac was ranked as 41 at the 2018 Chandler 100 event, which ranks the top 100 businesses located in Chandler, Arizona. The Economic Development Authority of Western Nevada (EDAWN) nominated OnTrac for the 2018 Company of the Year Large award at their 7th Annual Existing Industry Awards ceremony.

Please visit <http://ow.ly/PJ2Y30mEj9h> for the digital media kit including photos, video footage, and other OnTrac informational documents. **CLDA**

OnTrac Logistics Donates 1,000 Backpacks to Students in Need

OnTrac Logistics makes a companywide effort to give back to the communities where employees live and work. One way OnTrac is Delivering Hope on the local level within their eight-state service region is through their companywide backpack drive. For the third year, OnTrac has donated 1,000 backpacks filled with school supplies to students in need throughout California, Arizona, Nevada, Oregon, Washington,

Utah, Colorado and Idaho. In return, the students fill out a “get to know you” postcard in order for OnTrac to learn about these future leaders. The Kids In Need Foundation at kinf.org states that there are “16 million kids who come from families struggling with extreme poverty.” Based on recent studies, the children who have new school supplies have shown improvement in grades, classroom behavior, engagement, self-esteem and attitude towards learning.

During the 2018 fiscal year, OnTrac has Delivered Hope to a variety of non-profit organizations supporting causes that employees and customers are passionate about, such as the United Ostomy Association of America, the Arizona Humane Society, and Habitat for Humanity among others. In addition, employees gave back to disaster relief programs to help the victims impacted by Hurricane Harvey and the California wildfires through the Red Cross and Salvation Army. Approximately \$28,000 was donated to a variety of give back programs during the 2018 fiscal year by OnTrac Delivering Hope and over \$100,000 since 2014. **CLDA**



ABOUT ONTRAC

OnTrac specializes in logistics services throughout the eight western area states, an area that is home to over 65 million consumers. OnTrac was founded in 1991, and has grown to become a top choice for e-commerce and companies looking to speed up parcel distribution without the additional costs associated with national carriers. In 2014, OnTrac launched DirectPost, and became the first logistics company to offer a USPS Package Consolidation Service. OnTrac is a SmartWay Transport Partner, a USPS Workshare Partner, and is integrated with over thirty different multi-carrier software providers. The OnTrac logistics network is comprised of three divisions based on service offerings; overnight, messenger and international. For more information on overnight services, call 800.334.5000 or visit ontrac.com. For more information on messenger services, call 888.334.5001 or visit ontracmessenger.com. For more information on international services, call 800.628.4868 or visit ontracinternational.com.

BURN RUBBER IN THE FINAL MILE



The eTrac Final Mile Gateway is simple and it works. Connecting final mile service providers like you to 3PLs, LTLs and shippers, across the nation through a single point of integration is the heart of the eTrac solution. Whether you're running a proprietary system, an industry-specific operational system or have no system, Datatrac can connect you to the network, allowing shippers to find you and allowing your business opportunities to grow.

The benefits of eTrac:

- It's free to carriers
- It's easy to integrate
- It expands your visibility to shippers, and allows for cooperation and coordination with other eTrac partners, expanding your business footprint and capabilities
- You remain the point of contract with the shipper/client so you retain control of rates, service areas and services offered

It seems to good to be true, but by expanding our carrier network, **eTrac** attracts more LTLs, 3PLs and shippers hungry to handle final mile deliveries with real time visibility. Those partners increase your opportunities, and right now with over 10,000,000 transactions per month the network is attracting more members every day.

Learn more about how our final mile network can work for you.
www.etrac.net/carrier-partner-program or call us at 833.463.8722

