

SUMMER 2020



Customized Logistics & Delivery MAGAZINE





■ Who's In Your Network?

No matter your delivery network (DSPs, ISPs, RSPs, ICs, Contracting Carriers, Haulers, Freight Agents, or Master Contractors) ... How well you know your business partners and their ability to protect you and your client's insurance is critical.

As pioneers in same day delivery, logistics, and courier insurance, Risk Strategies gives our clients extra peace of mind by offering tailor made insurance programs for their network of deliverers.

We'll customize a specialty insurance program to suit your specific needs:

- Commercial Fleet Auto
- Hired/Non-Owned Auto
- Cargo Insurance
- IC Misclassification
- Warehouse/Terminal Coverage
- Workers Compensation
- Occupational Accident
- General Liability & Property Insurance
- Umbrella (Excess) Liability
- Employment Practices Liability
- Professional Liability

Getting ahead in business requires taking risks.
Staying ahead requires managing them.

We Are Risk Strategies.
Passion. Resources. Results.

Contact one of our specialists today:
B3@risk-strategies.com | 440-260-1002



www.risk-strategies.com/transportation
www.risk-strategies.com/transportation

In This Issue



FEATURED ARTICLES

- 8 What Will Be Better
- 12 Can We Return to Normal?
- 14 What Will Never be the Same
- 18 Coming Back to Work: Issues & Challenges
- 24 The Hidden Costs of the Coronavirus
- 28 How Two Companies are Weathering the Storm
- 32 Five Lessons from a Time-critical Freight Forwarder
- 36 How RDS Delivery's Random Act of Kindness
- 40 Coronavirus Heroes
- 42 Truckers & Supermarket Workers: Unsung Heroes of the Coronavirus Outbreak
- 46 Navigating the Final Mile Remotely: Tips for Managing Effectively
- 50 Advice for Last-Mile Users on Making Location/Facility Decisions in a Post-COVID-19 World
- 54 Putting the Cloud and AI to Work for the Supply Chain
- 58 UVC Package Safety Device is a Sign of the Times

ASSOCIATION ARTICLES

- 60 CLDA Launches New TSA Working Group
- 64 Welcome New Members
- 65 Virtual CLDA Executive Leadership Summit Sept 23-24
- 66 Continuing Education Scholarships
- 68 CLDA Appoints New Executive Director
- 70 CLDA Discount Programs
- 73 CLDA Kudos Corner

DEPARTMENTS

- 5 President's Message
- 6 Government Affairs

About CLDA

CLDA OFFICERS/EXECUTIVE COMMITTEE

PRESIDENT

Steve Howard
Esquire Express • Hialeah, FL

FIRST VICE-PRESIDENT

Jason Burns
QCS Logistics • New Orleans, LA

SECOND VICE PRESIDENT

Mark Cossack
Priority Courier Experts • Vadnais Heights, MN

TREASURER

Errol Cvern
Select Express and Logistics • New York, NY

SECRETARY

Charlie Wolfe
Blaze Express Courier Service • New Orleans, LA

IMMEDIATE PAST PRESIDENT

Chuck Moyer
ROVA • Franklin, TN

BOARD OF DIRECTORS

Jason Burns, First VP

Lorena Camargo, Director

Tim Cocchia, Director

Mark Cossack, Second VP

Errol Cvern, Treasurer

Randy Edmonds, Director

Nate Geese, Director

Steve Howard, President

Thomas Jowers, Director

Ben Kaplan, Director

Keith Kirk, Director

Ralph Perrothers, Director

Kelly Picard, Director

Joel Pinsky, Director

Jon Rydel, Director

Bart Salant, Director

Charlie Wolfe, Secretary

CLDA Magazine is published quarterly by CLDA. Editorial, advertising, and administrative offices: CLDA, National Press Building, 529 14th Street, NW, Suite 750, Washington, DC 20045. Telephone: 202/591-2460. Fax: 202/591-2445. Copyright ©2020 by CLDA. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any information storage and retrieval system, without permission in writing from the publisher. The material herein presented is for informational purposes only. A qualified professional should be consulted with regards to any specific, factual situation. Opinions expressed are not necessarily those of the publisher, editor, CLDA or its officers or directors.

POSTMASTER: Send address changes to CLDA Magazine, National Press Building, 529 14th Street, NW, Suite 750, Washington, DC 20045.



President's Message



This issue of the Customized Logistics & Delivery magazine highlights some of the heroes of the supply chain. These are the women and men who make sure healthcare workers get the PPE they need to stay safe; consumers have the essentials they want on their doorsteps and shoppers find the shelves of their grocery stores stocked. These are the people who do their jobs with no fanfare. They drive the highways in the middle of the night; wake before dawn to move product in warehouses and answer the midnight calls to get critical cargo on planes for early morning flights.

Consumer don't see them doing their jobs, but we do. We know that these are the people who keep the wheels of commerce rolling. They are the backbone of the customized logistics and delivery industry. They are the reason we continue to deliver for our customers

We honor these heroes in this quarter's magazine because they have continued to do what they do in the midst of this pandemic. Make sure you check out the photo display of a sampling of these unsung heroes on page 40. They are dispatchers and drivers; the warehouse supervisors and fleet managers. They are employees and independent contractors. They have one thing in common – they do their jobs so people can have what they need no matter what.

In this issue, you'll also get a look at how an act of kindness from one of our members, RDS Delivery, has mushroomed into the delivery of over 137,000 meals to healthcare workers and New York City's neediest residents. It's a story that will make you proud to be a member of this industry.

You'll also find tips on managing the remote workforce on page 46; practical ideas for bringing people back to work on page 50 and observations on what will never be the same after the outbreak on page 14.

As president of this organization, I am moved on a daily basis by what our members do against all odds. Every CLDA member has heroes in their organization. We hope this issue begins to offer these unsung heroes the thanks they deserve.

With admiration,
Steve Howard
President, CLDA



Government Affairs

By Michael Taylor,
CLDA Government Affairs Director

CLDA's Government Affairs team has had several major successes over the past six months as we deal with the continuing fallout from the COVID-19 pandemic. We have also seen major developments in our longstanding advocacy issues, especially surrounding Federal guidance on the status of independent contractors.

U.S. Department of Labor (DOL)

On the Department of Labor front, CLDA's Government Affairs team was able to organize and support a conference call between Labor Secretary Eugene Scalia and CLDA President Steve Howard. Steve spoke to Secretary Scalia about his background as an U.S. Army veteran, and the way in which his company's contracts with independent owner-operators enables the pursuit of the American Dream. On the call, Steve also urged the Secretary to provide regulatory certainty to our industry by issuing a rule or some form of guidance clarifying the distinction between independent contractors and employees. This is something that CLDA has been seeking

from the Department of Labor for years, and we are happy to report that the DOL has announced recently just such a rulemaking. Sources inside the DOL are reporting that this "Independent Contractor Rule" is being treated as an extremely high priority, and will be placed on an administrative fast-track that should see it completed before the year is out.

In anticipation of this proposed rulemaking, which will likely draw significant opposition from groups opposed to the very existence of independent contractors, CLDA hopes to put together a strong response to encourage and guide the DOL as it works to develop the rule. We plan a substantial public comment campaign to inform the DOL about the importance of clarity on the IC issue for the customized logistics and delivery industry. By way of reinforcing our efforts here, we have secured a promise to hold a CLDA membership-wide virtual conversation with the Administrator of the DOL's Wage and Hour Division (WHD). We plan to hold this call later this year, once the DOL has opened the public comment period.

In the face of this potentially momentous ruling for our industry, we must make sure that the Department of Labor understands how important the independent contractor is to our industry and large segments of the U.S. economy as well. To that end, we hope to involve like-minded organizations who have the same perspective on the IC issue in our outreach campaign. We also want to ensure the DOL knows the flexibility and scalability IC's give our industry has enabled us



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 Michael Taylor at michael@clda.org.

to respond appropriately and effectively to COVID-19, and provide reliability in delivering essential goods and services throughout this crisis and any other that may arise. Additionally, we hope to include a positive independent contractor voice in this conversation, to explain the issue from the perspective of the IC's themselves.

In another notable result of outreach to the Department of Labor, CLDA has established a relationship with a senior official in the WHD which has helped us provide some relief to members who are experiencing wage and hour audits from regional offices that are out of step with Federal guidelines. We hope to further engage with our contacts at the DOL to ensure that the upcoming Independent Contractor Rule is of real help to our industry.

COVID-19, the CARES Act, and related Legislative Efforts

On the legislative front, we have been busy dealing with the many aspects of the CARES Act. The novel coronavirus has wreaked havoc across many sectors of the U.S. economy, and the customized logistics and delivery industry has experienced its fair share of hardships as a result of the pandemic and the government response to it. CLDA's Government Affairs team has worked tirelessly to advance the interests of small businesses and independent contractors in our industry during this time, in order to ensure that Congress does its job and protects the livelihoods of our members.

Focus on the Paycheck Protection Program (PPP) as a Lifeline for Small Businesses

Our Government Affairs team has focused much of its efforts on the issue of the PPP, the Paycheck Protection Program. This was Congress's most significant aid package issued to businesses with fewer than 500 employees. We have produced guidance for CLDA's independent contractor members to help them apply for the PPP. We have also organized

a group of associations representing small businesses to come together to support Congressional efforts to fix, improve, or keep the PPP adequately funded. Our coalition is now up to 26 associations strong, representing a combined membership of hundreds of thousands of small businesses, independent contractors, entrepreneurs, and workers from all segments of our economy. As the driver of this informal coalition, CLDA has issued letters of support for several pieces of legislation, a number of grassroots calls to action, and has shared intelligence and updates for the benefit of all partner associations. Our coalition helped to ensure passage of HR. 7010, the Paycheck Protection Flexibility Act, which has increased the relief options available to small businesses who took the PPP, and has ironed out many of the most significant issues with the program.

As another result of our coalition's advocacy on this issue, CLDA has gained the attention of several important Congressional offices. We are working closely with several of these offices to advance further legislation that will support CLDA members. Contacts we have developed working relationships with as a result of our coalition building include Senator John Cornyn (R-TX), Senator Marco Rubio (R-FL) - Chairman of the Senate Small Business Committee, Members of the New Democrat Coalition, and others. We will work to ensure our informal coalition stays together, and will add other associations on a rolling basis. This coalition will remain focused on other critically important small business issues in the future and should provide CLDA with a very important advocacy tool in days to come.

The work of the CLDA Government Affairs team is made possible through the generous donations of member to the CLDA Advocacy Fund. We thank all of the members who donate to this fund. If your company is interested in supporting these efforts, contact Andrew Brackbill – Andrew@clda.org to become an Advocacy Fund Donor.

Look for more updates on all of the activities of CLDA advocacy and government affairs efforts through the weekly CLDA Express and via communications from CLDA Government Affairs Director Michael Taylor at michael@clda.org!



What Will Be Better

By *Andrea Obston*
CLDA Director of Public Relations

When the virus-related shutdowns hit, couriers had to find new ways of doing things quickly. And they did. They used their technology, talent and nimbleness to forge new paths and reinvent the way they did things. They bolstered the skills of their people and, in some cases, changed their business models forever.

One courier, [Bonnie Speed](#) in Cleveland, believes that there are good lessons in these changes. They have found new ways of doing business that they plan to make permanent. “We have definitely cultivated new skills that will be a part of the way we do business going forward,” says Bonnie Speed’s President and CEO, Kenya Guess.

“We’ve always had contingencies plans. For example, we knew what we’d do if the building caught fire. But the quick changes brought on by this virus inspired us to have a more robust process; to look at not just what could happen but the true implementation of what needed to be done in order to keep servicing our customers,” she says.

Guess explained that change was built into the company playbook: “One of the things we’ve always had is our Playbook. Like an NFL or NBA team, our Playbook guides the decisions we make. It’s where we go for guidance

and synergy to ensure we are executing our thematic goal to Survive & Advance. The Playbook adapts and changes throughout the year. However, annually the company has a 'Word of Intention' on which we focus on for the next 12 months. Ironically, the Word of Intention for 2020 was 'pivot.' Little did we know how powerful that would be; how much that would come into play."

Adapting to the changes in the business world is in Bonnie Speed's DNA.

Yet that approach had to be put on steroids on Mar 23 when the governor issued a stay-at-home order. "With this virus we had to deploy our technology and our people in different ways, from both a customer-facing standpoint and an operations' one. We had to pivot to make changes quickly and be effective. We had to think of new ways to collaborate and connect and we literally had to do it overnight," says Guess.

Bolstering Connectivity

Bonnie Speed's Chief Innovation Officer, Evelyn Bruce, talked about how they had to redefine connectivity: "There are several ways I have come to think about connectivity. For connectivity to be seamless, it expands beyond the right technology. It ensures the human connection remains. We had to review equipment after the stay-at-home order. For example, we had a mix of desktops and laptops users. Every laptop user had a desktop, but not every desktop user had a laptop. The monitors for desktop users did not allow for video conferencing. There's no access to a camera and mic. Those with both equipment types had flexibility. Instead of making large equipment purchases, we went with adding a device with a mic and camera for each desktop. We kept the human connection by doing three things: 1) utilizing Office 365 MS Teams, which we transitioned to a few years earlier 2) enhancing our innovation process for soliciting new ideas across the company and 3) heightening our well-being and engagement focus among leadership and from leadership to staff by paying closer attention to the emotional, social, and adaptivity of every human (employees, drivers, clients, and vendor partners) during COVID."

Making the Secure Connection

In general, the Bonnie Speed team works within the building, but amid COVID-19, they had to find a way to expand workforce flexibility quickly and ensure everyone had secure connections. "For our digital users, we added a two-tier authentication for system access and email. This security enhancement allows one to present two pieces of evidence when logging into our system remotely," says Bruce. "Cyber security is critical for any business to guard against malicious activity. Those important modifications to our systems will be permanent as we move forward."

She points out that those changes were already part of their remote-ready plan for continuous improvement, which always evaluates cost, timeline, and change management. The recent government orders just sped up the timeline. "Usually it takes something bad to happen or a global trend in malicious activity to make a technology shift," she says. "We haven't been involved with anything like that, but when we saw that even the Cleveland Airport got hacked awhile back it made us rethink timelines."

Clear Communications and Defined Expectations

The dispersed workforce and the dynamic environment meant that Bonnie Speed had to put a concerted effort into keeping everyone on the team informed. "We had to communicate to the team more often than usual so there would be unified movement in the ever-changing COVID-19 climate," says Bruce. "This included sharing the relatable highlights of most recent news without fear to the team. You want to inform, but not dwell on the news about COVID."

It was critical that these communications made clear what the expectations were for every member of the team. "Clear communications of your expectation from each member of the team increases the trust level with leadership," points out Guess. "With clear expectations everyone was able to know what was happening and

“...we started a ‘Grateful Board’ where employees could post the positive impact of COVID and things they were grateful for...”

what we expected them to be doing about it. The key was consistent communication from leadership.”

Adding positive tidbits in a fun manner was also important. “Internally, we started a

‘Grateful Board’ where employees could post the positive impact of COVID and things they were grateful for such as spending more time with family or eating together at the dinner table,” says Bruce. “We share this in all locations via our communication board.”

The company found that this emphasis on clear and regular communications went both ways. The more leaders shared, the more everyone on all levels of the company did the same. “It became reciprocal. What they heard they began to tell us. That clear communication from leadership created a high level of trust, which is especially critical during challenging times. It also opens everyone up for innovation – from the top down and the bottom up. We became an even more cohesive team because everyone felt looped in. That helped spearhead new ideas from employees and drivers,” Guess says.

A heavy emphasis on communication has always been one of the building blocks for success at Bonnie Speed. They even had their own platform where team members could share their innovative thoughts called “My Voice.” The COVID lock-down strengthened that part of their culture.

Putting New Systems and Technology to the Test

As a company that values innovation, Bonnie Speed has always been on the lookout for new and better ways of doing things. “We routinely hunt for new technology and then perform effective pilot testing to make

sure it fits with our business model and is optimized,” says Bruce. “Pre-COVID we might incorporate a new technology, test it at the beginning, say ‘we’re good to go’ and review or test again if an issue is presented. With COVID, we have a focus on bridging gaps to lessen technology disruptions to the team and finding solutions for improved efficiency. Technology is convenient, but not always perfect. Having and systematically testing your contingency plan goes a long way for team synergy during unexpected times.”

Even something as basic as their phone system had to be modified and those system changes tested. “We had a split team,” says Guess. “Some were working in office and others were working at home. If you’re using the phone when you’re in the building and you need to transfer, that’s nothing special. But it’s quite different if some members of the team are working from home. Call transfers become more complicated. Having two team members connect becomes more of a challenge. Do they just use their cells or is there technology that’s better suited for it? Is there a way to just hit an extension to reach each other? We had to look at these challenges on a company-wide basis and from department to department. The solutions varied.”

One of the answers Guess found was an app called “Group Me.” “It’s a great way for us to connect with all team members any time of day as needed in case of emergency,” she says. That came into play when the state went on lock-down. “With Group Me we were able to get that information to all our people, so they understood how to proceed when they got into the office. Additionally, Evelyn was able to work with both our IT vendors to provide our remote teams with company phones that connected via an extension which allowed for customer calls and transfers to continue to take place seamlessly just like they would if in the office.”

The skills and systems the company put into play altered the way they do business and they expect those changes to be permanent.

Honing Emotional Intelligence

The impact of the virus also brought a heightened sense of the need for leaders to develop their emotional intelligence. “This crisis has underscored the need to really know what each member of the team needs from us,” says Guess. “COVID didn’t just affect people physically; it affected them emotionally. We needed to remind ourselves that our team members have layers in their lives that go beyond their jobs. These layers impact what they need in support and leadership. In our weekly leadership calls we’ve put an increased focus on this. Leaders look for ways to include conversations about well-being and mental health. We want to be mindful of the needs of each other and our direct reports.”

Managing those who work remotely makes this process more challenging. Leaders need to be more purposeful in this. “We must ask ourselves, ‘what are my expectations of this person who’s working remotely?’ You need to understand why they may choose to continue working from home. Do that have a child that can’t go to camp or school because of the pandemic? Are they taking care of aging relatives? We need to be mindful that this adds another level of stress. And to avoid adding more stress. They may not voice this, but managers need to be able to read the signs and be sensitive,” says Guess.

Bonnie Speed instituted a Well-Being day for every employee. This was in addition to their regular PTO policy. “Employees have been very appreciative of this,” says Guess.

When Ohio did put out the Stay-at-Home order, Bonnie Speed was declared an essential business. That designation allowed them to bring people into their office, which put particular hardships on those who had to balance work and increased responsibilities at home. “We looked for ways to support those who had to come into the office,” says Guess. “The Stay-at-Home order came out in March and for the rest of the month we took care of lunch for all team members. They didn’t need the extra stress of that.” The gesture also had a

positive effect on their community because they bought those lunches from local restaurants that were struggling because of the shut-down.

The company also created Care Kits for all team members and drivers. The kits included a mask, multiple pairs of gloves, tissue, candy, a stress ball and a \$15 Uber Eats gift card. “We always look for ways to show our gratitude an appreciation for our team, but even more so during this time,” says Guess.

New Ways to Help the Community

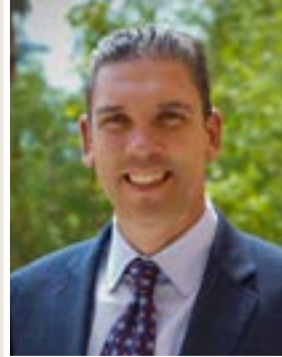
Bonnie Speed has always had a strong focus on giving back to their community, but the COVID crisis sharpened that. “We created a Bonnie Speed Give-Back account,” says Guess. “We are using it to support free deliveries of masks and PPE to University Hospital and to partner with the Cleveland Food Bank by offering trailers as needed for food distribution. The creation of the Bonnie Give Back Account was a product of COVID. It will allow us to track our overhead from the in-kind work we’ve done. It’s also helped us branch out into the new ways to be of assistance in a crisis in our community.” One of those new ways is that Bonnie Speed became FEMA certified to be part of the FEMA assistance program to help the community cope with upcoming crises.”

The Positive That Came From COVID

There is no doubt that the fall-out from the coronavirus will be felt by businesses, communities and families for years. Companies have had to look at the way they do business and how they relate to their employees. Many companies like Bonnie Speed have been put to the test and, in responding have found new ways to cope. These new ways may ultimately make their businesses stronger and more resilient in the future.

CLDA





CAN WE RETURN TO NORMAL?

By Andrea Obston
CLDA Director of Public Relations

“Long-term plans are great but, as Mike Tyson said, ‘Everyone has a plan until you get punched in the face!’ It’s the companies that can react to those ‘punches’ when they happen as well as being able to make long-term plans that will flourish in the years to come.”

That’s the advice from CLDA Board Member Jon Rydel on ways to bounce back from COVID-19. Rydel is a president of [Capstone Last Mile](#), which provides last mile services from its offices in Philadelphia, PA. Rydel is a 22 year veteran of the industry and a has been active in the association for 22 years.

While no one quite knows what business as usual will look like, Rydel does have some advice for couriers returning to some semblance of normality:

FACING THE BIG ISSUES

Rydel expects that the return to work will require many last mile providers to reconfigure their offices to account for the continuing need for social distancing. “Currently our Logistics Team members sit in pods of four, based on the areas they serve. These are close in proximity by design. We will need to create social distancing within our terminals to protect the health and well-being of our associates,” he says.

One of the more positive things that have come out of this crisis is that people in the industry have been reminded of how important they are to the country’s economy. “I believe our associates have a better understanding of how essential their business units are not only within our company, but also in verticals like

e-commerce and medical. We are all very blessed to be part of a small community of businesses that has grown during the pandemic because of how essential our services are,” Rydel says.

LONG-TERM PLANNING VS THE PIVOT

Rydel pointed to the need to balance long-term planning with flexibility. “I think long-term planning is great and should be part of any business plan,” he says. “It should be communicated with each employee. But being able to pivot quickly - as all of us have had to do - is equally important.”

Helping everyone on the team to understand their part in maintaining that balance is a critical part of the Capstone management style. “We spend a lot of time with each associate talking about our company’s goals. We reinforce that with a bonus program that is based on both short and long-term goals. This helps them to be invested in the success of our company and the service we provide for our customers.”

His company has found that their bonus program helps management focus employees on key performance. He expects will be particularly important as the company returns to some semblance of business as usual. Capstone’s bonus program allows associates to accrue bonus dollars quarterly based on customer metrics and company financial goals. These are banked and paid out in December to help them with their holiday bills.

RECOVERY THROUGH NETWORKING

As companies return to work and rethink their goals, Rydel advises them to look to others in the industry. “My advice for companies trying to recover from the impact of the outbreak is to look to your peers,” he

says. “Continue to monitor industry trends, but make sure to spend time networking with other industry events and leaders. If your business did not expand during the pandemic you should probably be looking at those that have and see what pivots they made to stay competitive and grow.”

He believes many in the industry will want to reevaluate how and where their associates work. “I expect we will have a portion of our associates who will not need to be in the office every day,” he says. “Because of the stay-at-home orders, many of us had to learn how to manage our people as they worked remotely. I think we found out that many of them can do their jobs efficiently and effectively without coming into the office. I think in the future members of our industry will be more open to considering different work structures that allow more flexible working days both in and out of the office.”

MOVING AHEAD

Rydel believes the key to recovery will be found in companies’ ability to adapt and change. He offers this advice for those in the industry: “The environment for the last mile industry has been going through many changes over the past couple of years based on consumer expectations. With COVID-19 those changes have been pulled forward. If you want to make a pivot in your business you need to have a plan:

1. **Create short and long-term plans with your management team**
2. **Present the road map to your team members**
3. **Get their buy-in**
4. **Execute the Plan - If there are changes in the environment be prepared to update and make changes accordingly**
5. **Repeat all steps.”**

CLDA

By Andrea Obston
CLDA Director of Public Relations

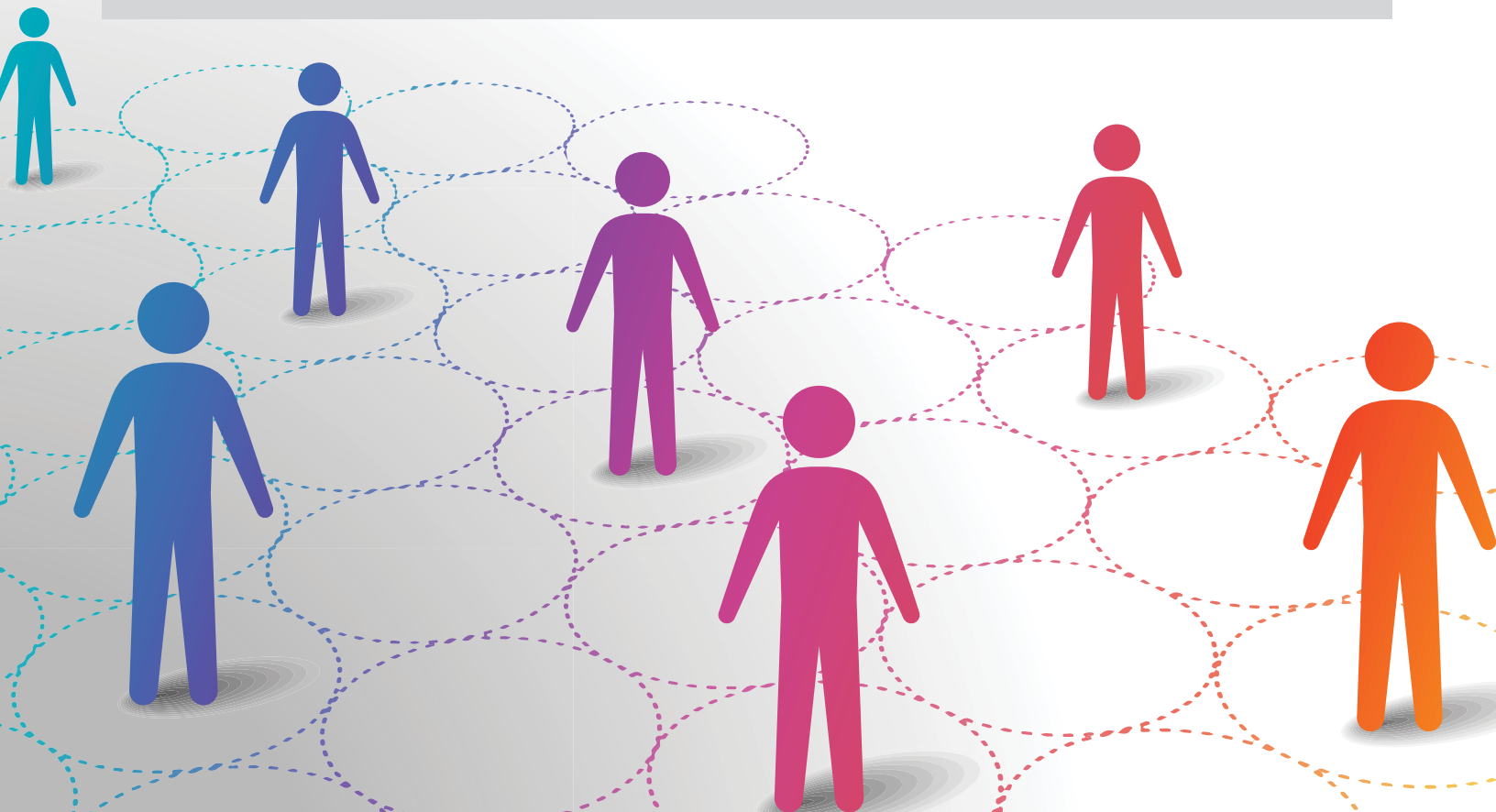
What will **NEVER** be the same

An interview with Bill Nottingham, Vice President of Growth, Nottingham Spirk, champions of disruptive growth

W

hen your title is “Vice President of Growth” at a company that bills itself as “an established leader in disruptive innovation” you are in a unique position to look into the future. That’s why the Customized Logistics & Delivery Magazine turned to Bill Nottingham for his take on what lies ahead in the aftermath of the coronavirus.

Here’s what he told us about the changes brought about by the pandemic that will have a long-term impact on the way we do business and live our lives.



CLDA Mag: *What has COVID-19 changed forever?*

NOTTINGHAM: No matter what the ultimate impact of this virus, there is one thing that will never be the same – business meetings. We have all been zapped into the future by video conferencing. Video conferencing is not new. It was always there, but most people were reluctant to use it. We had our smart phones and we thought that was fine. But, because of the need to quarantine, coupled with the fact that humans need interaction, we've all felt the need to go beyond the phone. We had to see that everyone was okay; not just hear their voices. That human need is what made us move into using video conferencing so quickly. It's shown us how to communicate from afar in a way that's almost as good as being there.

Whether it's Microsoft Teams or Zoom, so many of us are using this technology to communicate at work and even at home. And I predict that even when people go back into the office, they'll be using it in new and interesting ways. We'll be forming pop-up teams with video conferencing because of the ease of getting people together quickly. So, instead of securing a conference room, tracking down everyone, stopping on the way to get coffee and waiting for people to get to the meeting, we'll be using video conferencing to get things done quicker and be on our way.

Don't get me wrong. I don't think video conferencing will replace person-to-person meetings entirely when we're able to get back to that. I just think that it gives us options. We'll still want to meet in person, but we'll be doing that when it makes sense. That's also going to impact business travel. We won't have to travel every time we need to see a client or contact. That means when we do travel for a face-to-face meeting it will be for a good reason.

The best part about the options created by video conferencing will be hybrid meetings. Some participants will be in the office and others will be able to join from far away. I had clients in the other day, but because of social distancing, we couldn't accommodate all of them in our office. So, some were in our office and some attended from home. This third level of meeting options – the hybrid meeting – is more inclusive and makes it easier to bring everyone into a meeting who can contribute, unencumbered by distance.

CLDA Mag: *Will that technology open up business opportunities?*

NOTTINGHAM: Definitely. I used to think it was difficult to work with companies in Europe. Our business relies on

strong personal connections, so I thought "I can't go after international business. They are too far away." Now I know that distance doesn't matter. We can still have personal interactions and it will be even easier to collaborate.

CLDA Mag: *So, can you foresee a time when face-to-face interactions aren't necessary in business?*

NOTTINGHAM: No. We'll still need to meet each other in person to build relationships. Good business comes from strong relationships. You need to do that in person. But this technology can actually help us reinforce those business relationships. Screens will be part of the work, but you can't do it all through a screen.

Our company is a creative business and in normal times we have a policy that says we must do our work in the office. We feel that working in our office is the best practice for Nottingham Spirk associates. We believe in the value of the unplanned meetings and impromptu interactions or "water cooler ideas" that are developed that are not expected. That's where some of the most interesting ideas can be inspired. It's important for us to be together and work together. We believe in the human connection, even for a company like ours that spends our time bringing disruptive technology into people's lives.

CLDA Mag: *What impact will this have long-term on the way we work?*

NOTTINGHAM: There will be options in the way people work. Each company will have alternatives to offer its workforce to get the work done. They'll be free to decide what works for them and the people they want on their teams. I expect that many will embrace the hybrid model – working two days at home and three days in the office. You'll be able to attract talent out of your city. You will have better relationships with your contractors because there will be a variety of ways to connect with them.

CLDA Mag: *How do you make that work?*

NOTTINGHAM: The key is establishing a culture first and foremost. That comes from person-to-person contact. No matter how advanced the technology there's no substitute. Humans need interaction. Once you have established connection with an employee and they get your culture, then you'll be able to offer them the option of working remotely.

Remote working will never be the be-all and end-all for

every company. You must have a good culture and the right people who buy into that culture. With the right people and right culture, you can begin to trust one another. But you must get the right people. You need to trust that these are people you can rely on; ones who will show up; ones who all want the best for the group. These are the people who can work from home.

CLDA Mag: *If working from home becomes the norm for a lot of people, will it be something most employees choose?*

NOTTINGHAM: It's not for every employee and it's not for every employer. No matter what, it's quite a challenge for all involved. Workers aren't in an office environment. Some people prefer that. They don't want to work where they live. They want to have a clear separation from work and home. They like the mental break from work that happens when they leave the office and get home.

One of the challenges of working from home is that you don't have that separation. For some it will mean they're more stressed out. They don't like that fact that they will be too easily accessible; that work never ends. Since there are no boundary lines, that creates more anxiety.

I suspect that when things get back to some sort of normal many people will choose not to work full-time from home. I expect the hybrid arrangement to become the norm.

CLDA Mag: *Are you seeing this kind of stress today with people having to work from home?*

NOTTINGHAM: Yes. They say the world is not a normal place right now. There's a lot of talk about mental stress. The Calm app is gaining users and there's even a Sirius radio station called The Calm Channel. That tells me that there's a lot of anxiety out there.

CLDA Mag: *What else will never be the same?*

NOTTINGHAM: Trade shows. I recently spoke at a virtual conference and I'll bet that won't be the last time I do that. I also recently attended a virtual conference using the on-line conference platform Hopin. To and Swapcard. Their virtual conferences mimic all the elements of a live conference – from keynote speakers to break out rooms, networking sessions and even exhibit hall booths. Zoom is about to come out with their own conference/exhibit app and I'm sure more platforms will pop up, offering more alternatives to big trade shows.

Even when we can meet in groups, I expect these alter-

natives to thrive, fueled by improvements in virtual reality. Suppose you can't get your team to go to a trade show but there's one session you want them to attend. With VR they can. Interestingly, I don't think this will take away from the number of people that attend live trade shows. I think it will just allow more people to be part of them.

The Consumer Electronics trade show in Las Vegas in January 2021 promises to be the place that will set the new standard. No matter what happens with the virus, they will have a virtual component. It sounds like it's going to be the most exciting show ever, featuring fully immersive technology. Trade shows are all about making connections. And as the technology improves, I expect the quality of those interactions to also improve, drawing more people to the events.

CLDA Mag: *Talk about augmented reality. How is that different from alternative reality and what are the business implications for it?*

NOTTINGHAM: Augmented reality (AR) has the most promise for a real impact on business. AR makes it look like something is right in front of you in real life. It's like a 3D model that's projected into space. In virtual reality (VR) you're in a digital environment. With AR you're in the real world. In AR you have the space around you. You are grounded. I foresee it to be something that will cause the largest technology shift for business.

For it to be totally embraced it will need to be smaller and cheaper. But, if you can get the units down to, say, \$300 - \$400 then it will really take off. And, by the way, that's not too farfetched. Nreal is promising an affordable consumer product launch later this year. And I expect we'll see more options in the future that feel more like sunglasses.

Think of the possibilities for a logistics company. With AR you could see what will fill a truck to its capacity without lifting a finger. You could create a 3D model, test what fits, moves things around virtually and make the most of the space you have.

CLDA Mag: *What upcoming technology changes are you anticipating because of what we've learned during the outbreak?*

NOTTINGHAM: I expect greater adoption of technology into all our lives. During this pandemic, people who didn't ordinarily interact with technology had to. Heck, Even my kids are using Zoom. If I tell my kids I have a meeting they'll ask if it's a Zoom meeting.

The logical outcome of this is that those creating the technology will have to simplify it and bring down the cost. We've created an appetite for this technology, but people are not going to be willing to pay for it.

On the flip side more and more people are becoming attuned to the fact that free software isn't really free. Check out a documentary called "The Great Hack" and this film will really make you think about your activity online. If it's free, you're going to have to share your data in exchange for using it. As people get wise to this, they will be more and more willing to pay for the software to avoid sharing their personal information. We are all becoming aware of the need to secure our digital assets. I, for one, have installed web security in my home for my own family. Because of this virus, we're more digital. And that opens us up to security issues. The need for safety and security of your digital assets will be more critical.

CLDA Mag: *Could you leave us with a few thoughts to ponder about the long-term impact of what we're going through today?*

NOTTINGHAM: I believe the long-term effect will be that we will value our human connections more than we used to. If you travel, it will need to be important. When we speak to each other from a distance, we would prefer to see and hear them. Will Facetime start to be the preference over audio

calling? All in all, technologies that appeal to all our five senses will not only relate to us more but will feel more real. It's safe to say that each week has new surprises. It's ok to dream about the future but don't become obsessed and worried. Be present-minded and listen to others before speaking. Do the best you can right now. Be prepared for the future and make the best decisions when the future becomes the present. [CLDA](#)

About Nottingham Spirk: Nottingham Spirk is the longest-standing design collaborative in the world. The firm works with companies to create new business innovations that propel economic growth. Since 1972, Nottingham Spirk has partnered with companies to accelerate growth and improve life experiences. From the company's 60,000 square-foot innovation center in Cleveland, Ohio, they have created or designed hundreds of products in the consumer, healthcare and business product sectors. For more information go to: nottinghamspirk.com.

Hungry for more of Bill's take on the impact of the virus on business teams? Check out his blog, "[Remote Possibilities: XR Could be the Future of Socially Distanced Collaboration](#)"

Successful logistics businesses don't just happen.

- Vehicle & Operation Compliance
- User-Friendly Technology
- EasyPay Workers Comp
- LightSpeed Enrollment
- Payment Processing
- Driver Benefits
- HR Support
- Onboarding

For Employees & Owner Operators



They need a team that is focused on their success.

adaptpayroll.com

A·APT

adaptpayroll.com

833.362.3278

sciadmin.com

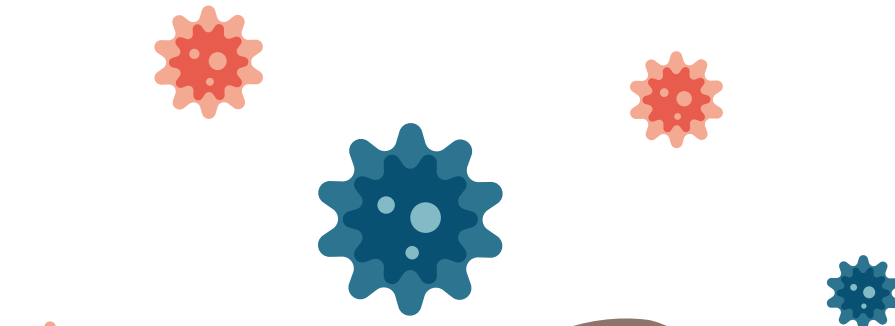
·SCI

sciadmin.com

800.821.5344

Coming Back to Work

Issues and
Challenges




By Priscilla Archangel, Ph.D.,
President, [Archangel and Associates, LLC](#)



Companies bringing back staff and drivers can expect to deal with a variety of issues. The most obvious challenge will be the need to provide a safe, virus-free workplace by implementing safety protocols to keep employees physically healthy. A less obvious, but equally important, challenge you and your people will face is dealing with the emotional health of employees.

Surveys indicate that people are feeling socially isolated and that they are experiencing high stress. Some say they are coping with anxiety and emotional exhaustion. It's important that you recognize that some employees have, in essence, been through a nightmare. They've been directly or indirectly impacted by sickness and even death. They have been supporting others in need. Many have also been functioning as substitute

A less obvious... challenge you and your people will face is dealing with the emotional health of employees.



teachers to their children. They may also have been working more hours than normal. Or, for those who were put on furlough, not working at all. These people have also been dealing with concerns about their basic needs like putting food on the table, paying their rent or mortgages and keeping up with their bills.

Many workers have been craving the face-to-face connections that social distancing has cancelled. Though many are thankful for whatever resources they have, they face a future full of unknowns. That leads to feelings of insecurity that some workers simply can't shake. The normal patterns in their lives have been changed. All these factors will mean that they will be returning to work with a lot of baggage that managers will need to acknowledge.

You can best prepare your management team for the return of your workforce by focusing on three words: Communicate. Communicate. Communicate. Let them know in advance what to expect when they return to the office. Provide them with training, information, virtual walk-throughs. Invite questions and share responses with everyone. Survey your people, both employees and drivers, to learn about their concerns about returning. Be responsive to local data regarding ongoing infection rates and mortality. Show them you care.

A Change in How People Look at their Jobs

When employees return to work, you can expect them to approach their jobs in ways they never did before. They'll be evaluating whether their jobs will

compromise their own health or the health of their loved ones.

Because delivery companies in many states were declared to be "essential services" there's a good chance some of your employees and drivers have been working. And with that comes worries about getting sick or, worse, bringing the virus home to their families. For those you may have had to furlough, some may be reluctant to come back to work because they are dealing with the emotions of having lost loved ones. Or they may worry that doing so will compromise their health or the health of those they live with.

Their perception of whether their job compromises their own health or the health of those they love is what matters. So, even though you may have done

everything possible to ensure that your employees and drivers are safe, be prepared to hear that some may simply decide not to want to take the risk.

Expect some emotional issues to surface once employees and drivers return to work. Some may not realize the psychological impact of what they've been through until weeks and months down the road. They may exhibit anger, difficulty handling stress, impatience, crying spells, and more. The short- and long-term effects of the pandemic are evolving right before our eyes. You will have to be alert for these issues and provide resources to help them cope. Employee motivation and performance may also shift. High performers may find themselves struggling to concentrate. Employees who were working on exciting projects before they left the workplace may find those projects placed on hold, leaving them sad, frustrated or even unsure about the value of reactivating them.

Getting Them Back in the Game

Communication and transparency are the keys to getting your employees and drivers back to work. Hopefully you have been communicating regularly with them over the past several months to find out how they're doing; to share the status of your business; to let them know the steps you're taking to ensure their safety and to bring in the personal protective equipment and supplies to help them work safely. Most importantly, you've let them know you truly want to listen and respond to their concerns. If not, make it a priority to do this before they return to work.

This applies to any employees you had to put on furlough. If you expect to get them back, you should have been checking in with them regularly and providing support in any way that you could maintain engagement. Hopefully, you were able to provide them with information about the financial resources available to them while on furlough. If they trust that you care about them, and

you're telling them the truth about what's going on, it's easier for them to re-engage and contribute to solutions to get back in the game. If you haven't been doing this all along, do it now.

Rebuilding Team Spirit

Getting your people back and rebuilding their personal dedication to your company's goals will take time. It starts by really showing them that you care about them.

Before they return, think about having a virtual group meeting to talk about what everyone has faced. You can ask questions like:

- *What has been most challenging for you over the past months?*
- *What was the silver lining for you over the past months?*
- *What creative talent did you uncover or develop?*
- *How have your priorities shifted?*
- *What do you need now to operate at your maximum potential?*
- *What does our "new normal" or "abnormal" look like to you?*
- *What have you learned over the past months that will help us to improve the way we work with each other and with customers?*

In those virtual meetings, you'll also want to talk about what will change once they return to the workplace. Get their input and ideas. Involve them in solutions. Encourage the team to share needs with the group. Help them find ways to help each other to meet those needs. That's an important building block for toward regaining team spirit.

Some managers may want to approach the return to work with "tough love," acting as if nothing has changed. While this approach may help them get through the next few months, it's not sustainable. Pretending that things can just go back to where they were in February will do your company no good in the long-term.

You have a decision to make when your people return to work: Do you just want them to perform a job or do you want them to be engaged? The first approach – the tough love approach - will get you a team member who will do just enough to get by. They'll just be working with just their hands. Attrition will be high in those companies and people will view their jobs as a commodity.

Instead, take out the “tough”, keep the “love.” Look for ways to engage them and they will go over and above what they need to do. They will be working with their hearts. Retention will be high because they will view their work group as being supportive. Employees are human. They have needs that must be recognized.

Rebuilding Trust With Formerly Furloughed Employees

If your company created an atmosphere of trust before the outbreak you have a good chance of recovering that trust with the people you had to put on furlough.

You can best prepare your management team for the return of your workforce by focusing on three words: Communicate. Communicate. Communicate.

That's especially true if you communicated with them frequently and clearly about the need for furloughs while they were out. Trust is built by giving employees discretion in how they perform their work, recognizing excellence, sharing information broadly and even displaying transparency about the leaders' own concerns during this time.

Rebuilding Focus on Key Performance Indicators and Company Goals

It will be difficult for employees to focus on company objectives if their primary needs (health, safety,

family priorities) aren't met. So first show that you're concerned about their priorities. You may need to make schedule adjustments or other compromises to retain a valued employee. Also, know that everyone who works with or for you will be watching how you treat all employees. If, for example, you seem dismissive of a “less valued” employee, you can expect that to have a negative impact on overall morale.

Solicit their input on how to effectively work going forward. Many aspects of how they perform their role may change, but since they're closest to it, let them be part of the solution.

Recovering From the Impact

Engage employees in identifying and understanding the impact that the pandemic had on your company. Like many in business, your company mostly likely suffered financially from the shut-down of the economy. That will have a serious impact on the bottom line. That may mean budget cuts. Explain why those are

necessary and engage your people in providing ideas on where savings can be found. Instead of the obvious solutions of laying off employees, that might mean across-the-board pay cuts for a defined period (possibly with a repayment in the future). Or it might mean staggered furlough days.

Get their thoughts on making it through the tough times with creativity. One thing we've all realized is that ideas that everyone resisted in the past (like working from home) are suddenly perceived as great solutions. So, don't dismiss any possibility.

What the New Workplace Will Look Like

What will the “new normal” look like? That’s the big question everyone is trying to figure out.

Here’s what I’m expecting:

- *Managers will be encouraging people to stay home if there’s even a hint that they’re not feeling well. No more bravely coming to work with what seems like a little cold.*
- *Many more people will continue to work from home and “hoteling” if they come into the office.*
- *There will be a permanent increase in the number of remote meetings we all participate in.*
- *Managers will become more comfortable with flexible scheduling to meet employees’ personal situations.*
- *More flexible teams will be brought together to solve specific problems quickly.*
- *There will be a reduction in business travel as people recognize they can accomplish much (though not all) of what they need virtually.*
- *Workers will be placing more value put on time with their families and other non-work activities. That will result in more employees taking greater advantage of paid time off.*

There are some areas where you may want to rethink how work gets done. Employers need to review their policies and processes and think about whether it’s a safety or a product quality issue (high importance), or simply a preference that’s shaping the way their company runs. They need to be open to find different ways to get things done. For example, I spent the last half of my 30-year corporate career debating the pros and cons of working remotely. Leaders resisted it because they couldn’t measure the productivity of their employees without regular interaction. Then, in mid-March, in an instant, office workers were sent home to work. Yes, it was a big adjustment for some to find the right working spot and juggle children home from school, but everyone figured it out. And many companies will continue

to permit employees to work from home through the remainder of the year.

What Will Never Be the Same

The need for engagement between employers, employees and drivers has changed forever. In the past, some employers have gotten away without it, but the last few months have really emphasized to workers the need to work in a caring environment. Even in a job market with high unemployment, many will be in search of an organization that demonstrates concern for their employees and drivers; one that builds constructive, long-term relationships.

The Ultimate Lessons from the Pandemic

The biggest lesson that will emerge from this crisis is that companies need to place a priority on assessing their business risks and preparing for them. Just like we need a national stockpile of supplies in the event of a pandemic, companies need to “stockpile” strategies for continuing work under challenging circumstances; strengthening their communications with their people; being able to remotely access data securely and having alternative ways to stay in contact with customers. While the effects of this pandemic are still fresh in your minds, begin to build that “stockpile.” As the last few months have taught us, there are few things in business that any of us can afford to take for granted. **CLDA**

Priscilla Archangel, Ph.D. is the President of Archangel and Associates, LLC in Plymouth, MI. She is a coach and a leadership and organizational development consultant. She is the author of LeaderVantage: 7 Essential Steps to Peak Leadership (to be released August 2020), and The Call to Faith Centered Leadership: Transformational Lessons for Leaders in Challenging Times. For more information go to Priscillaarchangel.com.



DELIVERING A PACKAGE WAS NEVER THIS EASY

Automate and optimize your supply chain with **Locus**.

[SCHEDULE A DEMO](#)

WHY LOCUS?



Real-world constraint modeling



AI and deep learning-powered route optimization solution



Proprietary geocoding engine



Patented fireworks routing



Scheduled and on-demand order clubbing to increase efficiency



Increased First Attempt Delivery Rate (FADR)



Proprietary vehicle allocation engine for optimal freight combination respecting traffic, volume, freight costs, customer-preferred slots, etc.



360-degree customer communication with live visibility, ETAs, feedback and payment integrations

Locus is a global B2B SaaS company that automates human decisions in supply chain, bringing supply chain to the forefront of every company. Locus' solutions automate human decisions required to transport a package or a person, between any two points on earth.

For more information: Email ash@locuslogistics.com or visit us at locuslogistics.com

ash@locuslogistics.com

locuslogistics.com



By Andrea Obston

CLDA Director of Public Relations

THE HIDDEN COSTS OF THE CORONAVIRUS

The hidden costs of operating during a pandemic have been staggering. Companies throughout the supply chain have been saddled with unanticipated costs for masks, hand sanitizers, wipes, incentives to keep drivers running, and equipment to monitor the health and safety of employees and drivers. Many also took on the costs associated with enabling work from home. Expanded FMLA has also taken a toll on businesses trying to keep employees on the payroll while keeping the business operating.

For [Hackbarth Delivery Service](#) in Mobile, Alabama, those costs have been substantial. “We estimate that we have spent in excess of \$85,000 on PPE and cleaning up through May, in addition to over \$250,000 in driver and employee incentives,” says Kelly Picard, CEO of Hackbarth Delivery Service and a member of the CLDA board.

Known for their emphasis on strategic planning, Hackbarth began preparing for the outbreak in February, long before the full impact of the outbreak hit the US. “We were prepping for the worst before any of the shut-downs,” says Picard. “We held multiple meetings to chart out what we thought was going to happen here. We were watching the news and monitoring what was going on in Europe. We started having calls with terminal managers and senior leaders. We told them to go out and purchase masks, wipes and hand sanitizer and to tell drivers to do the same. Where we could, we bought these in bulk. SCI, one of our vendors, was a huge help. They donated two pallets of hand sanitizer for the drivers and facilities. What they sent us was the equivalent of between 3,000 and 4,000 bottles of hand sanitizer.”

Soon, getting supplies became a challenge and that meant escalating prices when they could find them. “About a month into the shutdown, we found ourselves scrambling,” says Picard. “The stores were out of hand sanitizers, wipes and gloves. Masks were hard to come by. In fact, we ended up having people make masks to fill the gap. A few handy Hackbarth employees, friends and relatives in various locations made 3000 masks over a two-week period. “That meant we could get three masks into the hands of every one of our 750 drivers,” said Picard. Those came at a price.

The cost of materials skyrocketed, and each mask cost the company between \$5.00 and \$8.00 a mask. “Time was of the essence, so we did what we had to, to get them into the hands of our drivers,” said Picard.

The company also got creative when it came to sourcing hand sanitizer. They went to distilleries and breweries that had shifted production to making the product and found two – one in Texas and one in Alabama. “We purchased gallon containers of sanitizers from them. It was expensive, but we got what we needed, in large part due to the resourcefulness of our employees and the market,” she said.

And then there was the cost of cleaning. The company did additional cleaning at each of their 40 facilities throughout their footprint. They also pre-planned their response in case one of their employees tested positive. The cost of a deep clean (if that happened) could have added another \$50,000 for each facility if it someone had tested positive. “We were dealing with ever-changing rules and requirements at the beginning, and after research and investigating we determined we had more economically feasible methods for cleaning facilities,” says Picard.

Some companies regulated by the FDA were legally required to meet specific cleaning standards. As a result, they would need to use expensive corporate remediation to adhere to these guidelines.

“The guidelines varied by market,” recalls Picard. “We are in 11 states and there is a wide range of what local governments have mandated. In fact, those guidelines also varied within states.

For example, in Mobile, where our corporate headquarters is, we were informed in June that people would have to wear masks in specific indoor public places like grocery stores and doctors' offices. But in the northern part of the state, in Birmingham, you were required to wear a mask in any store or public place," she says. And the rules are still changing.

UNEXPECTED UPS AND DOWNS IN THE HEALTHCARE VERTICAL

For a company like Hackbarth that does a substantial amount of business with the healthcare industry, there are unique demands and costs. Some financial and some emotional. "With all that was going on in the media there was a healthy amount of fear among our drivers that serviced those

hospitals, clinics and pharmacies were stocking up. They were blowing out our trucks for the first two weeks. That also created additional costs as we had to scramble to find extra resources."

Drivers that serviced these verticals were often delayed at these stops for screening before entering the buildings. Ironically, the shut-down meant most still made their stops on time because they didn't have to fight traffic. There was no traffic for a period of time.

Hackbarth's drivers had to adapt to all of this, something Picard and her managers are well aware of. As a sign of appreciation, Hackbarth gave gift cards to every driver and all employees who came into the facilities every day in April. That was

As the virus continues to impact individuals and businesses, the costs keep mounting. In the end,

markets," says Picard. "The healthcare industry is a key part of our business and that meant that the vast majority of our 750 drivers were going into healthcare facilities like hospitals, clinics, pharmacies and pharmaceutical supply centers every day. That created understandable fear among them. We worried that drivers would be falling out. Fortunately, our ICs didn't stop coming to work. They continued to come in every day and do their routes. We are so grateful to them. Several of our customers also expressed gratitude to our front-line workers in the form of a hero bonus."

Initially, Hackbarth saw a spike in volume in servicing the healthcare industry. "During the first couple of weeks of the shut-down we saw a 30 to 40% increase in volume," she says. "The

another cost to the company, but Picard says the gesture was worth it. "We knew they were coping with a lot of fear. Things were in flux. We wanted to show them how much we appreciated them continuing to do their work in the face of that uncertainty," she said.

A SPIKE HOME DELIVERY

Hackbarth's home delivery clients also put increased demands on the company. "There was a spike here, too, in both our small and large home delivery clients," says Picard. "People were ordering like crazy. Not just small items, but large items like deep freezers. People just couldn't find them and when they did, they snatched them up and we had to deliver them to their homes."

Those home deliveries meant added costs. “We had to modify our home delivery processes,” says Picard. “For large items like freezers, the idea of contactless delivery isn’t in play. We still had to enter people’s homes, unpack the appliances, install them and remove the packing materials. In the face of the outbreak we had to modify those processes. This required additional training. We worked with our customer partners to provide additional information for the drivers so they could service the customers correctly.”

THE COSTS OF PREVENTION AND KEEPING PEOPLE HEALTH

Like many businesses, those in the supply chain had to take on the financial burden of screening. Hackbarth bought thermometers to put in every

building and screened employees as they came to work. They also had to take the temperatures of anyone who went into the building and had a checklist of screening questions for them.

“HERO PAY”

In some states and municipalities, the idea of “Hero Pay” for those working during the pandemic has been proposed. There have also been proposals on a federal level to provide excess compensation for those who worked through the pandemic. In some industries, like supermarkets, there have been temporary bonuses for those restocking the shelves.

Where those have gone into effect, this has also put a financial burden on those in the supply

chain. While it wasn’t mandated in the markets serviced by Hackbarth, they did reach out to some of their essential service customers to ask if they would like to offer some sort of bonus to those involved with their deliveries. Five of Hackbarth’s customers did just that and anyone working on those accounts received a financial incentive. These customers wanted to make sure their expression of gratitude made it to the people servicing their account, those keeping the wheels of commerce moving.

THE HIDDEN COSTS KEEP MOUNTING

As the virus continues to impact individuals and businesses, the costs keep mounting. For those involved in the essential business of keeping the supply chain running, those costs continue to

surface. In the end, those in the logistics business will find a way to shoulder those costs and keep the goods flowing. “No one knows how and when this will end,” says Picard. “What we do know is that we will find a way to keep things moving and getting products to the people who need them. Those of us in the last mile logistics space are flexible and quick to adapt. That’s what all of us in this industry have always done.”

Hackbarth Delivery Service provides transportation, logistics, warehousing and distribution services throughout the country. They have 42 locations across 11 states servicing the Southeast, Midwest and Mid-Atlantic regions. They are a privately held, certified woman-owned business that opened in November of 1975. For more information go to: HackbarthDelivery.com

those in the logistics business will find a way to shoulder those costs and keep the goods flowing.

By Andrea Obston
CLDA Director of Public Relations

Lessons from the Pandemic

How Two Companies are Weathering the Storm

The hallmark of the customized logistics and delivery industry is flexibility. Our members know how to pivot on a dime and respond to changes in real-time. COVID-19 continues to put those skills to the test.

We asked two members of the association to tell us about the changes they've made since the pandemic hit and to share a few COVID Lessons.

- **Charlie Wolfe** is the Managing Member of Blaze Logistics in New Orleans, LA. The company does a mix of regional distribution, on-demand, scheduled and freight deliveries and warehousing. They serve the medical, pharmaceutical retail verticals.
- **John Herrera** is the General Manager of Comet Delivery Services in Medley Miami, Florida. They offer their clients delivery, warehousing, distribution and logistics services.

CLDA MAG

What new customers or services did you find your company delivering during the pandemic?

WOLFE

In the early days of COVID-19, we were searching for hand sanitizer for our own people and we reached out to several local distilleries to see if they were making it. We found one and we purchased it from them. They have also become one of our customers. We are getting their hand sanitizer to local companies including a very large hospital. They also started using us to deliver the materials they need for their manufacturing processes.

Also, we recently increased our business with a local lab that's doing COVID-19 testing. This has led to a tremendous rise in the number of medical deliveries we're doing for medical offices and nursing homes around the state of Louisiana.

HERRERA

To prepare for COVID-19 we started transporting plastic barriers to businesses and ventilators to a hospital. We even delivered a mobile morgue unit, in the form of a refrigerated truck, to a local hospital with limited morgue capacity. All that we have been doing, like many other health care providers locally and nationally, is helping everyone be prepared and with the hope of never needing it.

After the U.S. Coast Guard directive that cruise ships be sequestered "indefinitely" offshore we began delivering hygiene and other necessary equipment and supplies to keep their crews safe.

CLDA MAG

What lessons did this new business teach you and how will you apply them going forward?

WOLFE

Sometimes when you are trying to find solutions for your company, you will find opportunities. When we solicited the distillery as a customer it was to see if they needed help getting the hand sanitizer to their customers quickly. It really wasn't a hard sell to use our services. This paid off for us.

As for the lab, we learned how important our ability to find solutions, adjust and adapt quickly could pay off. It led to a long-term project for us.

HERRERA

There is now a new normal in terms of precautionary safety measures. We upgraded our service to match the demands of COVID-19 by issuing guidelines to protect our drivers and clients. These included advice on hand washing; guidance on cleaning cabs and trailers; avoiding contact and keeping communications open.

CLDA MAG

During the outbreak, which parts of your business picked up?

WOLFE

Our overall STAT delivery of lab specimens, plus our on-demand scheduled COVID-19 tests increased.

HERRERA

Delivery of essential products such as masks and plastic barriers ramped up. Clients we hadn't heard from in a while started calling in, knowing that we had implemented COVID precautions and measures and could safely handle their pickups and deliveries. They chose to do this rather than risking sending their own employees out.

CLDA MAG

During the outbreak, which parts of your business dropped off?

WOLFE

Retail.

HERRERA

Florida and tourism are synonymous. Before COVID-19, a substantial portion of our business was servicing the needs of Florida's robust cruise ship industry. We were still involved with the logistics of health-related supplies for the crew remaining onboard, but deliveries overall for that sector were still well below what they were pre-COVID.

CLDA MAG

What lessons has your company taken from this crisis?

WOLFE

Look for new ways to deploy your resources, even when you have fewer of them. We lost 26% of our business during the height of this pandemic. That meant our independent contract drivers suffered too. We needed to be mindful of their concerns. For those who wanted to work, we tried to move them into different roles. We gave them opportunities that they might not have had. Even though we lost business, the customers who were still operating needed quality service. That too can be a challenge when your fleet size has been reduced. So, matching drivers who wanted to work with customers who needed the work certainly helped.

Also, we didn't turn down business that we might not have taken at other times. For example, we handled a large amount of deliveries for a fast food chain that wound up generating thousands of dollars for us. That's something we've turned down in the past.

HERRERA

We're taking two key lessons from this crisis: First was one that Comet's President, Steven Seltzer has always empha-

sized: empathy - understanding what others are dealing with. Truly tuning into what our clients are dealing with has helped us build rapport. Fully understanding our clients' positions has given us the context and knowledge to persuade and influence in an appropriate manner. Secondly is adaptability - being able to adjust our approach and actions in response to changes. Essentially, to plan for the unexpected and be ready to adjust to the needs of the market and shift our business strategies to adapt to them.

CLDA MAG

What, if any, permanent changes do you expect to make to your company based on your experience during the outbreak?

WOLFE

We set up an alternating schedule for dispatchers and customer service to work from home on certain days and work from the office on other days. This lesson will help us update our disaster plan to serve our customers when we cannot be in the office.

In addition to that, we will continue to require employees, IC drivers and anyone else entering our buildings to sign in and out. We will also record their temperatures. This will go on for the foreseeable future.

HERRERA

Currently we've instituted regular temperature checks, required our people to maintain safe work distances and wear PPE. We also now have a professional cleaning company providing facility services in our buildings. We trust that after a vaccine is successfully implemented, we can return to a more normal normal.

Still, we've learned some things about safety awareness that will likely be with us even after COVID is more under control. We're still weathering the storm of an extreme situation, but we've pivoted to meet the challenge and even improved upon what we had been doing. Looking to the future, based on the experience of this outbreak, we know we must remain resilient and flexible to adapt to fluid situations, all while maintaining a positive attitude.

CLDA MAG

What will never be the same for your company?

WOLFE

We lost a few customers who probably will not come back. Beyond that, I think, in time, many things will go back to normal.

HERRERA

While Comet has never had previous experience with a pandemic, we have with natural disasters, like hurricanes. We learned long ago not to be complacent about hurricanes, now we can add pandemics to that experience. The feeling at Comet is that COVID-19 did not destroy the delivery service industry. Rather that it may have unexpectedly created additional opportunities and forced us to develop procedures for pandemic and natural disaster events that could be useful in the future.

CLDA MAG

What strengths and weaknesses did this situation uncover in your company?

WOLFE

We found that our biggest strength was adapting to this. Our biggest weakness was not being able to get to calls quickly when the phones had to be answered remotely.

HERRERA

Our biggest strength was finding new opportunities for deliveries. Our biggest weakness was maintaining and increasing our COVID-19 protocol levels. Honestly, we're a people company - a family if you will - and social distancing was and still is challenging. We miss hanging around in the breakroom together. Now, we're constantly washing our hands, avoiding touching our faces and understanding the importance of wearing the face masks correctly. Changing habits, we learned, is hard work.

CLDA MAG

Things slowed down for many in the industry. What did your company do with that time?

WOLFE

At the height of the outbreak many did lose business. Our managers took advantage of that to tackle some projects that they had been putting on the back burner. Things like updating email lists, looking at policy and training materials and revamping marketing plans. We tried to take advantage of the down time to get some things "cleaned up" administratively. This hopefully will allow us and others who took advantage of that time to improve some processes in the future. It's one of the few positive things that came out of this challenging situation.

HERRERA

We doubled down on reaching out to new prospective

clients as well as contacting clients who we hadn't heard from in a while. We updated our email mailing list and the number of mailings; increased our social media presence and followed through with our aggressive SEO marketing plans. We also had to again increase the size of our Stuart location with a larger warehouse. We had already increased it last year. We feel like we put any downtime we had to good use.

CLDA MAG

What must change in the industry now that we've been through this?

WOLFE

Since many drivers come in close contact with shippers and consignees, we must institute a continued effort to educate them about staying distant and being aware of their surroundings. I think you will see a permanent turn to the "no signature" delivery for many shipments.

HERRERA

Many members of this association might do well by diversifying their client bases to maximize their supply chain opportunities by expanding to new industries or business verticals. We can begin by asking ourselves questions like, "What are we offering to a new industry with our services" and "What advantages do we provide relative to similar, existing solutions?"

We should ask why customers should choose us. Each member should consider who to target when focusing their expansion efforts and how can they ensure that they will be able to retain the strength of their existing services and core market while growing into a new one.

CLDA MAG

What lessons has your company taken from this experience?

WOLFE

When faced with a challenge, you need to think of unique solutions. Bring your entire team into finding those answers and keep tweaking what you come up with as you go through challenging times.

HERRERA

Here are three of the most important: 1) To proactively work to find business opportunities as we adjust to market demands; 2) To build resilience by becoming truly agile and to be able to adjust and change with extreme rapidity and 3) To plan for the unexpected. [CLDA](#)

Five lessons from a time-critical freight forwarder

WE'RE ALL IN IT

by Carolina Chanis, Marketing Manager at [Pacer Air Freight](#)



Carolina Chanis is the Marketing Manager at Pacer Air Freight. The company is a freight forwarder that provides specialized, time-critical delivery solutions in the health science, manufacturing, and entertainment industries.

They provide warehousing and fulfillment from their headquarters in Mississauga, Ontario and have an office in Los Angeles. For more information go to: pacerair.com

Those of us who work in supply chains are used to thinking about the interconnectedness of things. As specialists in temperature-controlled logistics, we take this idea to heart since most of the freight we move has a direct impact on someone's health.

It has been humbling to know that the goods we are moving from country to country are necessary to fight a common enemy: coronavirus. For the first time in our lives, all of humanity is in this together, and we, as an essential part of the supply chain, are an important link in the process.

We at Pacer Air Freight were confident that we could adapt quickly as we specialize in time-critical and expedite shipping. It is our business to adapt to last-minute changes. What we did not anticipate, however, was that in a matter of weeks, we would become a virtual company, a PPE supplier, and that our company culture would be put to the test by the pandemic.

At Pacer Air, we have a couple of simple rules:

- ***Never say no***
- ***Always have a backup***
- ***Send constant updates.***



HISTOGETHER.

When the pandemic hit, we pushed those rules to their limits.

Never Say No

When we say: “Never say no”, we mean it. Here’s an example: We found a solution for one of our customers, a medical diagnostics company, that needed to send the reagents to test for the virus in Italy. It was right at the peak of the pandemic. At that moment, most flights going into Italy had been suspended. One of our team members spent the entire afternoon searching for alternatives for our customer. He did. The reagents arrived and the tests went forward.

It is our belief that anything can be done in the world of freight forwarding. The trick is to do the research and give the best solution at the best possible price. Sometimes that tests the limits of our team members. That meant finding a way to get laboratory-grade sanitizer to Somalia, despite route suspensions and border closures. Not only did we set up an operation to relabel each bottle, repackage and palletize it, we also found a shipping solution.

This “Never Say No” idea is so engrained in our company culture that one of my colleagues did not bat an eye when he had to figure out a quicker solution to ship ethanol from

Mexico into Canada. We were able to reduce shipping time from 10 to five days, which was no small feat considering the distance and the complexity of paperwork and customs clearance during the pandemic.

Here are a few lessons that this pandemic has taught us:

LESSON #1

Connecting to a higher purpose and setting high expectations builds a team that strives for excellence.

When Canada went on lockdown, we became a virtual company overnight. We still needed staff to operate the warehouse and dispatch drivers, but most of us started working from home. Since we already use cloud solutions, it was not difficult to have access to information and to our co-workers. However, we still went through a phase of adjustment to make up for the lack of face-to-face communication. Our daily meetings moved to Zoom, and we transitioned to an inbox management app that increased visibility into our Operations.

LESSON #2

Communication and trust are necessary. When in doubt, over-communicate.

Our management team understood that we were not just working from home. We were working from home during a crisis. Cats, parents, and children have had their cameos during our group meetings, and we enjoyed seeing those moments on screen. Our Operations Manager checked in with the team to talk about how they were coping with the 24/7 lockdown. The team even arranged for me to get a delivery of both a birthday cake AND a stack of face masks! Those details matter because that is what keeps us together in times of high stress.

LESSON #3

Pivoting is our advantage

Thinking outside the box and pivoting fast is our competitive advantage. We had drivers who did not want to risk their health and would not accept certain jobs, especially going into the US. That meant we had to recruit and train other drivers for jobs that require following specific instructions, adding to our workload.

The route suspensions also forced us to adjust and rely on smaller airlines or air charters within Canada. As most of our customers continued to ship internationally, we had to come up with modified routes and innovative solutions to make up for the drastic reduction of flight options. For example, a Brazilian company reached out to us to ship COVID-19 test kits from Canada. The test kits had to be shipped in an Envirotainer, which we would

normally get from the airline. However, since the flight options out of Canada were not feasible, we had to get a Master Lease agreement to send the test kits by bond into the US. It was a financial risk for us, but we always want to give options (again: “never say no!”).

This type of thinking helps us win against our competitors. Customers know what they want, but we take a step further and research alternatives if we believe that we can find a solution that is just as fast but significantly cheaper. Our customers appreciated that even more during this pandemic, as air freight costs skyrocketed. Being part of networks such as the CLDA and having good partners is the key to quickly come up with solutions.

LESSON #4

When in doubt, innovate

In the midst of this pandemic, we responded to the mounting demand for PPE by becoming a PPE distributor. We had experience sourcing and importing from China because we were used to arranging air charters on behalf of the Quebec government. This was a complex endeavor, as we had to create a new business entity, establish a pick and pack operation in our warehouse and develop new marketing and sales channels to advertise our new offering. Being a small team helped. It allowed us to have a fast in our decision-making process.

Our people and our attitude are the life force at Pacer. As we grow, it will be an interesting challenge to maintain our culture and have hundreds (maybe thousands) of Pacer employees living by these lessons. The most important lesson that these tough times have taught us is that you must believe that it can be done! **CLDA**



A SAFER, MORE EFFICIENT LAST MILE LIFESTYLE

Imagine a delivery vehicle that helps keep your people safe and maximizes efficiencies on their delivery routes. A vehicle that minimizes the steps a driver takes in and out the vehicle while delivering the same number of packages, faster, with less fatigue.

Adrian Steel can help you drive more profits with our complete upfit solution for the delivery industry.

Visit AdrianSteel.com/Parcel-Delivery to learn more.

OR

Contact your local distributor to get your upfit today.

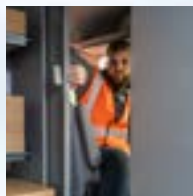
Go to AdrianSteel.com/Distributors

VIDEO



Scan to watch a video of the upfit solution in action.

Sliding Partition



Folding Shelves



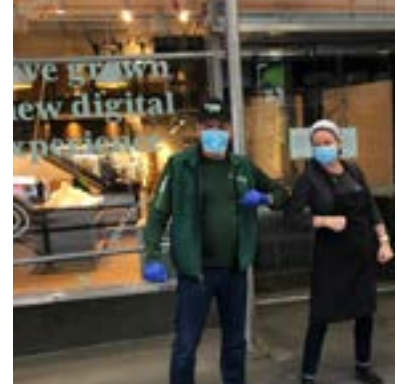
Grab Handles



Rear & Side Steps



CORONA VIRUS HEROES



How RDS Delivery's

Random Act of Kindness

Became an Economic Stimulant
for New York's Restaurants

By Andrea Obston
CLDA Director of Public Relations



”

The economic impact and the good it's been able to do are both remarkable!



A

courier company has found a way to stimulate the local economy, keep restaurant workers employed and feed frontline heroes, senior citizens and those in need. And it all began with a random act of kindness.

Since April 1, [RDS Delivery](#) in Long Island City has delivered over 137,000 meals to healthcare workers and those in need. It started with a call to Larry Zogby, the owner of RDS delivery from Andy Duddleston, the Managing Partner of the Little Beet at 1140 Broadway. The chain is a long-time client of RDS Delivery, a courier service that delivers product between their seven metro-area restaurants. He told Zogby that he had an inventory of food that he would not be able to serve customers because he expected the governor to shut down the state, including restaurants. He asked him to help him find a way to get the food to those who needed it. Zogby's response was, "Whatever you need."

The economic slow-down meant RDS Delivery had excess capacity. "Andy called on us to move the excess food inventory to soup kitchens and nonprofits. We loved the idea of helping to put that food to good use instead of

it going to waste or ending up in the garbage," says Zogby.

That primed the pump. Duddleston shared the good news about the deliveries with Becky Mulligan, the CEO of The Little Beet Brands. When one of the restaurant's patrons raised \$30,000 to feed hospital front-line workers, Mulligan called RDS Delivery. She told Zogby that they had a patron who donated the funds for the Little Beet restaurants to make 250 to 500 meals a day for frontline hospital workers around the city. "I have no idea how we're going to deliver all that food," Mulligan said. Once again, Zogby's response was "Whatever you need." That mushroomed into deliveries of over 25,000 meals a week. RDS has been doing this since Apr. 3, as well as working with other restaurants throughout the city to feed those who depend on soup kitchens, churches, community-based organizations and continue to serve the hospitals as well. "In the process, we've become a part of a bigger effort that not only feeds people, but also keeps restaurants in business and their workers employed," Zogby said. "I was truly amazed and proud at how we've all worked together during this pandemic for the good of the whole. I am a firm believer that good things can always arise from a crisis."



I was truly amazed and proud at how we've all worked together during this pandemic for the good of the whole.

“Larry and the entire RDS team are amazing partners for The Little Beet,” said Mulligan. “We have worked together for years, to support the movement of product between our New York restaurants. However, during the COVID-19 crisis, we have found that we can band together to serve our city in new ways that are very meaningful. From taking donations to food banks when we closed restaurants, to stepping up for daily deliveries to hospitals, frontline workers, and our cities most vulnerable and food-challenged, Larry just says yes, and figures out how to make it happen. Every day I am grateful to have RDS as part of the team.”

That was only the beginning of the story. Mulligan got a call from, Samantha Katz, CEO of Chefs With Spirits. She is connected to the World Kitchen, a nonprofit started by celebrity chef José Andrés to fight hunger in the face of tragedies. They asked Little Beets to prepare and deliver 7,000 meals per week for World Kitchen. Mulligan asked RDS Same Day Delivery to help them get those meals to front-line workers.

“The next thing you know, we’re delivering 7,000 to 10,000 meals a week combined,” recalls Zogby. “Everything aligned to make that initial act of kindness reverberate.”

And reverberate it did. Little Beet’s landlord, SL Green Realty Corporation was looking for a way to support the restaurants that rent from them. They donated \$1 million and formed a non-profit they named Food First. As of July 3, the organization has sent meals 92,000 meals to hospital workers throughout the city made by the restaurants that rent from them. They turned to RDS Delivery to get those meals to healthcare workers around the city. “Every time we did one of those deliveries, we would take photos and post them on our social media,” recalls Zogby. “We shared these photos with Food First. They, in turn, shared them with their donors, restaurant owners and management and posted them on their social media platforms. Those photos generated interest and that interest spawned donations to

Food First. The more we did and the more we posted, the more steam the effort generated. People were able to see where their donations were going, and they contributed more. Everyone won – the healthcare workers got spectacular meals; the restaurants were able to open up and get their people back to work and those who donated got to see their dollars at work. The economic impact and the good it’s been able to do are both remarkable!”

The effort continues to grow. At this point, RDS Delivery is transporting meals from SL Green tenants. They include Armani Ristourante, Avere, NY Vintners, Little Beet, Eat Real Tacos, Just Salads, Juice Press, Sushi Ito, Stout and 5 Guys. Food from these restaurants is being distributed to hospitals and multiple community-based organizations. “It’s bringing back hundreds of employees who depend on those paychecks to support their families,” points out Zogby. “We’re hoping this inspires other landlords that rent to restaurants will follow suit.”

In addition, RDS Delivery is delivering meals for Catholic Charities of New York, Citymeals on Wheels, Food First Inc., Housing Works, North Brooklyn Angles, Rethink Food NYC and World Kitchen.

As RDS Delivery continues its efforts to deliver all those meals, Zogby looks back in amazement. “What shocks me is how just helping a client make the most of a challenging situation ballooned into delivering over 25,000 meals a week. In the beginning, we had no idea how this would multiply. And precisely how we’d pull it off. We’ve been in the delivery business since 1973. We’ve transported everything from paper to human tissue. But we’ve never delivered pre-made meals. That didn’t stop us. We found a way to leverage what we knew and who we knew to grow this effort into what it’s become today. It’s been fueled by hope, faith and a belief that doing the right thing would be the right thing to do. It’s become so much more than we ever anticipated. It’s been an honor to be a part of it.” **CLDA**

GET MORE FOR YOUR WORKERS COMP PREMIUMS

WHETHER NEW TO THE
PARCEL DELIVERY
INDUSTRY OR A SEASONED
VETERAN, OUR TEAM OF
LOSS CONTROL
PROFESSIONALS IS
COMMITTED TO ASSISTING
POLICYHOLDERS
STRENGTHEN THEIR
CURRENT SAFETY
MANAGEMENT EFFORTS
AND ACHIEVE RESULTS.



MUCH MORE THAN *just* WORKERS COMP



YOUR PARTNER
IN INJURY PREVENTION

 502.992.6151

FREE SAFETY RESOURCES

- Dedicated safety professional assigned to each parcel delivery contractor
- Unlimited use of online training platform
- Unlimited use of streaming safety video library
- Bi-weekly parcel delivery safety meeting resource
- Slip-safety shoe program (discounts for policyholders)
- Editable safety and OSHA compliance programs
- Health and wellness resources
- Incident recordkeeping and tracking application
- Massive human resource library / resource
- Handbook builder application
- Weekly safety and human resources webinars
- Fall hazard delivery truck decals

Most resources available in both English and Spanish

Free safety resources are limited to workers compensation policyholders

Midwestern Insurance Alliance, LLC
DBA MWIA Insurance Services in NY and CA, CA license 0H86807

parceldeliveryworkerscomp.com

parceldeliveryworkerscomp.com

CORONAVIRUS

Every day the people in this industry go above and beyond. During the pandemic they customized logistics and delivery business who have continued to keep things moving.

HEROES



Nicolette Nein
Xcel Delivery Services



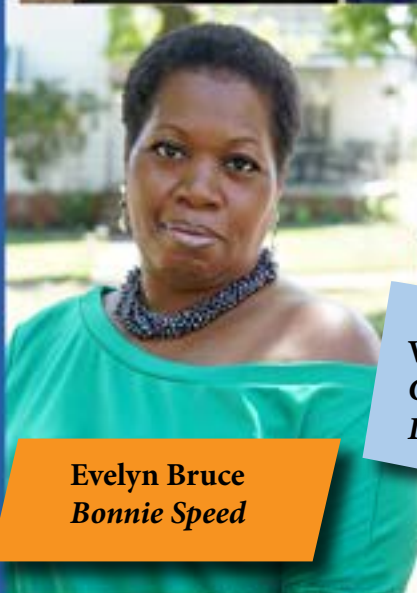
Nathaniel "Nate" Case
Global Messenger and Logistics



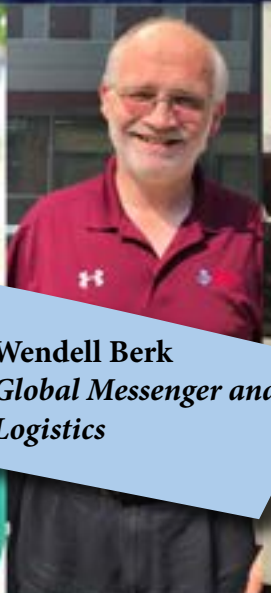
David Domingue
QCS Logistics



Rene Recinos
PearlTrans



Evelyn Bruce
Bonnie Speed



Wendell Berk
Global Messenger and Logistics



Jason Carr
Capstone Logistics



Michael Scholz
Everready Express



Anabella Lopez
PearlTrans



Robert Lopez
Esquire Logistics, Inc



Curtis Walker
Esquire Logistics, Inc



Megan Chaney
Tempo Transportation LLC

HEROES

... showed themselves to be the heroes they are. Meet some of the many people in the ... moving even in the toughest of times. We salute you! You make us proud!

HEROES



Ahmad Aljanabi
Xcel Delivery Services



Rita Garcia
US Messenger



Evelyn Bremner
US Messenger



Armando Guterrez
Esquire Logistics, Inc



David Kurtz
US Messenger



Gigi Sanchez
Esquire Logistics, Inc



Jairo Cordova
Select Express & Logistics

William Liriano
Everready Express



Ayanna Carter
Global Messenger and Logistics



Evans Jeudy
Excel Courier, Inc.



Humberto Escobar
PearlTrans



Mike Mineo
Xcel Delivery Services



**TRUCKERS &
SUPERMARKET
WORKERS**

**UNSUNG
HEROES**
**OF THE
CORONAVIRUS OUTBREAK**

*By Andrea Obston
CLDA Director of Public Relations*

THE TRUCKING AND SUPERMARKET SECTORS HAVE BEEN DRAMATICALLY ALTERED BY THE EFFECTS OF COVID-19. ALMOST EVERYTHING THAT TRUCKERS AND SUPERMARKET WORKERS KNEW ABOUT DOING THEIR JOBS HAS BEEN TURNED ON ITS HEAD SINCE THE OUTBREAK BEGAN.

Here are what two executives with long careers in the industry had to say about the changes. They are:

- **Scott Hendricks, CEO, Avant** - Scott has led national transportation insurance organizations for an insurance company, managed a general agency and a retail insurance agency since 1982. He has experience in underwriting, claims, product management and policy services.
- **Bill Morrison, President, Avant Supermarket Group** - Bill has been involved in the insurance industry for virtually his entire 45-year professional career. As a CPA, Bill led the Insurance Industry Practice Group for a "Big 8" firm in the Kansas City area. He was formerly the president of a specialty insurance carrier insuring supermarkets, contractors, agricultural coops and medical equipment providers. He also has retail and general agency experience.

QUESTION: *You've actually called the truckers and supermarket workers two of the heroes of the coronavirus outbreak. Why do you say that?*

HENDRICKS: I firmly believe that these groups of workers are two of the most essential employees in one of the most important sectors of our economy. They keep the cargo moving and America fed.

MORRISON: With all due respect to first responders like healthcare workers, police officers and firefighters, I want to remind people that workers in grocery stores have more exposure to this virus than many other essential workers. They interact with hundreds of people every hour. The enemy these people are dealing with is completely invisible. Truckers and grocery store workers go to the work every day, putting their lives at risk. They have been largely ignored and lost in the shuffle. They are truly unsung heroes. Supermarket workers are putting in extraordinary hours to restock the shelves to keep our nation fed. What would you do if you went to the stores and the doors were locked because they had no stock? We take these workers for granted every day. Everyone in our country depends on them. That's especially true today, when it's getting more difficult to

get into our grocery stores and home delivery services are so overbooked that many customers simply can't get their food from them.

In addition, people aren't spending money in restaurants. They are eating every meal at home. Grocery and convenience stores have become a lifeline for them.

HENDRICKS: When the rest of the country was hunkering down and protecting themselves, truckers not only kept going, they delivered freight volumes at staggering levels to a country in need.

QUESTION: *Talk about the impact of this crisis on the volume of freight.*

HENDRICKS: The amount of freight that had to be moved spiked by 39% in one month. It's being transported in refrigerated units, flat beds and dry vans. The country needs them to move food to supermarkets and medical supplies to where they are needed. The truckers are working their tails off. If it weren't for them you wouldn't see anything on the shelves. On average, if they stopped doing their jobs those grocery shelves would be bare in three days.

Let's remember that trucking moves 70% of the freight in this country under normal circumstance. We should all be thanking them every day. They transport almost everything people have in their homes. In fact, they have on-time delivery 98% of the time and do it safely.

MORRISON: Traditional shopping habits have been destroyed and the need to keep supermarkets shelves fully stocked has created a real dilemma for many store owners. An industry that has customarily had a difficult time maintaining a largely minimum wage workforce is finding itself having to increase wages to find people to meet the increased demand and adequately operate their businesses. While most Americans are still shopping in-store, retailers have had to dedicate additional resources to keeping their stores' customers and employees safe and clean, keeping essential items stocked and providing options for health precautions.

QUESTION: *Talk a little more about the increase in long-haul tonnage that needs to be moved during this crisis.*

HENDRICKS: Tonnage was already increasing before the full force of the virus hit. It went up 1.8% in January and 2.6% in February. Then, the outbreak reared its ugly head and by March 24, posted truck loads had risen 41% from the same period a year ago.

QUESTION: *Where do you think this will lead for the trucking industry?*

HENDRICKS: The trucking industry is benefiting now from high consumer demand for household goods, but if the economy slows down, that picture could change.

It's a tricky question because the answer is quite different depending on the type of freight. I believe we will have an overall decrease in freight volume that will not "bounce" back suddenly but will march steadily back in months, not years.

MORRISON: COVID-19 has caused consumers to make fewer trips to the store, while spending 62% more per visit as people stock their pantry's with food and cleaning supplies. Additionally, on-line and delivery options are growing reaching as much as 40% of grocery expenditures. How much of this will continue post-pandemic is hard to say, but it will have a lasting effect and will likely fundamentally change the way retailers do business going forward.

QUESTION: *You also expect this to have a dramatic effect on the manufacturers of trucks and parts. Talk about that.*

HENDRICKS: Class 8 truck sales fell 22.1% in February to 15,460. In the prior year, sales were 19,858. I do not believe COVID-19 is the sole reason for this, but it is adding to the strain.

Truck-related manufacturers like Paccar, Daimler Truck, Tesla, tire manufacturers and Cummins engines all have suspended or slowed production. This is signif-

icant. These are usually six-month leading indicators, so when they resume it will be a sign that the economy is rebounding.

QUESTION: *Are we seeing some relaxing of government rules and regulations to meet the nation's needs during the COVID-19 crisis?*

HENDRICKS: Thankfully yes. They have temporarily softened the compliance burdens such as HOS and drug testing.

MORRISON: While there is currently no evidence that the coronavirus can be transmitted through food, it has provoked a heightened level of awareness and oversight by the FDA and the Department of Agriculture's Food Safety and Inspection Service. They are making sure certain procedures are in place to assure food is not contaminated by ill workers. With that said, these federal rules long-predated the COVID-19 pandemic.

QUESTION: *Ultimately, what do each of you expect to be the outcome of this crisis for the trucking and supermarket industries? Do you think these entities will thrive, decline or maybe not even survive?*

HENDRICKS: Freight must move, during and after this crisis. The types of freight ebbs and flow according to macro-economic factors, but trucking will remain the dominant mover of freight.

MORRISON: Grocery retailers have existed for over 700 years and have proven to be the ultimate entrepreneurs by demonstrating a tremendous willingness and ability to change. COVID-19, which completely took the world by surprise, was no match for the independent grocer. They quietly went about their business addressing rapidly changing customer needs. They made desired products available. They offered safe in-store shopping. And they stepped up their ability for customers to do on-line purchases that would include pick-up and delivery services. They are truly the epitome of resilience! **CLDA**



Saves You Money

IT'S AS EASY AS 1 2 3

1

JOIN

Become a member of the Customized Logistics and Delivery Association

2

SAVE

Receive special discounts on services from key providers in the industry

3

PROFIT

The potential cost savings more than pay for CLDA membership, plus you'll benefit from CLDA's advocacy, networking and education

CLDA MEMBER BENEFITS PROGRAM PARTNERS



Join today!
clda.org



Navigating the Final Mile Remotely:

Tips for Managing Effectively



By Julia M. Fullick-Jagiela, Patricia S. Kelly, & Camryn J. Formica

Let's face it, you'll be managing remotely.

Maybe for a while and maybe forever as the workplace changes. Since the first stay-at-home order issued by California on March 19 the workplace has never been the same. Many in the logistics industry had to learn on the fly how to manage office staff and drivers from home. They made it work because they had to. They made it work because the supply chain had to keep running and they had to find a way to deliver for their customers.

But for many in the logistics business this hasn't been a comfortable transition. Some may still be feeling unsure about making it work well. Here are a few tips to make it easier:

Emphasize Communication – Communication is critical to the success of any business. It is not the physical distance that matters when communicating; it's how effective your communication strategy is overall. Working in one office might seem like the ideal, but it is possible to communicate when your workers are dispersed with some planning.

Tools like Zoom and Microsoft Teams can make the process easier. Make sure you provide training and support to everyone you need to stay in contact with. Given how quickly we all had to jump into these channels, there's a good chance that everyone on your team may not understand how best to use them. Make training and resources a priority so you can get the most out of these platforms.

Communication with your customers starts with reaching out to them individually. Find out what their preferences are. Some may be comfortable with virtual meetings, while others still favor phone, text or email. Don't be afraid to acknowledge the challenges in this process with customers. Many companies are creating

best practices as they go these days. It's a good idea to include employees in these meeting with customers so everyone is on the same page.

Manage performance and expectations – When it comes to managing employees remotely, many managers wonder how to set expectations and evaluate performance. A great tool is to start and end each week with a meeting where you recap the week and do a brief overview of upcoming tasks, goals, and check on projects' statuses. Be clear about who is doing what and by when. For example, is "end of day" 5PM or 11:59PM?

During remote meetings with employees, come to agreements about the goals and deliverables. Prioritize what's essential and what has the greatest return. Revisit these goals and deliverables as necessary to make sure they are still applicable. Use these decisions to develop metrics to track and outline tasks, deliverables, due dates, and to hold the team accountable.

Being adaptable and flexible does not mean losing the need for accountability. Now, more than ever, it is important that leaders address both positive and poor performance. If possible, provide opportunities for people to succeed, however, know that not all employees understand the performance standards necessary to be effective when working remotely. Some may simply not have the discipline to work without close supervision.

Be clear about what you expect – Clear expectations help employees understand the goals of their positions and projects. Don't wait for employees to ask you questions. Be proactive. Provide support and guidance and let workers know that it's okay to contact you if they are feeling overwhelmed or uncertain.

Where possible, empower employees by allowing them to decide when and how they work. This can be rewarding and increase employee retention and productivity. This is especially important now that employees have increased family responsibilities because children are out of day care and summer camps due to the virus. Have employees communicate their workday preferences so expectations are clear.

Focus on productivity and output – Tracking the number of hours an employee spends on a task isn't useful. Focusing on the outcome is more important. Certain positions may require oversight. However, most employees want to feel that they are trusted to complete a job or task as assigned.

Give Every Meeting Structure – Remote meetings need structure to make them work. Create agendas and send them before meetings so the team can be prepared and ready to engage. Use a timekeeper to stay on track. You may also want to use the virtual meeting software to record meetings to reduce the stress associated with having multiple meeting obligations. If a meeting cannot be recorded, make meeting minutes available to the team. Hold department meetings monthly or as needed by project to keep lines of communication between employees and leadership open.

One more thing about virtual meetings: Not all meetings need to be on-line. Zoom Fatigue is real. On-line meetings require participants to demonstrate a higher level of attention. They have to work harder to look interested because there are fewer of the non-verbal cues we depend on in live meetings. So, before scheduling an on-line meeting, ask yourself, "does this really require a virtual meeting or would an email or conference call be sufficient?"

Hold virtual office hours – Those who are working remotely miss the opportunities to drop into their managers' offices. While nothing can substitute for these spontaneous meetings, managers can have a virtual open-door policy to help overcome this. One way to do that is to have weekly virtual "office hours" when employees know they can contact their manager without setting up a formal meeting. Zoom, for instance, has a Waiting Room feature that alerts a manager that someone is waiting to chat with them.

Schedule one-on-one meetings with employees – Meet with individual employees virtually on a regular basis. Unlike virtual office hours, these meetings should be planned in advance to give managers and their people a chance to connect on a personal level. These kinds of meetings build morale and foster team development. Be proactive in asking for feedback from employees at these meetings. This increases trust and builds rapport. Be transparent about what's happening in your company, especially about any upcoming changes. Let them know that their feelings and opinions about these changes are important to you.

Use these one-on-one meetings to establish a personal connection, but don't pry. There's a line between person-to-person contact and too personal for comfort. Take notes on what your employees share and follow up in a

Want to Know More About Managing The Remote Workforce? Check out these resources:

DOL FLSA FAQ'S: www.dol.gov/agencies/whd/flsa/pandemic

TIME TRACKING APPS FOR SMALL BUSINESS: www.connecteam.com/best-employee-time-tracking-apps-smb/

RETURNING TO WORK AFTER COVID-19: www.kardaslaron.com/returning-to-work-after-covid-19/

BUSINESS CONTINUITY PLAN: https://www.fema.gov/media-library-data/1389019980859-b64364cba1442b96dc4f4ad-675f552e4/Business_ContinuityPlan_2014.pdf

FOR EMPLOYEES: HOW TO WORK FROM HOME: <https://www.bbc.com/worklife/article/20200312-coronavirus-covid-19-update-work-from-home-in-a-pandemic>

ADDITIONAL REMOTE WORK RECOMMENDATIONS: <https://about.gitlab.com/company/culture/all-remote/what-not-to-do/>

WORKFLEX AND TELEWORK GUIDE: <https://www.shrm.org/hr-today/public-policy/hr-public-policy-issues/documents/workflex-and-telework-guide.pdf>

personal way. For example, if Joe tells you his daughter got into college, in your next meeting ask about her plans for the fall now that colleges are wrestling with the return to campuses.

Find ways to hold virtual meetings that are social in nature – We're all craving connection and holding meetings that mimic coffee hours or after-work-drinks can fill some of that void. Just be careful not to over-do it. Having too many meetings, even those that aren't strictly work-related, can lead to meeting fatigue. Sometimes we need a break, even from virtual social gathering with our work teams.

These social gatherings are great places to celebrate successes and small wins by individuals or teams. Calling them out in front of their peers at these virtual events is a great way to maintain a motivated and engaged workforce.

Be understanding of employees' needs to maintain work-life balance – The unique circumstances of the pandemic mean that many employees are juggling personal issues, like childcare, along with their work demands. Our new environment requires adaptability and flexibility. Be flexible on work hours if the job allows this. Make sure to take into consideration the timing of meetings, respecting and communicating boundaries. Working parents dealing with children during traditional workdays are facing a work-life collision. For example, many managers think meetings at noon are a good way to break up the workday. But these don't work for employees with children. It's lunchtime for them. Instead poll those who

need to be at the meeting to ask them for three dates and times that work for them.

The Remote Workforce – A Change That's Here to Stay

Whether your company looks at work-from-home as a long or a short-term solution, there's no doubt that it has changed the way we look at work. This forced change may be one of the few positives coming from these dark times. Arjun Agarwal, an executive at Protagonist Therapeutics, summed things up well when he said this: "Now is the time for us to look after the people who work for us. When a company steps up at a time like this, it builds loyalty, commitment, and long-lasting teams."

About the Authors

- *Julia Fullick-Jagiela is an Associate Professor & Chair of Management at Quinnipiac University. She is Co-Director, People's United Center for Women & Business and a Faculty Advisor, SHRM@QU*
- *Patricia Kelly is an Instructor of Management at Quinnipiac University and a Consultant for Hobomock, LLC.*
- *Camryn Formica is a management major with a psychology minor at Quinnipiac University. She is a Research Assistant working with Professors Fullick-Jagiela and Patricia Kelly.*

Blackman, R. (2020). HOW TO MONITOR YOUR EMPLOYEES – WHILE PROTECTING THEIR PRIVACY. HARVARD BUSINESS REVIEW. Retrieved from: <https://hbr.org/2020/05/how-to-monitor-your-employees-while-respecting-their-privacy>

Colenbrander, E. (2020). HOW WILL LAST-MILE DISTRIBUTORS ADAPT TO AND SURVIVE THE COVID-19 CRISIS? NEXT BILLION. Retrieved from: <https://nextbillion.net/ast-mile-distributors-adapting-covid19/>

Gurchiek, K. (2020). SHRM RESEARCH: COVID-19 TAKES A TOLL ON EMPLOYEES' MENTAL WELL-BEING. SOCIETY FOR HUMAN RESOURCE MANAGEMENT. Retrieved from: <https://www.shrm.org/hr-today/news/hr-news/pages/shrm-research-covid-19-takes-a-toll-on-employees-mental-well-being.aspx>

Larson, B. Z., Vroman, S. R., & Makarius, E. E. (2020). A GUIDE TO MANAGING YOUR (NEWLY) REMOTE WORKERS. HARVARD BUSINESS REVIEW. Retrieved from: <https://hbr.org/2020/03/a-guide-to-managing-your-newly-remote-workers>

Pontefract, D. (2020). IN THE WAKE OF CORONAVIRUS HERE'S HOW TO LEAD REMOTE EMPLOYEES. FORBES. Retrieved from: <https://www.forbes.com/sites/danpontefract/2020/03/01/in-the-wake-of-coronavirus-heres-how-to-lead-remote-employees/#5da0835e52a4>



By Sally Zesut, Vice President,
Avison Young & J.C. Renshaw,
Director, Avison Young

Advice for Last-Mile Users on Making Location/Facility Decisions in a Post-COVID-19 World

The effects of COVID-19 have already changed the world as we know it, and the ultimate fallout of this global pandemic is yet to be realized. What we do know is that the pandemic not only shook our daily lives—it was also a catalyst for accelerating changes that were already set in motion, creating more transformation, more quickly.

As last mile logistics and delivery providers, we can claim with certainty that the technology, global tariffs, and geopolitical instability factors (among others) of the supply chain landscape that were affecting your business pre-COVID-19 are now even more prevalent today. Like it or not, you have been catapulted at warp speed into taking a hard look at all aspects of what you do, how you do it, where you do it, and with whom you do it. The good news is that with change come new, accelerated opportunities.

These opportunities are largely tied to:

- **Adaptation to the latest technologies to streamline operations with the goal of better serving your customers**
- **Your entrepreneurial spirit and creativity**
- **Potential to expand within new geographic and product areas**
- **Assessing and identifying potential risks and disruptors, as well as plans for mitigation of potential risk events**
- **Personnel management – employee recruitment and retention**
- **And... last but not least ... how you utilize your office and warehouse space to support all of the above**

As experts in strategically advising and providing solutions to our diverse set of logistics industry clients, it is important to not only look at where we have landed now, but also what the near future of the overall supply chain landscape is indicating. With that said, it is important to note that our clients have intricate and unique commercial real estate needs in this unprecedented time—there is no one-size-fits-all scenario. Below are a few high-level/top-line projections that we think are interesting and something to take into consideration when determining how these can affect your last-mile business, as well as your real estate needs:

- **64% of industrial and manufacturing companies intend to re-shore some operations back to North America (Thomas Industrial Survey).**
- **72% of financial executives plan to use automation to improve agility in supply chain operations and decision-making (KPMG survey).**
- **11% of 2019 retail sales were e-commerce (U.S. Census Bureau). Channel shifts due to COVID-19 could see this number double with the current pandemic**
- **330 million square feet of industrial property is under construction – up from 248 million sf one year ago and 30.6% is preleased. Vacancy will increase over the coming months. (Avison Young U.S. Industrial Market Report Spring 2020)**

Overall, we believe these projections are encouraging for the logistics industry. With a growing demand for product deliveries that is faster, rising across the majority of categories, and capturing an expanding demographic, the future is bright and exciting for last mile logistics businesses. However, it is crucial to have a heightened understanding of how your office and warehouse space can create more efficiencies, and, therefore, a better overall bottom line. This can be best answered by taking a step back and strategically looking at how you intend to use your space(s) moving forward. Depending on your size, your growth projections, and your short- and long-term goals, this could be a relatively short “auditing” process—or one that is more extensive.

Below are some questions we recommend companies should be asking themselves before moving forward on location/facility decisions in a post-COVID-19 world:

- **What is the current state/positioning of our company?**
 - Are we in defensive/survival mode?
 - Are we in growth/opportunistic mode?

- **If we are in “defensive/survival” mode, then we should be asking ourselves:**
 - Can we consolidate facilities while minimizing impact to service delivery levels?
 - Can we reduce square footage through more efficient racking design or office space usage?
 - Can we reduce headcount through improved operational flows and facility layout?
 - Can we restructure our lease agreements or sell owned assets that aren't needed?
 - Can we restructure/renegotiate our carrier rates and agreements?
 - Would developing and executing on an insourcing/outsourcing strategy be beneficial to operational flexibility, capabilities, responsiveness, or possibly cost structures?
 - How can we optimize inventory levels to maximize service levels, while minimizing OHB (on-hand balance)?
 - Are there alternative geographies we could consider for reduced wage rates, lower tax burden, and/or potential for economic development incentives?
 - Are there “strategic pivots” that could fundamentally change/bolster our operating and business model? Meaning... is there a diversification of/to a new customer base, closure of underperforming business lines, or teaming with other last-mile providers to compensate for client's peak delivery time requirements?

- **If we are in “growth opportunistic” mode, then we should be asking ourselves:**
 - Is our network (office/facility sizes/locations) positioned to sufficiently handle/enable our growth?
 - How robust are our risk mitigation strategies? (These can include geopolitical risk, sourcing strategy/supplier diversification, transportation and port strategy, etc.)
 - Do we need more space? For example, you may want to shift to “just in case” inventory models in the future to enhance order responsiveness and ready-deployment of a larger SKU base, or to defend against a second COVID wave and/or further supply chain disruption.
 - Do we need less space in the future? For example, you may have a manufacturer that you do last-mile distribution for that decides to near-shore or re-shore close to home. This can result in reducing the need for some of your space.
 - How can technology—such as automation, robotic assistance devices, and warehouse/inventory management systems, among others—improve our efficiency? This can include headcount reduction, operating expenses, risk reduction (robots aren't susceptible to viruses), and/or differentiation by increasing supply chain transparency and accountability.
 - Would developing and executing an insource/outsource strategy enable penetration into new markets, expansion of operational capabilities, or improve operational flexibility and responsiveness, possibly improving costs?

- What advantages can we press to grow our market share/put pressure on our competitors? These can include service delivery times, breadth of product offering, etc.
 - What is the optimal number of facilities we should have in our network? How big should they be? And where should they be located?
 - Are we well-positioned to create leverage and get “credit” for the economic impact our company’s growth will create by maximizing the value and usability of economic incentives?
- **Questions/Decision Point #1:**
 - Where are we positioned in the marketplace?
 - How has our customer base been impacted post-COVID-19?
 - What does that mean for our future state?
 - **Based on how you answer the above will bring us to Questions/Decision Point #2:**
 - How well-aligned is our real estate asset strategy with our business strategy?
 - Is our network optimized to support that future state?
 - How many facilities do we need?
 - How big do those facilities need to be?
 - Where do those facilities need to be?
 - Are our operations optimized to support that future state?
 - Where do our opportunities lie? (e.g. efficiency, headcount, etc.)
 - What role can/should technology play?
 - How can/should our facilities support those answers?

Ultimately, based upon what we extract from Decision Points #1 and #2 will bring us to the third and final Question/Decision Point: How do we get there? Strategic advisement can help answer that question and can be accomplished by teaming with a knowledgeable real estate team who understands industry trends on local, regional, and global industry-specific levels; who listens, analyses, and provides solutions. As we mentioned earlier, every last-mile company is unique. However, what they do have in common is a need to grow and evolve at a faster pace than what was necessary in a pre-COVID-19 environment. Real estate is a significant and challenging part of that evolution.

Todd Ohlandt, Principal, Avison Young and Jonathan J. Larsen, Principal & Managing Director, Avison Young contributed to this article.

[Avison Young](https://www.avisonyoung.com) is the world's fastest-growing commercial real estate services firm. Headquartered in Toronto, Canada, Avison Young is a collaborative, global firm owned and operated by its Principals. The firm's experts provide value-added, client-centric investment sales, leasing, advisory, management and financing services to clients across the office, retail, industrial, multi-family and hospitality sectors. For more information go to: [avisonyoung.us](https://www.avisonyoung.com)



By Andrea Obston
CLDA Director of Public Relations



Arthur Axelrad
Dispatch Science



Putting the Cloud and AI to Work for the Supply Chain

A company that started by creating an app for wine lovers now is a major player in the delivery sector. Today, Dispatch Science provides a complete suite of courier management tools for companies throughout the US and Canada. And it's happened in only nine years.

Dispatch Science's courier management system allows carriers with five to 1,000 vehicles to offer the transparency and flexibility shippers and their customers demand. "Our system is a modern delivery management system that leverages the power of the cloud and AI to provide route optimization and automated dispatching within an integrated ERP system," says Arthur Axelrad, co-founder of Dispatch Science in Montreal, Canada. "It's simple to use and can handle everything from order entry to payment."

Among the system's key capabilities are:

- Order entry
- Dispatching
- Rating
- Pricing
- Parcel delivery
- Driver tracking
- Billing
- Driver settlements

The system offers real-time tracking of customer orders on a branded web page and updates via SMS text messages or emails. "The system allows couriers to offer a consistent customer experience from quote to delivery to invoicing, and collections," says Axelrad. "In addition, it allows couriers to offer a self-service portal that helps reduce customer-care costs and increase margins."

Axelrad is particularly proud of the company's ability to support a wide variety of diverse pickup and delivery processes. "Our dynamic workflow configurator gives drivers the ability to meet the needs of different customers across multiple industries. For independent contractors trying to work with various companies, the Driver App lets them deliver everything from medical specimens to pizzas."

From Wine to Transportation

The company started in 2011 as a mobile application and cloud software development shop. The wine lovers' app was just their first product.

Their first foray into transportation came when they developed an app for a large taxi company. "The app helped the company behave in an Uber-like manner," says Axelrad. "It allowed the public to book and pay for their taxis. It caught on and eventually we had 200 cab companies as customers with two million users. We ended up selling it to one of our customers."

That project sparked the company's interest in the transportation industry. "We did a lot of research into



We saw how our cloud-based technology could be adapted for parcel tracking and even warehouse management and shipping.

the needs of those involved in the supply chain. We saw how our cloud-based technology could be adapted for parcel tracking and even warehouse management and shipping. We realized that mobile and cloud-based technology could respond to some of the industry's most vexing problems."

They got their chance to put all that knowledge into action in 2016 when a forward-thinking courier company asked them to modernize their operations. "At first, we looked for off-the-shelf products that we could meet the client's needs. We wanted to know if there were any modern delivery management systems in the customized logistics space capable of automating dispatch and optimizing routes. What we found were companies using older technology. We knew building a delivery management system architected to harness the power of the cloud was the answer for the industry."

After two years of development, in 2018, they launched a turnkey product to serve the logistics industry. Two short years later, they are already working with companies throughout the US and Canada. They offer their products to both delivery companies and shipping departments that use the products to manage their own fleets. They also help independent drivers operate more effectively and efficiently.

The CLDA Connection

Axelrad became interested in the CLDA and its members when he attended the association's large conference in Las Vegas in 2015. "At that meeting we

connected with people who shared a vision for leveraging technology to grow their businesses,” he recalls. “We were excited to find so many like-minded folks all in one place. It made perfect sense for us to join.” They became members in 2016 and began exhibiting at the conferences at the 2017 event in Orlando and have been exhibitors ever since.

Right for Today’s Market

The recent challenges facing the industry have really set the stage for Dispatch Science’s products. “Our cloud-based products are especially well-suited for unique times when so many businesses have to work remotely,” says Axelrad. “From dispatcher to customer service reps, all of these people can use our products to work from home with no special equipment. They can use their own computers. As long as they have access to the web, they can continue their jobs, even in quarantine.”

The product is also well-suited to support today’s need for contactless delivery. “The driver app has built-in GEO fencing capability,” he says. “It knows when a driver arrives at the location for a pickup or delivery. It also supports photo capture so the driver can leave the package on the mat, ring the bell, depart and have a record that the job was completed.”

Today’s environment also requires a courier company to operate as efficiently as possible. “Our killer feature

--our biggest advantage, especially now – is our integrated route optimization with automated dispatch,” says Axelrad. “Our software uses algorithms to determine the best routes and stop sequences, optimizing the workload for the entire business. The system makes sure that the right driver is assigned to the right delivery. Using Artificial Intelligence, it crunches the data, considering the service level, the vehicle type and parcel size and the pick-up and delivery locations and times. Those kinds of decisions require insanely complex calculations that require very expensive servers and computing resources. But, because we use the cloud, we can process that information and send the results quickly.

This is particularly important right now as delivery volumes are increasing while margins are decreasing with e-commerce taking a bigger piece of the retail pie. So, there is a lot of pressure to drive costs (and prices) down. To do that, drivers need more efficient routes. They have to be able to execute many deliveries in smaller geographic areas. Our software helps carriers figure out how to make thousands of daily deliveries and distribute them to the right drivers. Moreover, it sequences the stops in the most efficient way. That’s a complex set of decisions for a human to make. This software makes it easier and faster to dispatch that workload without an army of dispatchers. That translates to more deliveries completed at less cost to the company.”

Asked about their experience managing the typical business disruption users experience when moving from their previous software to Dispatch Science, Axelrad offered the following: “Change is always hard. In every company we find people who are more open-minded than others. It’s sometimes hard to flip a switch and suddenly have so many of your traditional tasks and processes automated. For that reason, we’ve enabled options that let our customers still do things manually, and gradually activate the automation features when their people are ready.”



“
From dispatcher to customer
service reps, all of these
people can use our products
to work from home with no
special equipment.”

The company's communications tools are also something that consumers and shippers are demanding right now. "Shippers are saying that transparency and the real-time status of a delivery have become almost as important as the delivery itself," says Axelrad. "Today, it's no longer good enough to get it there by 4:00. You also want to know when it was picked up and where it is at any moment in time.

Today's consumers also expect to place orders with one click and have everyone involved in the supply chain get it to them without having to think about it. The people involved in the supply chain have a tough job to do. They need to seamlessly integrate into their shippers' supply chains. Carriers today must become extensions of their customers' operations."

What Next?

As Axelrad looks to the future he sees an increased demand for efficiency and the need for more ways to cope with the driver shortage. "Continued improvements and ease of integration between systems is key," he says. The company's products already offer APIs to let its users quickly and easily open their delivery management systems to receive electronic orders, and even automatically reply with tracking and ETA information, but Dispatch Science is pushing for increased automation with these tools. "We're going to get to a point where non-technical operations personnel can fully implement these integrations," he says.

He also foresees a time in the not-so-distant future when bots will assist customer service reps. "As these digital assistants continue to improve, I expect to see them play a greater role in the supply chain," he says. "These automated attendants will be used for both ordering and tracking."



We can use technology to offer an enticing driver experience that can help companies compete and retain the drivers they need.

He believes courier companies must find ways to use technology to cope with the driver shortage that plagues the industry. "You've got crowdsourcing apps that are chipping away at this pool of drivers," he says. "If our customers want to keep them on their roster, they're going to have to offer drivers a better experience; one that translates into better earnings and reduces waste (in both time and miles). We can use technology to offer an enticing driver experience that can help companies compete and retain the drivers they need."

The delivery industry has undergone a massive transformation over the last decade and Axelrad expects that to continue, "The delivery industry has had to adapt in response to the rise of Amazon, Uber, and the gig-economy. Add to that, the strain of state-wide shutdowns due to the coronavirus and a dash of uneven government assistance measures, and you have a perfect storm that will eliminate the businesses and industries that fail to adapt while giving rise to those able to capitalize and successfully pivot to operate in today's new reality," he says.

Look toward the future, though Axelrad nevertheless remains optimistic: "There will certainly be winners and losers. We believe our solution offers both the cutting-edge technology and the industry-specific business rules carriers need to respond to these change". **CLDA**

By Andrea Obston

CLDA Director of Public Relations

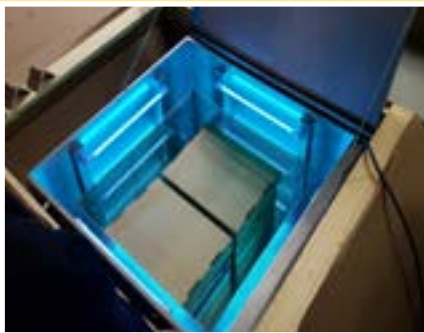
UVC Package Safety Device is a Sign of the Times

A device created by U.S. Messenger & Logistics is helping people returning to work feel more comfortable receiving packages. The company's new UV-C sterilization system kills over 99% of viruses, bacteria and germs found on parcels. It uses ultraviolet germicidal lights that disinfect packages in 30 seconds or less.

"This system allows our customers to focus on their core business operations instead of worrying about the pathogens in their mailrooms and on the packages they receive," says Ronald Libman, President of U.S. Messenger & Logistics Inc. in Chicago, IL. "Other UV-C machines aren't practical for disinfecting parcels. They have five-inch openings and don't accommodate the variety of sizes that packages come in. That's why we created our own."

US Messenger uses the devices at their own facilities and in the large centralized Intercept and Dock programs they run for commercial real estate clients. They also lease out the devices to other businesses. "UV-C light has long been used in the medical field and to cure the finishes on wooden items like guitars, but as far as we know this is the first time anyone's adapted them to disinfect packages," says Libman. "Given the impact of the coronavirus, it seemed the right time to deploy them to help people feel safer as they come back into the office."

Ultraviolet-C is a type of light that kills or inactivates microorganisms by destroying nucleic acids and disrupting their DNA, leaving them unable to perform vital cellular functions. Since US Messenger introduced their UV C parcel sterilization system in June the response has been enthusiastic. They have deployed to businesses throughout their area. "They are being used in everything from single-firm mailrooms to building-wide facilities," says Libman. "We feel good knowing that thousands of Chicagoans are being made safe by these devices, and we were able to be response to today's challenges," he says. For more information about US Messenger's new UV-C sterilization devices, go to usmessenger.com/lp/uv-c **CLDA**





YEARS OF

INNOVATION

(732) 409-6068 | sales@keysoftwaresystems.com | www.keysoftwaresystems.com

sales@keysoftwaresystems.com | www.keysoftwaresystems.com



CLDA Launches New TSA Working Group

By Michael Taylor,
CLDA Government Affairs Director

In listening to the concerns of CLDA members who operate in the air cargo segment of our industry, CLDA's Government Affairs team has brought a renewed focus and a reinvigorated effort at addressing these concerns related to the Transportation Security Administration (TSA).

Establishment of a TSA Working Group

Given the importance of these concerns, the desire to improve CLDA's working relationship with TSA and Capitol Hill on air cargo security and the security program (IACSSP) issues, and the level of interest by our members, the CLDA Government Affairs team established a TSA Working Group in April of this year chaired by Paul Jasko of Purolator International, Inc.

Improved Recognition by TSA's Air Cargo Division

The establishment of the TSA Working Group along with outreach to the TSA Administrator's office and the TSA Air Cargo Division resulted in an immediate improvement in recognition of CLDA by TSA. The Air Cargo Division organizes monthly check-in calls with key stake-

holders in air cargo security issues like the Cargo Airline Association, Airlines for America, the International Air Transport Association, the Air Forwarders Association, Express America, the Airports Council International - North America, and the American Association of Airport Executives. Starting with the check-in call in May, CLDA is now included in this group for the first time.

Developing a Plan of Action for Meaningful Change

In the first meeting of the TSA Working Group, possible initiatives were discussed and top priorities were identified. An overarching goal was the improvement of the Indirect Air Carrier Standard Security Program (IACSSP). A desire was articulated for TSA to undergo a paradigm shift as far as the IACSSP: to rethink the IACSSP program to make it more secure in the front end and have less inspections and audits on the back end. A number of proposals seeking to improve the IACSSP and make it more secure and efficient were decided upon. Other priorities on the table included modifying the Known Shipper Management System (KSMS), and updating, fixing, and improving the Indirect Air Carrier Management System (IACMS).

During our first Air Cargo Check-In Call, it was determined that TSA was open to further discussion of our proposals for improving the IACSSP. As a follow up, CLDA's Government Affairs team organized a call in May between our TSA Working Group and the Air Cargo Division and others at TSA. The call was deemed productive with opportunities for achievable results seen, and we will continue to maintain this dialogue with the goal of bringing about important changes for the industry.

Outreach Beyond the TSA

In the TSA Working Group, an ongoing cross-industry dialogue with the airline carriers was given high importance. As a result, the CLDA Government Affairs team is seeking to schedule a conference call between our TSA Working Group and the Air Cargo Working Group of the International Air Transport Association (IATA). Early

indications are that IATA's working group will be very supportive of some of our goals and specific proposals. Clearly, this upcoming conversation could pave the way for joint advocacy efforts with TSA and Congress.

Some future activities the CLDA Government Affairs team will be undertaking on behalf of the TSA Working Group include: looking to schedule a CLDA membership-wide virtual conversation with a Deputy Administrator at TSA; organizing air cargo-focused meetings with key Members of Congress and their staff and an examination of how we might effectively engage with the Customs and Border Patrol (CBP) and identifying important industry issues that might be advanced there.

Interested in being a part of the CLDA's TSA Working Group or have an idea on the issues you would like the group to tackle? Email Hana Watkins, hana@clda.org.



Know your risk in the new age of independent contracting

New legislation is making it harder to classify workers as independent contractors.

Find out where you stand and how to mitigate your risks—today and tomorrow.



Compliance, minus the headache

Processes that reduce your misclassification risks.



Powered by technology

Our platform tackles the thorniest issues.



Industry-leading legal support

Our industry experience gives you a true strategic partner.

www.oforce.com/risk

Schedule your free risk assessment today at www.oforce.com/risk

2020 Executive Leadership Summit

STRATEGIC SURVIVAL

September 23 - 24 | Learn more at clda.org



**REGISTER
TODAY**

Session Topics Include:

- Sales Leadership in Uncertain Times
- Importance of Strategic Thinking
- Leading Inclusively
- Industry Impact of COVID-19

#CLDAELS20   

THANK YOU TO THE CLDA ADVOCACY FUND DONORS!

- Absolute Delivery
- ADL Delivery
- Affordable Courier
- American Expediting
- Am-Tran
- Avant Business Services
- Blaze Express Courier Services
- Blue Streak Expediting
- Bonnie Delivery Service
- Capital Express, Inc.
- Courier Express
- CourierLogistix, Inc.
- Delivery Express Inc.
- Eddy Messenger Service, Inc.
- Esquire Express, Inc.
- eTrac Final Mile Gateway
- Expedited Courier Group
- First Choice Transportation
- Global Messenger
- Hackbarth Delivery Service Inc.
- Innovative Courier Solutions
- Jet X Courier & Delivery Service
- JTB Logistics
- Lasership
- Lightspeed Express Delivery Systems
- Ontrac
- Pace Runners
- PearlTrans Logistics
- Priority Courier Experts
- Priority Dispatch, Inc.
- Priority Express Courier, Inc.
- Priority Messenger Service
- QCS Logistics
- RDS Delivery Service, Co., Inc.
- Rightaway Delivery & Inventory Management
- SCI
- Select Express & Logistics
- Sonic Courier Inc.
- Street Fleet
- Tempo Transportation LLC
- Tforce
- Valley Courier Delivery Service
- Washington Express, LLC
- Wiregrass Couriers
- Xcel Delivery Services

Interested in contributing to our advocacy efforts?

Contact Hana Watkins, hana@clda.org

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!



Welcome New Members!

Welcome to the newest members of the CLDA family. These companies have made a smart investment in the future of their companies by joining the industry's most influential logistics and delivery association. We encourage others in the CLDA to reach out and offer a warm welcome to these new members.

BBIC USA LLC – Tamarac, FL

Beyond Boarder International Couriers (BBIC) specializes in the urgent shipment of packages and cargo. The company is established in Bogotá, Colombia and has offices in Tamarac, FL.

CARGO Zone ETC SAS – Miami, FL

Cargo Zone has a wide variety of services that cover all branches of the merchandise and export shipping sector.

Correos Especializados de Colombia CESCOL SAS – Bogota, CO

We provide service at the urban and national level, including receiving, enrolling, classification, transportation and distribution of correspondence, documents, invoices and goods with very short time period with fast time. International courier air transport of parcels, urgent shipments, products, samples, magazines, envelopes.

Ecom Couriers – Etobicoke, ON

We are a courier & logistics company operating in Canada and USA, providing great shipping experience to our clients.

Fisher Brown Bottrell Insurance – Jackson, MS

Fisher Brown Bottrell Insurance is an independent insurance agency that offers an array of risk management products and services designed to meet business and individual insurance needs. In addition to traditional products and services, we also offer alternative risk management solutions, such as captive arrangements.

Footprint Retail Services – Lisle, IL

Footprint provides unparalleled service no matter the size of the project. From in-store service needs to instal-

lation or removal of displays, signage, rollouts, remodels and new store build-outs, merchandising and comprehensive reporting.

IEC Logistics/ SOMOS COURIER EXPRESS SA – Miami, FL

We provide a comprehensive service solution in the needs of transport of packages and documents within and outside the country.

J&G Business Courier SAS – Cali, CO

J&G Business Cargo Inc. was founded in 2003 as a result of the hard work of a team of people and seeks to satisfy the needs of sending packages and cargo to main destinations of Colombia, Mexico, Venezuela, Ecuador, Peru, Honduras, Costa Rica, Canada and the United States.

J&S Cargo International Corp – Miami, FL

J&S Cargo is a company dedicated to the transport and handling of envelopes, boxes, utensils and all types of cargo within and from the United States to Colombia, Ecuador, Mexico and the Dominican Republic, whether by air, sea or land.

Jet Box Corp – Miami, FL

The Jet Box Corporation is a specialist in the international logistics service. The company has a long history in air and sea transport from the United States to Costa Rica. Jet Box has its own customs agency and offers warehouse services in Miami.

Jet Couriers – Carrollton, TX

Jet Couriers provides point-to-point courier services you can count on. We are ready and available to pick-up and deliver 365 days a year, 24 hours a day. Operating from

multiple control centers, we supply an all-modern fleet of radio controlled vans and bobtail vehicles. Our uniformed drivers deliver nationwide.

Kerry Route Services/ One Step Submittal Group - El Cajon, CA

Kerry Route Services is committed to providing the highest quality same day delivery service to our clients. We deliver your time sensitive samples, blueprints, project checks, envelopes, architect and engineer documents, and city and county department documents.

MAR Express SAS – Bogota, CO

We offer service in the distribution logistics and express courier market for postal documents and objects, standing out for our transparency, security, technological innovation and seeking to satisfy your needs.

National Facewear – Westerville, OH

National Facewear provides businesses with high-quality, high-volume and reusable facewear. Our facewear can also be a fashion item while promoting brand and profile.

OneTouch Logistics – Boston, MA

OneTouch handles both LCL shipment and FCL shipment with very competitive shipping rates to Amazon warehouses. Services include goods and provide consolidation, inspection, packing and labeling, among others.

ServiExpress Logistics Freight Corp – Miami, FL

We are a professional team dedicated to storage and custody of goods entering the national territory in importation process. We are authorized to store your merchandise under control customs. With nine years in the market, we know that logistics processes require a successful process. Therefore, we contribute with responsibility, experience and support to the service of its logistics needs.

Speedway Express Inc. – Miami, FL

We are headquartered in Miami, FL, with offices in Colombia. Since 1989 Speedway Express has provided services to the auto parts Industry, retailers, tech firms, aerospace and other courier transportation providers.

Virtual CLDA Executive Leadership Summit Sept 23-24

The CLDA's annual Executive Leadership Summit will be a virtual event on September 23 and 24. Called "Strategic Survival," the event will offer executives and their up-and-coming leaders targeted training and tools to improve their company's sales leadership, drive strategic thinking and planning and understand the advantages of an inclusive and diverse leadership approach.

This is the third year for this CLDA's skills development boot camp for c-suite executives, young professionals and managers in the leadership pipeline.

This year's summit will include working sessions on:

- Sales Leadership in Times of Uncertainty
- Importance of Strategic Thinking
- Leading Inclusively
- Industry Impact of COVID-19.

"Given the impact of COVID-19 on our industry and the economy and the changing dynamics of the industry, we felt it was particularly important to continue our development of the up-and-coming members of our industry with this bootcamp," says event co-chair Errol Cvern from Select Express & Logistics. "We are excited to be able to offer insights from expert presenters who are well-known throughout the industry."

Sessions will be live and offer participants the opportunity to take active parts in the workshop including individual break-out rooms so participants can practice the skills they learn in the sessions.

Registration is open to all in the industry with a discount for CLDA members. For more information and registration, go to: [CLDA.org](https://www.cllda.org).



By Andrea Obston
CLDA Director of Public Relations

CLDA Awards its First Continuing Education Scholarships

The CLDA recently awarded their first CLDA Scholarships to three students who are the children of those in the logistics industry. Each student will receive a \$1250 scholarship to pursue education beyond high school. Those applying for the scholarship had to be associated with a CLDA member and planning on attending college, a trade school or trucking school in the fall.

The three are:



Brett Bernecker, son of the president of Relay Express in Fairfield Ohio

Brett Bernecker is an honors student and student-athlete at Archbishop Alter High School in Dayton, Ohio. He intends to pursue a bachelor's degree in business and communication from Miami University in Oxford, Ohio. He has his sights set on becoming an entrepreneur. Brett is a member of the National Honor Society and is a three-year varsity letter man in soccer. He also played on the basketball and track teams. He is a member of the Key Club; Spanish Club; University Club; Dare to Care Club; Sports Club and participates in the school's Horizons in Medicine program. He worked part-time throughout high school. He is the son of Jim Bernecker, president of Relay Express, Inc. and Mindy Bernecker of Ellis Custom Homes. "I am very honored to receive this scholarship and will work hard to represent the CLDA and delivery industry in general in a positive manner," he said

Khloe Jowers, daughter of the VP and COO of ADL Delivery in Thonotassa, Florida

Khloe Jowers is an honors student, student-athlete and a student leader at Cypress Ranch High School in Cypress, TX. She will be graduating Summa Cum Laude, in the top 15% of her class. A member of the National Honor Society, Khloe has also been recognized for her achievements by the Math Honor Society (Mu Alpha Theta) and the Music Honor Society (Tri-M). Her band career includes serving as Head Drum Major, Vice President and Section Leader. She plays varsity softball and is a member of the Fellowship of Christian Athletes. She will be pursuing her Bachelor of Business Administration at Baylor University in the fall where she will be studying marketing and sign language interpretation. Her career aspirations include either marketing for a sports team or becoming a sign language interpreter for Walt Disney World. She is the daughter of Thomas and Kimberly Jowers of ADL Delivery. "My goal throughout all of my education is to spread positivity in all that I do. I want to help people and brighten their days and show them all the good to be excited about in the world," she said. She lives in Cypress, TX.



Chase Picard, son of the CEO of Hackbarth Delivery Service in Mobile, AL

Chase Picard is an honors student and student-athlete at McGill-Toolen Catholic High School in Mobile, AL. He intends to study math or engineering at the University of Alabama in the fall. Right now, he is considering a career in teaching or engineering and may pursue a graduate degree. He leads his school's Varsity Bowling Team, which he has been a part for four years. In addition, he is a member of the school's Key Club; Green Club; Chemistry Club; and Physics Team. He is a member of the National Honor Society. Chase earned his black belt in Tae Kwon Do and teaches the discipline to children. He is also involved in his church's youth group activities, which include volunteering at a local orphanage. He is the son of Lawrence P. Picard, a real estate broker, and Kelly Picard, the CEO of Hackbarth Delivery Service. "I am a hard worker and I am really looking forward to going to college and getting to take classes I actually like. I enjoy helping others and that is why I continued to teach Tae Kwon Do after progressing through the black belt levels. I appreciate the CLDA creating this opportunity," he said.

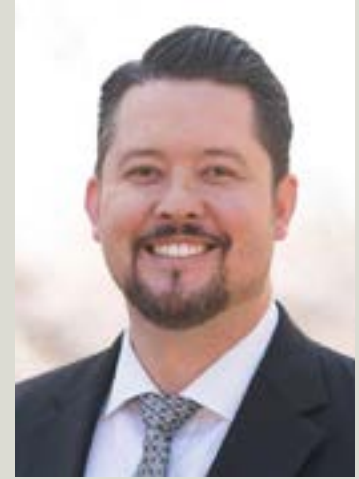


The three students recognized with the CLDA's first scholarships were chosen for their combination of high academics, leadership abilities and involvement in extracurricular activities. "We were looking for a way to recognize the leaders of tomorrow among the children of those in our industry," says CLDA President Steve Howard. "These three students excelled in all of those categories and the references they received from school and community leaders and their guidance counselors were outstanding." The three were selected by members of the CLDA Scholarship Committee, which included CLDA Board Members and active CLDA Members. They will be honored at the 2021 Final Mile Forum in February in Las Vegas. The scholarships were funded by donations from CLDA members, vendors and affiliates.

The association intends to present the scholarships every year and will begin taking applications from the children of member companies who will be graduating in the Class of 2021 in April. CLDA



By *Andrea Obston*
CLDA Director of Public Relations



CLDA Appoints New Executive Director

Matt Mantione has been appointed Executive Director of the Customized Logistics & Delivery Association (CLDA). He brings almost two decades of association management experience to the position. The CLDA is the voice of the time-critical logistics, delivery and express air cargo logistics industries.

Before assuming the leadership position with CLDA Mantione was the Vice President of Membership Engagement at the Transportation Intermediaries Association (TIA). In that role he oversaw various departments and functions responsible for sales, membership services and development, affinity programs and marketing and communications.

“Matt brings a great combination of strategic planning, membership development and on-the-ground experience to his position with the CLDA. We are pleased to have him aboard as we position the association to provide leadership and knowledge to the members of the supply chain during these challenging times,” said Steve Howard, CLDA’s president. “This is an exciting time for the CLDA and we will continue to work hard to provide the value that our members deserve, to help their business grow and be more successful.”

Mantione is Certified Association Executive (CAE) and Professional Certified Marketer (PCM). He was honored by the Association Forum & USAE with their Forty Under 40 award. He is an active member of the American Society of Association Executives (ASAE) and has spoken and written several articles on association management.

Mantione earned his BA in Corporate Communications at Radford University where he was also a part of the University’s Division - I baseball team.

He lives with his family Springfield, VA. [CLDA](#)

About the Customized Logistics and Delivery Association

The Customized Logistics and Delivery Association (CLDA) is a non-profit professional association that is the voice of the time-critical logistics, delivery and express air cargo logistics industries. The association serves the needs of its 3,500 essential service members who are logistics professionals, carriers, shippers, drivers, air cargo logistics providers, 3 PLs and vendors servicing today’s supply chain companies. Since 1987, CLDA has provided business opportunities, advocacy and education. For more information see www.clda.org.

MAKE A LASTING INVESTMENT FOR YOUR COMPANY

Join CLDA, the logistics and delivery industry's largest and most influential association. Arm yourself with the **tools** to move forward, connect with the **shippers** who will bring you business, and meet the **people** who make a difference.



Your CLDA Membership ROI

- ✓ Network and develop new business connections
- ✓ Take a seat at the table to shape federal policy
- ✓ Access exclusive products and services
- ✓ Sharpen your leadership skills
- ✓ Enjoy savings and discount programs

JOIN OR RENEW TODAY!



The Customized Logistics and Delivery Association (CLDA) promotes advocacy, education and provides networking & direct access to business opportunities for first & final-mile carriers, freight-forwarders, shippers, brokers, and vendors.

Learn more at www.clda.org



DISCOUNT PROGRAM

CLDA Members have been saving thousands of dollars through the CLDA Discount Program.

This member benefit allows them to save on everything from cell phone service, to truck rentals, background screenings and entertainment. And the list of participating providers increases every day based on what members have told us they need to operate their businesses more efficiently.

Current providers include:

- **ADP**
- **Budget Truck Rental**
- **Bullitt Group**
- **Front (See below)**
- **National Facewear (See next page)**
- **Penske Truck Rental**
- **Premier Background Screening**
- **Sprint**
- **Tickets at Work**

The chair of the Purchasing Group Partner Committee is Joel Pinsky. He is looking for new members to join the committee as well as suggestions on additional services members would like to see participate in the program. If you are interested in joining the committee or suggesting a product or service, email him at joel@globmessenger.com. For more information, click [here](#).



Front

Front powers the heart of business. It facilitates meaningful connections between teams and customers that lead to lasting relationships. It brings email and apps together in a collaborative customer communication platform. More than 6,000 businesses use Front to cultivate personalized customer relationships at scale and transform their work into impact. Check out the article below on how companies are using Front to connect their teams as they work from home. To learn more go to: frontapp.com.

Partner Profile

How Front keeps remote teams connected and efficient

Remote work is becoming increasingly common, but it's not always easy. For employers, working remotely means you need processes to enable to clear communication, keep projects moving, and get visibility to make decisions. For employees, remote work poses other challenges: understanding what's expected of you, constantly communicating what you're working on and staying motivated without in-person contact with your team.

We're all about bringing your team together here at Front. Whether you're a team of four in a single office or a team of 100 based all around the world, Front makes it easy for you to work together efficiently. Below we collected some tips to help you work efficiently and stay connected to your team, even if you're miles apart.

1. *Bring the team together with internal discussions*
2. *Keep a pulse on workload and customer experience in team inboxes*
3. *Check analytics to schedule meetings when the team is least busy*



The newest member of the CLDA Discount Program is National Facewear, a Columbus, OH based company, which distributes wholesale quantities of protective, comfortable reusable facemasks. These multi-layered masks are being offered to CLDA members at discount prices and can be customized with member logos and colors.

These masks meet standards around the globe and have been independently tested by labs to conform to published guidelines. These masks provide high levels of protection for employees and drivers and are great promotional items for customers.



“We are pleased to be able to offer this timely addition to our list of Affinity Partners that provide CLDA members with discounts on the products and services they have requested,” says Joel Pinsky, chair of the Purchasing Group Partner Committee.

“Government and health agencies are recommending, and, in some cases, mandating face protection. The market has become flooded with all types of masks. Unfortunately, the lack of standards in the U.S. and a high percentage of poor quality/fit is making it difficult for organizations to select the right solution. These masks have been well tested and meet published guidelines,” says Deron Deron Nanchuk, GM & Partner National Facewear.

For more information, contact: sales@nationalfacewear.com.

The masks are available in two types:

- Business Facewear (Office use)
- Casual Facewear (Drivers and customers)

BUSINESS FACEWEAR (OFFICE USE)

The 4-layer Business Facewear has a pocket for a replaceable filter. It has been designed and tested by independent labs for Particle Filtration Efficiency (“PFE”). PFE rating with this filter is similar to a medical grade surgical mask, balancing effectiveness with comfort, breathability, and adjustability.

Business Facewear includes a contoured shape, adjustable straps, and a nose bridge for comfort. It can be fully customized with logos and graphics for quantities over 500.

These masks include four layers:

1. Layer One: 100% knitted polyester with custom digital sublimated graphics.
2. Layer Two: Replaceable PM1 filter (available from National Facewear).
3. Layer Three: Ultra lightweight knitted layer pocket for filter.
4. Layer Four: 100% upcycled woven cotton.

CASUAL FACEWEAR (DRIVERS & CUSTOMERS)

The 2-layer Casual Facewear has the same design/fit/features as the Business option but does not have the middle filter packet. It has been tested by an independent lab and meets the required level for community masks.

OPTIONAL CONTAINMENT POUCH

These washable containment pouches help the users avoid contamination. Made from PU coated woven polyester and a roll top closure, the pouch can include your color and logo.

NOTE: This facewear is not FDA approved, not intended for medical use, and not a replacement for social distancing, but does add an extra layer of protection as recommended by national and international health agencies.



THE INDUSTRY'S SMARTEST DELIVERY MANAGEMENT SYSTEM

- Win more business
- Increase your margins.
- Offer your customers and drivers a flawless experience.



CONTACT US FOR A DEMO

1.844.558.2011
info@dispatchscience.com

Windward Freight Solutions Reaches New Milestone

Windward Freight Solutions has expanded their ecommerce warehouse footprint to meet their increasing volume in e-commerce business. The company, located in Doral, FL specializes in logistics, distribution, and ecommerce services. and get more individual buy-in. Just a thought. I let you decide if we should run it in the magazine. **CLDA**

24/7 Enterprises Makes a Difference for Those Touched by the Pandemic

Throughout the pandemic, 24/7 Enterprises, LLC worked diligently to transport potentially positive specimens statewide. 24/7 Enterprises assisted in transporting well over 20,000+ specimens for the NJ Department of Health.

24/7 Enterprises also helped Rutgers University launch the nation's largest prospective study of healthcare workers exposed to COVID-19. The study included a series of clinical trials to explore new drug treatments, antibody testing, and long-term health tracking in the hope of providing insight into how to treat the disease and prevent its spread.

In addition, 24/7 Enterprises, LLC worked with The Leukemia Lymphoma Society to assist them in their Financial Aid Program by delivering one-time stipend checks to their patients to help with non-medical expenses, such as food, housing, utilities, transportation. **CLDA**

Esquire Logistics Inc. Expands to New Location

Esquire Logistics Inc has outgrown their warehouse. The previous warehouse for this final mile logistics provider was 55,000 square feet. In their expansion, they took on an additional 15,000 square feet. Esquire Logistics Inc. is located at 8272 NW 21st Street, Doral, FL. **CLDA**

PearlTrans Logistics Welcomes New Team Member

PearlTrans is excited to announce a new addition to their team. Yara Gutierrez joins the company in her new role as administrative assistant. She will be a key component in keeping the office running smoothly and efficiently and making sure important items do not fall through the cracks as our company continues to grow.

Throughout her career she has proven her commitment in customer service and attention to detail, as well as being proactive, collaborative and intuitive. She also brings creativity and a young, fresh perspective to our operations.

When she is not helping out at the office, she is spending time with family and friends, visiting new coffee shops and re-decorating her humble abode alongside her husband, Steve. She also spends her free time learning the Mayan language and volunteering with her church. **CLDA**



Locus Logistics Added to Gartner's Market Guide

Locus Logistics was recently listed as a Representative Vendor in 2020 Gartner's Market Guide for Vehicle Routing and Scheduling. Based in Wilmington, Delaware the company is a deep-tech platform that automates human decisions in the supply chain to provide efficiency, transparency, and consistency in logistics operations. For more information, go to: locuslogistics.com **CLDA**

Locus partners with eTrac to enable customers to find last-mile third party carriers

Customers can now easily connect with third party carriers and manage both captive and outsourced fleet on the same platform.

Locus, a global B2B SaaS company that automates human decisions in the supply chain, recently announced a partnership with eTrac, a final-mile technology gateway platform that connects shippers with 3PL operators.

Locus and eTrac will provide a seamless solution to manage last-mile operations. Locus' routing and track and trace customers who have their own fleet or run their operations on leased fleet will now be able to choose from thousands of carriers across the USA. On the other hand, eTrac's customers will have access to Locus' cutting edge track and trace technology.

This partnership provides joint customers with the ability to optimally utilize their captive fleet while also having the option to add third-party carriers, all on one platform. This also ensures end-to-end real-time visibility in a cost-efficient manner.

"The partnership with eTrac will ensure that our customers have all the necessary options to choose the right fleet mix for their last-mile operations. Our customers' convenience means a lot to us and this is a crucial step in that direction," said Nishith Rastogi, CEO, Locus. "COVID-19 has

disrupted supply chains and this partnership will ensure that companies can now find fleet and also get access to high-class technology to manage and automate operations in these demanding times."

eTrac's integrations into thousands of carriers across the country, combined with Locus's fleet management for captive fleets enables customers to manage mixed fleet of vehicles (owned and outsourced) effortlessly.

"Our partnership with Locus combines the ease and intelligence of the eTrac platform with the added control and visibility of their comprehensive system," said eTrac Executive Vice President, Danny Barfield. "We're proud to offer their customers access to the most comprehensive network of last mile carriers to seamlessly access any needed last mile capacity."

Locus, which presently works with top clients across Southeast Asia, North America, Europe, and India, has achieved a peak of two million+ orders processed in a day (200,000 orders an hour). It also has offices in the USA, India, Indonesia, and Vietnam.

The company has so far raised \$29 million from tier-1 investors Tiger Global, Falcon Edge, Blume Ventures, Exfinity Venture Partners & growX ventures, among others. **CLDA**

ABOUT LOCUS Locus is a deep-tech platform that automates human decisions in the supply chain to provide efficiency, transparency, and consistency in logistics operations.

The platform uses deep machine learning and proprietary algorithms to offer smart logistics solutions like route optimization, real-time tracking, insights and analytics, beat optimization, efficient warehouse management, vehicle allocation and

utilization. Locus powers more than two million deliveries daily across Southeast Asia, the Indian Subcontinent, Europe, and North America. Visit www.locus.sh to know more!

ABOUT eTRAC eTrac is the best way to reach the last mile. Successful shippers, 3PLs and freight forwarders utilize a single platform integration to eTrac that allows them to connect instantly to all of their carriers, who can remain on their existing opera-

tional systems. eTrac customers can pivot quickly when new capacity or improved service is needed, utilizing an extensive network of eTrac Carrier Partners. Provide the ultimate and most efficient last mile experience with real-time visibility, alerts, and dashboards to analyze trends in your data. Reach the final mile simpler, smarter, and faster with eTrac. Learn more at www.eTracFinalMile.com.

MMS Celebrates 10 Year Anniversary

July 1, 2020 marked the ten-year anniversary of Michael's Messenger Service (MMS). The firm, founded by Portland area resident Michael Eshelby, provides courier and messenger services for hospitals, medical centers, long-term care facilities, labs, banks and credit unions, utilities, and businesses of all kinds.

"It is amazing to see how far we've come in ten short years," Eshelby said. "I cannot believe how fast our team and the business has grown. And how welcoming and loyal our client base is."

According to Eshelby, the founding of MMS came about with a burst of inspiration while pondering his future at a rest stop south of Portland.

"I had reached an important inflection point in my life," he says. "As I sat looking out over the surrounding landscape contemplating my life's purpose, it dawned on me I had two key influencing factors: a reliable car and a love for driving. I shared that epiphany with a friend and he helped me set up the business and get cards printed. I went door-to-door — to churches, businesses, government offices — asking people if they needed anything delivered.

My first big break came a year later, in 2011, when I picked-up my first regular delivery assignment. And it has been a fast-paced ride ever since."

Michael's Messenger Service's consistent growth trajectory was fueled by a thriving client base in the Oregon, Washington and Idaho markets. In addition, it was augmented by servicing accounts for other courier businesses needing specific trade area support.

"A number of logistics firms discovered they could service customers within our trade area more effectively by partnering with us. Our business model based on agility, accuracy and accessibility works well for firms that require established, scheduled routes and on-demand services."

In 2019 one of those channel partners decided to shutter their package and parcel business unit. Since MMS

was already servicing a number of its clients, shifting the relationships over was a relatively seamless process. At the same time Eshelby brought in industry expert Stephanie Gerard as Vice-President to oversee business development and account management. The move nearly doubled revenues.

"Adding Stephanie, and later Steve Nelson as Business Development Director in Idaho, gave us valuable expertise with over 40 years-experience in the logistics industry. They understand every aspect of the courier business — how integrating people, process, and technology facilitates overall operations. We are growing even faster now without missing a beat in terms by giving our clients the first-rate service they've come to appreciate and expect."

Despite the amazing success of Michael's Messenger Service, Eshelby remains a rather humble, down-to-earth executive. You are more likely to find him wearing a hoodie and cargo shorts than coat and tie. And he still satisfies his love of driving by servicing a number of the more taxing routes and maintains he would never ask any of the firm's independent contract drivers to do anything he wouldn't do himself. All while managing the business.

"I think better behind the wheel of a car than I do behind a desk," he says with a smile. "I really do love to drive and that is the common mindset shared by all of our vendors. It is why we find it so easy to deliver on our promises, because it gives us great joy in the process."

The fast-paced expansion of MMS is even opening-up new opportunities in Colorado, California, and Nevada. "Our team is really doing a great job of keeping things on an even keel," Eshelby adds. "We are taking great strides in carefully building the business and ensuring we stay in close touch with our clients. I put my name on the business because I personally stand behind our service. Our vision is to be the world's premier courier service and that is a goal worth pursuing."

After meeting Michael Eshelby, that vision doesn't seem out of reach in the slightest. [CLDA](#)

ROVA Names Chuck Moyer to Position of President

“Red ROVA, Red ROVA, Send Someone Right Over!”

ROVA, a revolutionary on-demand delivery platform headquartered in the Boston market, has named Charles (Chuck) Moyer of Franklin, TN to the position of President.

In this capacity, Moyer will work with company CEO Thomas McGrath as the firm takes its unique concept of pairing independent contract drivers to businesses in need of deliveries to a national audience. He brings an extensive resume of service to his role with ROVA, which spans 42 years in the transportation industry. He has served as a Senior Executive in a number of supply chain management capacities. Thirty-six of those years were spent in final mile (hub to destination) logistics, four years were in regional trucking/warehouse operations, and two years air freight. His background also includes fifteen years in private equity/M&A (mergers & acquisition) experience.

Most recently, Moyer served as president of the Birmingham, AL based PACE USA, a provider of versatile

ground transportation logistics solutions. For nearly three years, he worked with the organization to help diversify the company’s client base. He was also CEO of Express Courier International (a Riverside company), from 2006 to 2014.

He has been in the field of transportation logistics since his days at Northern Kentucky University. His early background also included serving as an independent contractor driver, so he understands the industry well. His work at that time was with Priority Dispatch in Cincinnati, OH.

Moyer served as the president of the CLDA (Customized Logistics and Delivery Association) from 2018 to 2020, formerly known as the Messenger Courier Association of America, and is a 14-year member of the organization’s Board of Directors. He is a previous member of the National Pharmaceutical Distributors Task Force, and represents the industry with government affairs, lobbying for the organization at the state and federal levels. He has

ABOUT ROVA ROVA is a unique technology platform which provides 24/7 on demand, same day delivery of packages through independent contractors, and which rewards drivers with 100% of the delivery fee. Founder Thomas McGrath, a native of Braintree, MA and current resident of Falmouth, is an entrepreneur whose career has included real estate, restaurants, and advocacy for the rights of independent contractor couriers, among other ventures. Three decades ago, he launched and built the national organization [NICA](#), the National Independent Contractors

Association, the first organization to look at the Independent Contractor (IC) issue from the driver’s perspective, and which continues to do so. In the continuing mission to advocate for the rights of independent contractor couriers, he is now bringing the unique ROVA delivery platform to market.

The ROVA model provides insurance, full transparency, real-time updates, payments and tracking at the customer’s fingertips, and is designed with the drivers in mind. Customers seeking deliveries can access the ROVA platform for a nominal fee, \$5, and will

then pay a very competitive price for a quick, trackable, delivery of a package anywhere in the U.S. where ROVA has drivers on its platform. The drivers who are registered on the ROVA platform keep 100% of the delivery fee.

With thousands of drivers registered on the ROVA platform in four countries, ROVA is ready to revolutionize the way in which packages are delivered. For additional information, please visit <http://rovahq.com>. ROVA maintains offices at 99 Derby Street, Hingham, MA 02043.

served in an advisory capacity to industry software firms, vendor companies, legal firms, state legislators, shippers and carriers. He has spoken at numerous national events, has been quoted in trade publications as well as the Wall Street Journal and SiriusXM Radio.

He said that he has known ROVA CEO Tom McGrath for years, through the CLDA. He said; "I'm excited about this opportunity. The industry continues to evolve, and Tom and his team have done a great job building out the technology that will drive this concept and is a much needed solution within today's supply chain."

Moyer, who has strong connections with shippers and carriers alike. He stated that the ROVA solution is timely and what many companies need to remain competitive relating to the final mile (hub to destination) delivery, Moyer said that he plans to work with McGrath to develop a number of additional markets, including healthcare, auto parts, mall management groups, and financial, among others.

He said that they plan to take the concept nationally, and Nashville will be one of their immediate expansion markets.

Moyer is a native of Highland Heights, KY, and now resides in Franklin with his wife, Pam. They have three sons and four grandchildren.

Tom McGrath, CEO of ROVA, said; "We are extremely fortunate to have someone of Chuck's caliber and breadth of industry knowledge and experience on our ROVA team. His background in supply chain management, operations, logistics and more will be of great value to us as we continue to expand. His is a hands-on, results-oriented industry leader and we are all delighted to welcome him to our family." **CLDA**

Member Kerry Barr Opens Second Company

Kerry Barr has opened a second same-day and errand service. He recently opened Kerry Route Services to serve the El Cajon, California area. He started his first company, One Step Submittal Group, in 2008. Together, the two companies serve the Oceanside-San Diego Area. **CLDA**

Comet Delivery Services Moves to New Location

After just one year in a larger location to accommodate the company's needs, Comet Delivery Services has expanded once again to an even larger space! The company, which specializes in on-demand delivery, warehousing, trucking, and courier services, responded to an overwhelming demand by moving to a new and expanded location at 2688 SE Market Place, just across the street from their existing location. This expansion will allow Comet Delivery Service to better serve South Florida by allowing drivers to drop cargo at the Stuart location, and Comet does the rest! To find out more about the expanded Stuart hub or how Comet can serve you, call us at 772-600-0660! **CLDA**

Now Courier

Ryan Schwalbach, owner and CEO Now Courier in Indianapolis and his wife gave birth to their new son Ford recently. **CLDA**



Does your company have news you would like to share with the readers of the Customized Logistics & Delivery magazine? Did you move? Add new services? Get an award? Become involved with a community project? Reach an important milestone? Let us know. Members of the CLDA may send their news to: Andrea Obston, CLDA Director of Public Relations, aobston@aomc.com.

40,000 Deliveries and Still Going Strong Rightaway Honors Driver Who Goes Above and Beyond



Rightaway Delivery driver Mike Koeller recently passed a milestone when he did his 40,000th delivery. Mike, who is one of the company's longest serving drivers, has a special touch with patients who need in-home medical treatments. "Since Mike joined us in 2002, he has done at least 10 of these deliveries a day, five days a week," says Ben Kaplan, Rightaway's President. "But it's not just the sheer number of deliveries that makes Mike special. It's the way he deals with these critically ill patients. We routinely hear from the hospitals he serves how those patients rave about him. He is especially sensitive to their needs, taking care to be sure they get deliveries in a timely fashion. He even reminds them to refrigerate meds that need it. Mike has consistently gone above and beyond the call of duty, performing tasks for these patients most drivers would not. He has taken out the trash and shoveled porches, walks and driveways to make sure these patients have their needs taken care of."

Kaplan and his staff recently recognized Mike's service with its "Courier of the Decade Award." "It's a small token of our admiration for the work he does and the way he does it," says Kaplan. **CLDA**

SCI Forms New Validation Team

Subcontracting Concepts, LLC (SCI) is pleased to announce the formation of its Validation Team that will not only store essential business records like insurance, licensing, and DOT authorizations for its Logistics Broker and Owner Operator clients but help manage the expirations for each by alerting our clients when they do.

OnTrac, one of the largest last-mile parcel logistics and distribution companies in the Western United States, is relying on SCI's verification services to collect and track a range of data to have the confidence the owner operators performing the service are professional and operating safely for the public.

"SCI has been an important partner for OnTrac and I'm looking forward to working with SCI's Validation Team to enhance our efforts on this important organizational priority." – Rick Chase, Chief Administrative Officer | OnTrac

SCI Celebrates a Customer Enrollment Milestone

SCI celebrated an anniversary with a valued client, Principle Distribution. In April of 2019, SCI embarked on an on-site enrollment in Arizona. SCI prepared our

mobile enrollment unit to ship out west and made the necessary changes to our system so that Principle could meet the tight deadlines to complete the task.

'In April of this year, in a joint effort, Principle Distribution and SCI contracted and enrolled over 180 independent contract carriers during a 2-day event that was promoted and advertised out to the general public. This was a company best event that could not have been attained without our partners at SCI and their on-boarding team of specialists. Following this effort, SCI worked side-by-side with our local management in producing a near flawless 1st settlement with our owner-operator carriers. Their continued follow up and adherence to industry best practices, produces a 5-star desired result.' - Brent Harris, VP | Principle Distribution

SCI continues to provide personalized service and support to all our clients, especially during these uncertain times. The flexibility of the SCI Program extends to everything we do. Our technology, programs, and service are designed for every business.

Contact SCI at 1.800.821.5344 or email Sales@sciadmin.com. Visit their website at www.sciadmin.com **CLDA**

Excel Courier's Beau Bowling Celebrates 25 Years With the Company

Beau Bowling, an Excel Logistics employee driver, celebrated 25 years with Excel recently. Beau started in 1995 when the company only had a handful of drivers. He cruised around town in an Isuzu truck relying on dispatch, maps and local knowledge to get around. Now there are over 125 drivers with GPS tracking capabilities.

Beau got his start with Excel while he was working for another company. He was doing an over-the-road job to Colorado and during this time, Excel purchased the company he worked for. When he returned the previous owner greeted him and said here's your new boss (talking about Excel's CEO, Chris Marchetti). We've been working together since and it has been such a wonderful relationship, we're very grateful to have Beau.

Beau's been our go-to guy for 25 years. We coin an old Nike advertising phrase around here, "Bo knows." In this case, Beau knows. We have clients that request him specifically because he's very knowledgeable and professional. He's a Class A CDL driver and on any given day can be seen driving our tractor trailer, trucks, vans or cars.

Outside of Excel, Beau likes to hike and hunt all game and loves the beach. He is also a fan of high speed sports and used to own a 1970 426 Hemi 'Cuda (only 157 of them were made). Beau was also in the US Army; 1st Air Cavalry and served in Vietnam, earning a bronze star medal. He finished his military career in 1970 as a Sergeant (E-5). **CLDA**



CUSTOMIZED LOGISTICS & DELIVERY MAGAZINE

EDITORIAL

Editor/Content
Andrea Obston
 CLDA Director of Public Relations
aobston@aomc.com

Editorial Advisory Panel
Lorena Camargo, PearlTrans
Kenya Guess, BonnieSpeed Logistics
Ruth Ospino, Tempo Transportation, LLC

ART & PRODUCTION

Adele Yeager Design
yeagerdesign@comcast.net

ADVERTISING CONTACTS

Tim Cocchia, Xcel Delivery Services,
tim@xceldelivery.com
Jon Rydel, Priority Express,
JonRydel@priorityexpress.com
Ruth Ospino, Tempo Transportation, LLC,
ruth@tempotransportation.com

The Customized Logistics & Delivery Magazine is a quarterly publication by the Customized Logistics & Delivery Association (CLDA).

To subscribe, email Hana Watkins, hana@clda.org
 To advertise, email Jon Rydel,
JonRydel@priorityexpress.com