

WINTER 2021



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



President's Message



Every organization has watershed moments, when change becomes imperative to its future success. When decisions to change can make a tremendous impact. For the CLDA, this is our time to start making those changes; changes that will level the playing field for every member of our industry.

Diversity and inclusion have taken center stage in our ever-evolving world. Companies as diverse as Coca Cola, Marriott, the WNBA and Mastercard have made the decision to implement these changes as it is an important aspect of their visions for the future. They understand that diversity in the workplace increases revenue and attracts job seekers. In the CLDA, we also understand that engaging a variety of voices increases our association's ability to grow and adapt. And we believe that now is the time to carry that message to our members and their customers.

The social unrest in 2020 spurred us to take a stand. Last year we put out a statement about our association's commitment to social justice and equality. Since then, our new Diversity and Inclusion Task Force has been looking for ways to go beyond talk. You'll find out more about them on page 36 from co-chairs Jason Burns and Kelly Picard. This issue of the magazine is another step in helping our members personalize this important issue and put change into place in their own businesses.

The good news is that our industry and this association reflects the changes in society. The people who have started their own companies in our industry are more diverse than ever, and they have an expectation of diversity in their lives. More and more women, different races, ages, ethnicities and capabilities are starting and joining logistics companies. They are serving as leaders in this association too, on our board and committees. They are shaping the future of this association. Their different views are making our association stronger and more responsive to changes in society as a whole.

Change is usually a slow thing, but we believe that this is the moment when we as an association can help to move it along. The leaders of CLDA have decided that we must

be the catalyst that magnifies and empowers all voices in our industry.

In this issue you'll find information that will make you think about these issues and give you some ideas about implementing them as a part of your company's future.

Check out

- "Making the Most of a Diverse Workforce to Improve Your Bottom Line" on page 10 which is an interview with business strategist and author Michael Baran, Ph.D. He discusses the benefits of hiring and supporting the success of a diverse team.
- The article about the role of mentorship in bringing up the next workforce, featuring advice from former association president, Phyllis Apelbaum on page 30.
- "A Diversity of Voice" explains how adding a variety of points of view is like the blending of instruments in an orchestra. It was contributed by member organization Michael's Messenger. Find it on page 14.
- The profile of Wendy Greenland, Openforce's first female CEO on page 22.

You'll also want to hear the words of Jessica Tyler, President of American Airlines Cargo on their role transporting vaccines; their ability to adapt quickly during the pandemic and the increasing importance of air cargo for them.

Lastly, I want to take a moment to honor the memory of two of the pillars of this organization, Dick Thomas and Larry Day, both of whom recently passed away. This association would not be what it is had it not been for their dedication in the early days. Make sure to read a remembrance of these great men, their work and their lives on page 40.

The new year will bring new challenges and victories to this association and its members. By combining our voices and our talents, we expect 2021 to be a good one. Together we will make it will happen!

Onward,
Steve Howard



Government Affairs

*By Michael Taylor,
CLDA Government Affairs Director*

In closing out 2020 and transitioning to 2021, CLDA's Government Affairs team has remained very busy covering a lot of ground on behalf of our members.

Vaccine Advocacy for Our Workforce

On December 1, 2020, the Advisory Committee on Immunization Practices (ACIP) of the Centers for Disease Control and Prevention (CDC) held an emergency meeting to make interim recommendations on who should be first in line for COVID-19 vaccines. Their interim recommendation came as regulators were set to rule within weeks on emergency use of a Pfizer Inc.-BioNTech SE vaccine, followed quickly by a decision on a Moderna Inc. shot.

Given the temperature sensitivity and storage requirements of current vaccine formulations, our sector's focus on just-in-time delivery of important medical items is likely to make the courier industry a significant part of the vaccine rollout. Many CLDA member companies and their workers are delivering vaccines and associated materials to the medical community and at-risk populations who will be given priority in receiving coronavirus vaccines. We believed our workers should also be given a high priority to receive the vaccine in order to reduce the risk both to our workers and to the doctors, patients, and other customers they will be delivering to.

For the above reasons, CLDA's President Steve Howard reached out to the Chairman, the Executive Secretary, and several other voting Committee Members of the ACIP requesting that our workforce be included in Phase 1 of the coronavirus vaccine distribution schedule. This letter can be viewed [here](#).



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.

This request was also made to the CDC Director who determines whether to accept the ACIP's advice, the Trump Administration's COVID Task Force, President-Elect Biden's COVID Task Force, and the directors of all 50 state health departments who are responsible for the final planning and distribution. As a result of our outreach, CLDA was asked by several different state health departments to provide data on the number of vaccine doses needed in order to inoculate our drivers. We performed the needed research to get the information on the size of our industry across all states, and we were able to provide this data in a timely fashion to every state government that asked us for it.

Phase IV COVID-19 Relief and the PPP

On December 21, 2020, Congress passed a roughly \$900 billion coronavirus stimulus package, a \$1.4 trillion spending package to fund government programs through fiscal year 2021, and a host of other miscellaneous provisions. Although he initially opposed the \$900 billion dollar stimulus bill, President Trump eventually signed it on December 27.

CLDA's Government Affairs team has been pushing three legislative priorities on Capitol Hill since the passage of the CARES Act earlier in 2020. We worked regularly with Congressional staff to line up co-sponsors for bills they introduced in support of our priorities in both the House and the Senate in order to fix problems with the Paycheck Protection Program (PPP) and keep it as an economic lifeline for our members.

Priority One: Addressing deductibility of business expenses paid for with PPP loan money

The year-end stimulus law included a provision clarifying that eligible business expenses may be deducted even if paid for with PPP loan funds that are forgiven. This reversed earlier rulings from the Treasury Department that would have disallowed the deduction of business expenses paid with forgiven PPP funds.

Priority Two: Allowing for a second draw of PPP loans

The new stimulus law provides for a second PPP loan, which is now available for small businesses and non-profits with 300 or fewer employees that can demonstrate a loss of 25% of gross receipts in any quarter during 2020 when compared to the same quarter in 2019 (totaling 2.5 times the average monthly payroll up to \$2 million).

Priority Three: Keeping the PPP adequately funded and available to all CLDA members who need it

The new law extends and expands the PPP for small businesses by providing an additional \$284 billion in funding for forgivable loans.

Early in 2020, CLDA organized a coalition of 29 other organizations to fix, improve, and fully fund the PPP. We have since been coordinating and strategizing regularly with other organizations who put together their own groups. Our combined advocacy and coalition-building efforts culminated in a coalition letter with more than 600 signatory organizations, representing millions of small businesses and tens of millions of American workers delivered to Congressional offices. You can read the final letter [here](#).

CLDA has been at the forefront of the effort to push through a fix to the PPP deductibility problem, along with our other top priorities. We are happy to see success in these efforts. We will continue to make sure that the PPP is there for as long as our members need it.

Georgia Runoffs, 117th Congress, and the Incoming Biden Administration

On January 5, 2021, Georgia held two runoff elections for U.S. Senate, as no candidate received a majority of votes in either the regularly scheduled election or the special election on November 3, 2020. Democrats won both Senate runoffs and, with them, control of the U.S. Senate. Raphael Warnock (D) defeated Kelly Loeffler (R) in the

special runoff election. Jon Ossoff (D) defeated David Perdue (R) in the regular runoff election.

As a result of the runoffs, Democrats and Republicans split the Senate 50-50. Senators Schumer and McConnell will have to negotiate an agreement for how the Senate will operate. Beginning January 20, 2021, Vice President-elect Kamala Harris can break ties once things come to the floor for votes, but legislation has to get there first. In a 50-50 split Senate, individual Senators are greatly empowered, which can make it very difficult for the party of the president to do everything that they may want to do.

The Senate has only been evenly divided only three other times in the past: 1881, 1953, and 2000. In the most recent such case, the parties' leaders at the time, Republican Trent Lott and Democrat Tom Daschle, agreed to a power-sharing agreement that actually led to a reasonably productive Senate early in 2001. Lott and Daschle agreed to split each committee roster evenly and divide staff resources in half, while Republicans technically retained the chairmanships and the ability to convene hearings and markups. Lott was given the power to proceed to legislation that had received a tie vote in a committee. However, the political dynamics of the 2001 Senate differed notably from the intense partisanship we have witnessed over the past decade or so.

In looking at the House of Representatives, Speaker Pelosi has the smallest majority in 18 years. It may be a significant challenge for Democrats to keep this House majority heading into the midterm elections in 2022. After the poorer than expected 2020 electoral results and the fallout around them, it also looks like the Speaker will have more difficulty in building consensus amongst her members.

No matter the Congressional landscape, a Biden administration is likely to focus on executive and regulatory action. Pertaining to the latter, Biden will look to rebuild the Obama regulatory framework that President Trump has been busy trying to dismantle even during his last days in office. In a number of areas, Biden will also look to expand upon the

Obama administration's efforts. This shift to a greater focus on executive and regulatory action is nothing new, and is a direct result of legislative gridlock.

U.S. Department of Labor (DOL)

On January 7, 2021, the Wage and Hour Division's final rule on Independent Contractor status under the FLSA was published in the Federal Register. You can find the full text of the rule [here](#).

CLDA's comment to the Department of Labor was quoted in the text of the final rule ([page 36 of the PDF](#)). However, our analysis indicates that the DOL has not incorporated the requests by CLDA and many others to significantly refine the particulars of the rule text as it was initially proposed.

Specifically, CLDA proposed the following:

- Make changes to the "Actual Practice" provisions of the rule, which could have penalized ICs who provided services to only one company at a time.
- Add a "presumption of IC status" if both of the new core factors pointed to IC status.
- Suggested to fully get rid of the integral part factor (as they suggested they had considered removing it entirely).
- Add language clarifying that an IC who signs consecutive contracts with a business is not considered an "employee" under the permanence factor.

Without incorporating our proposed changes, we do not see this final rule as helping our industry. We also see a risk that the Trump administration's decision to proceed with the rule as written may provoke a more harmful response from the incoming Biden administration. President Biden signed a memo on inauguration day that has "frozen" all of the Trump administration's "midnight regulations", including the independent contractor status regulation. How the Biden administration will proceed on the IC rule issue remains to be seen, however.

If Biden chooses to continue the freeze on the rule for an extended period, it could make his Labor Department vulnerable to an industry lawsuit alleging that it violated the Administrative Procedure Act by not allowing the Trump rule to take effect. The business lobby is reportedly already gearing up for litigation to defend the outgoing administration's regulation.

The Biden Labor Department might have other options at its disposal, depending on how the situation plays out. The Trump administration rule may be the target of a lawsuit by a coalition of Democratic state attorneys general, who have already argued against the proposed rule's legality. If blue states convince a judge to vacate the rule, as they did with a DOL standard on joint employment, this would block it from taking effect independent of the Biden administration's move to freeze it.

The DOL could then issue a new proposed rule that would apply a broader interpretation about the types of workers who must be classified as employees rather than independent contractors – without needing to worry about the legality of delaying the Trump rule indefinitely.

CLDA's Government Affairs team will continue to monitor and respond to this situation as it develops in the coming year. This rule was a last-ditch effort by the Trump-era political appointees installed in the DOL to resolve some of the issues raised by the legal grey areas that surround IC classification. It seems increasingly unlikely that the rule as written will ever take effect.

However, if the Biden administration does reopen the matter, CLDA will stand ready to advocate for the best interests of our members with all the resources available to us.

Continuing Work with TSA and CBP

In the final quarter of 2020, CLDA Government Affairs staff and members of our Air Cargo Committee worked to refine text for a proposed policy revision to the Transportation Security Administration's (TSA) Indirect Air Carrier Standard Security Program, to help make compliance easier for members in regards to ID check requirements of the security program. Staff and Air Cargo Committee members also recently participated in a virtual TSA industry day designed to roll out and collect feedback on a new program being developed by TSA to help the proprietors of high-security packaging and fulfillment centers, as well as manufacturers and shippers of other sorts, to comply with ICAO outbound cargo screening requirements using a secure supply-chain model.

Additionally, CLDA Government Affairs staff met with officials in the Customs and Border Patrol (CBP) agency to discuss questions proposed by CLDA members regarding differing customs clearance models. The discussion revolved around CBP's plans to implement future alternatives to the Express Consignment Clearance Facility (ECCF) model in light of the high-volume of small package deliveries as a result of recent e-commerce growth. CLDA Government Affairs staff will be included in industry outreach efforts by CBP going forward and will work with the agency to schedule future meetings with CLDA members and CBP staff.

The closing months of 2020 were remarkably active and productive ones for CLDA's Government Affairs Program. We saw notable victories on the PPP and COVID-19 vaccination front, while increasing the scope of CLDA's brand on Capitol Hill, within Federal regulatory agencies, and among a large coalition of likeminded organizations. Although this was a very busy period, we are happy with the progress made on our priority issues and the hard-fought victories we have won.

CLDA

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

Making the Most of a Diverse Workforce

TO IMPROVE YOUR BOTTOM LINE



*Looking for a way to improve your bottom line and increase innovation from your team?
Make attracting and retaining a diverse team one of your priorities.*

By Andrea Obston
CLDA Director of Public Relations

THE NUMBERS DON'T LIE:

- Companies in the top 25% for racial and ethnic diversity are 35% more likely to have better financial returns than their non-D&I industry competitors, according to a [report](#) by the business consulting firm, McKinsey
- Diversity and inclusion enhances innovation by 20%, according to [research](#) by the business consulting firm Deloitte.

CLDA Magazine recently interviewed [Michael Baran, Ph.D.](#), Senior Partner & Digital Solutions Lead at inQUEST Consulting for his take on the benefits of hiring and supporting the success of a diverse team.

Dr. Baran is the co-author of [Subtle Acts of Exclusion](#) which helps companies identify ways they are excluding members of their teams without even realizing it.

CLDA Mag: What have been the barriers to attracting a diversity of candidates in the past?

Baran: Making the decision to bring in a more diverse group of candidates starts at the leadership level. These are the people who must understand how important this is for a business' growth, productivity and the ability to perform at the highest level.

At a human level, it's fair to really give everyone an equal opportunity. It's also important to recognize that it hasn't been that way.

There are so many studies that show that attracting and keeping a diverse team is good for businesses. Companies that have a diverse group of people who are welcomed, valued and heard are more successful. Studies show that a diverse team is more creative, innovative and better at problem solving.

People have this idea that they just have to post a job and choose from whatever pool of applicants they get. You need to be more intentional if you want some diversity.

A solid process looks at how you are reaching out to get a pool of applicants; how you are reviewing those applications; who you choose to interview and ultimately who you hire.

CLDA Mag: Let's start at the beginning.

Baran: It starts with the application process. How do you get your applicants? You need a diverse applicant pool to get diverse candidates. Sounds simple, right? But to make that happen you need a process that makes sure that biases don't get in the way.

Before you go looking for your next team member, think about your go-to network of people; those who you reach out to fill a role. Whose advice do you value when it comes to who you recruit and hire? Chances are people who are similar to you. Make it a point to expand that network to include a diverse group of people the next time you have a position to fill.

Some companies use a third party to get applications. Many businesspeople don't realize that they can tell these providers what they want in a pool of

applicants. You can specify that you want X% people of color or X% women to consider for a job.

CLDA Mag: So, let's say you've done the right thing and attracted people with different backgrounds, experiences and genders into your pool of applicants. What's next?

Baran: After the applications come in, you need to have a process that gets around any biases – conscious or unconscious - that might creep in when you're deciding who to bring in for an interview. Whether we like it or not, most of us come to the table with a certain amount of assumptions about people. Many of us are unaware of how big a role these biases play in our decisions. In one study, researchers sent out the exact same resume in response to job openings. Half went out with stereotypically white names and half with stereotypically Black name. The resumes with the white-sounding names got 50% more call-backs for interviews.

How do we get over these biases, especially if we don't realize we have them? In some companies, they remove the identifying information on resumes so screeners can look at them without those biases creeping in. Other companies make sure they have a diverse group of decision-makers evaluating the resumes.

CLDA Mag: What about the interview process?

Baran: Get rid of the idea of “culture fit.” That leads to hiring people who are just like the interviewer or the members of the existing team. Then, make sure the interviewing process is standardized, meaning that every candidate gets the chance to answer the same questions. That makes it easier and fairer when it comes to comparing the answers of all the interviewees.

CLDA Mag: How does inclusion fit in?

Baran: That’s the part of the equation that often gets overlooked. We know that effective teams must not only include a diverse group of individuals but must also give everyone the ability to “play.” That’s the inclusive part of this equation. “Diversity is being asked to the party. Inclusion is being asked to dance.” That quote comes from diversity, equity and inclusion practitioner Verna Myers. That says it all.

Inclusion means giving honest answers to these questions: Is the person getting treated, valued and respected as much as everyone else? Are they

- Able to earn equal pay?
- Getting credit for their ideas?
- Being invited to meetings?
- Being included in informal gatherings?
- Considered equally for promotion?
- Experiencing subtle acts of exclusion?

I want to talk about this last point, subtle acts of exclusion. These are sometimes

called microaggressions. These are things that people do or say that make someone feel like an outsider. Often, people aren’t doing these things intentionally, but that doesn’t change the fact that they end up making people feel excluded. For example, saying “you’re so articulate” to a person of color (which implies you’re surprised by this) or “You’re so sensitive” to a woman (which gets to the stereotype that women are more emotional). These kinds of things are the opposite of inclusion. And inclusion is critical to keeping a diverse team.

When you’re not including the people with diverse backgrounds on your team, you’re not getting the best of them. They’ll either give you the bare minimum on the job or they will start looking for work somewhere else where they believe they will be valued. In other words, they won’t contribute all their creativity and their energy, and they won’t stay.

CLDA Mag: I want to go further into the issue of how people are considered for promotion. Talk about that.

Baran: Performance reviews are often the keys to this process. Annual performance reviews can fall short. We’ve found that the more frequently supervisors look at their team members, the more likely they are to get a more accurate picture of their performance. It’s better to do a monthly evaluation. That doesn’t mean you have to sit down with the person every month. Just that you come up with a

way to systematically make note of their performance monthly. It will help you get a more realistic view of what they are contributing to the team and where they need improvement.

And, when it comes to promotions, make sure there’s representation from diverse groups when you’re making these decisions. You should ask yourself, “Whose voice are we not hearing from?” and make sure they are part of the process.

CLDA Mag: This sounds like it takes some work.

Baran: Yes. It does. You have to transform how you do your work to get the benefits of a diverse and inclusive workforce. You’re talking about building trust and getting everyone on the same page about the importance of this issue. It’s about bringing people together when it’s hard. But if getting the most creativity and innovation from your team is important to your success, you need to hear from all voices. You want to create policies, procedures and practices to do that. And to identify where the gaps are between best practices and what you’re doing now. Then it’s about figuring out how you are going to work on them.

There is no simple fix. And it’s not just something that’s “nice to have.” If you make diversity and inclusion a critical part of how you do your work, your company will grow. Your company will innovate and succeed. **CLDA**



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Diversity of Voices

*“A symphony must be like the world.
It must contain everything.”*

– Gustav Mahler, Composer and Conductor

By Stephanie Gerard, Vice President of Business
Development at [Michael's Messenger Service](#) (MMS)

Imagine an orchestra comprised of flutes only. Or a choir entirely composed of baritones. What if Beethoven used but one note in composing a symphony? Complete nonsense, right?

Like most things in life, music is at its best when a vibrant collection of instruments played by uniquely skilled and talented musicians are involved — every sound and tone contributing to a marvelous blend of symphonic richness.

Diversity is no accident when it comes to producing quality performances. It's inherent in the process. A composer, or visionary, writes a score that melds the various instruments in a way that fits his or her vision for the piece. The conductor interprets that vision, listening intently, directing the players, and ensuring each part is carried out as designed. The musicians carefully follow the director's instructions and cadence while blending their unique gifts and talents in a fashion that produces the desired outcome and brings pleasure to the audience.

Organization development and success are equally dependent on such process-driven diversity. There are three ways business leaders can infuse the value of variety into the health and performance of the organization and a fourth that is absolutely imperative: 1) discover and train the right talent; 2) recognize and empower that talent; 3) harmonize the talent through meaningful cross-functional methodologies; 4) establish a constancy of purpose based on shared values.

HIRE AND CULTIVATE BEST-FIT TALENT

Carefully selecting and nurturing talent capable of producing desired goals and objectives is paramount. If you don't get this right, achieving success is next to impossible. In the orchestra, musicians are chosen based on lengthy and pressure-packed audition — credentials or connections be damned. If you cannot perform the piece, you don't make the cut. If the player demonstrates

potential for making the grade given the right training and environment, the director takes that aspect into consideration.

Poor hiring and team development practices burden your organization with unnecessary and perilous costs that go beyond financial considerations. The U.S. Department of Labor estimates these costs to be roughly 30% of an employee's annual earnings. Conflict and ineptitude — especially at the management level — can destroy culture and have a significant negative impact on the overall attitude and motivation of the entire team. Poor or unacceptable behavior presents similar dangers where customer or client relationships are concerned. In addition, the excessive time required for coaching and counseling hinders performance by taking time and focus away from serving clients and customers.

EMPOWER YOUR TEAM MEMBERS

"We must preserve the power of intrinsic motivation, dignity, cooperation, curiosity and joy in learning that people are born with." These words come from W. Edwards Deming, an advocate for the reengineering of companies and one of the founders of such revolutionary business practices of Six Sigma, LEAN, and Kaizen. At the heart of these practices is the idea that encouraging a variety of people to be involved in a process makes it stronger. These processes take advantage of different perspectives, life experiences, and ways of doing things to transform a potential problem into a strategic advantage.

ALIGN PEOPLE, PROCESS, & TECHNOLOGY

It is the role of leadership to expertly bring together people, process and technology in producing exceptional performance and memorable customer experiences. Like the orchestra conductor, the savvy manager clearly understands the organization vision and how each section or department contributes to the eventual success of the whole.

We must preserve the power of intrinsic motivation, dignity, cooperation, curiosity and joy in learning that people are born with.

The New England Patriots of the National Football League are an excellent example of manifesting a vision by powerfully integrating people with diverse talents into a technology-enabled process that produces consistent and beyond satisfactory results. From scouting and evaluating talent to strategically designed personnel training and development, through in-game critical decision-making that includes real-time data and analytics, the Patriots never lose sight of their ultimate mission. And that success translates into elated fans that freely share their passion and dedication to the team. Brand value is optimized as a result.

IDENTIFY & INCULCATE SHARED VALUES

Of course, none of the above works without laser-like focus on shared values. Love of music motivates each and every member of the orchestra. That love includes an appreciation for the diverse contribution each instrument and musician invests in the finished piece. It also requires an innate, intuitive, and finely trained ear for recognizing when that harmony is disrupted or impaired.

For example, the core value of Portland-based Michael's Messenger Service (MMS) is a "love of driving." The firm was founded on that one passion. But it includes more than just over-the-road activity. A true love of driving involves respect for both civil and physical laws that govern transporting important documents, materials, specimens, samples, and

other precious cargo for people that the broader community counts on for getting things right.

It also entails a passion for driving positive business outcomes. Account management, dispatchers, operations, accounting, and information technology that makes it all possible must be expertly aligned and harmonized to ensure consistent, predictable, accurate, and adaptable services are available when and where you need them.

REMEMBER "VARIETY IS THE SPICE OF LIFE"

"Variety is the Spice of Life" expresses the idea that life is boring and much less enjoyable when everything is the same. The phrase first appeared in a poem by William Cowper called *The Task*. The poem compares the blandness and lack of taste inherent in unseasoned food with the tedium and lack of creativity where diversity is found lacking.

It also addresses the unacceptability of over- or improperly seasoned fare. Diversity is best when it is allowed to flourish naturally based on the values, passion, talents, and goals of the individual and how those traits fit with the organization.

By including, empowering, directing, and harmonizing a wide range of voices and instruments your organization cannot help but produce an experience that is pleasing and always worth experiencing again and again. **CLDA**



Stephanie Gerard is the Vice-President Business Development at Michael's Messenger Service (MMS). MMS is a Pacific Northwest courier company that provides dedicated routes and on-demand (STAT) services throughout Oregon, Washington, and Idaho. For more information, go to michaelsmessenger.service.com.



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#CLDAFMF21



By Andrea Obston
CLDA Director of Public Relations

Building Trust By Giving Everyone a Voice

For [Dropoff](#), it was all about building trust, engagement and team cohesion. For the Austin-based, same-day delivery provider, promoting a culture of mutual respect and inclusion is pivotal to both attracting and retaining the best talent. And that meant creating an environment where everyone feels included and heard, no matter their age, race, sexual orientation or background.

“We wanted our team to recognize our company’s commitment to diversity and inclusion, but also to have an active part in learning about diversity and workplace inclusion,” says Sarah McGettigan, Vice President of People Operations at Dropoff. All 100 Dropoff team members went through the training. “We wanted our team to spend time leaning into what those issues really mean and how they affect each of us individually.”

The company, which currently operates in 42 markets across 22 states, has seen accelerated growth since it was founded in 2014. National leaders in healthcare, retail and industrial partner with Dropoff.

Addressing the needs of the company’s multi-generation workforce meant supporting an environment of inclusion for everyone. “The events of this past year facilitated a program that sheds light on how diversity and inclusion relates to everyone individually, no matter their gender, age or race,” says McGettigan. “We all come to the table with our own biases and taking a moment to step back and recognize these biases, while building awareness, was the first step.”

Dropoff chose [Everfi](#) to provide the training. Everfi, a Washington, DC based company, provides on-line training programs which includes diversity & inclusion. According to its website they help companies “...prevent harassment and discrimination, build more ethical workforces and strengthen ... workplace culture.” Their programs have been offered to some of world’s most influential companies including Amazon, Airbnb and Google.

McGettigan found the personal testimonials during the on-line training particularly powerful and an effective way to personalize the impact of these issues. “The video testimonials with real people made it relatable. The program prompted questions that encouraged introspection,” she says. “In each of the five sections, the topics were presented with brief breakout sections that required the learner to be engaged while also being reflective.”

The Beginning of the Company's Efforts

By the end of December, every member of the Dropoff team had gone through the Everfi training. That was just the beginning.

“This was just our first step,” points out McGettigan. “We will continue to focus on diversity & inclusion by taking deeper dives into the issues we all face, which includes facilitated conversations with our leadership team. Our goal is to continue these conversations and continue to build awareness with employees at all levels.”

Among the skills McGettigan’s People Operations’ team wants to cultivate in everyone in the company are:

- How to be an ally
- How to be better listeners
- How to collaborate with every member of the team
- How to be more aware of what these issues mean in the real world
- How to find ways to shed light on things that are uncomfortable
- What each person can do to make sure diversity and inclusion remains a focus at every level

“We want to make sure this effort stays on the front burner,” she says. “We hope to either turn on a light bulb or make that light bulb shine a little brighter.”

Why Diversity and Inclusion are Important to a Business

McGettigan sees the need to acknowledge and support a more diverse workforce as being critical for any company to be successful. "These are not 'nice-to-have' initiatives. They are 'must-haves' for any company that wants to grow. These issues affect each and every one of us in the business. We must learn to listen as we have these difficult discussions and become better together," she says.

Ultimately confronting these issues will help companies build better functioning teams. To better recruit and retain team members and to make those teams more effective. Facing these tough issues together will build trust among employees at all levels. "It's about engagement, trust, and team cohesion," says McGettigan.

The Learning That Never Ends

Dropoff sees its investment in a diversity and inclusion program as an initial down payment on its future. "Next, we will be doing a program which focuses on

unconscious bias," says McGettigan. "That program will start with the acknowledgment that every one of us comes into situations with unconscious biases. The first step is being aware of these biases and then looking for ways to overcome them."

McGettigan sees these initial steps as just the beginning. And how long will the effort last? "We don't have an end in mind," she says. "We want this to stay on the radar. The conversation and the learning do not have an end date. And that is as it should be." **CLDA**

ABOUT DROPOFF

[Dropoff](#) provides reliable same-day delivery to enable businesses to meet rising customer expectations. This logistics platform allows enterprise businesses to gain visibility into their deliveries, equipping them to improve the customer experience and streamline their operations. Dropoff is committed to meeting the demands of your evolving business. For more information about how Dropoff is shaping the future of same-day delivery, visit dropoff.com.

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OPENFORCE PRESIDENT

Optimistic About Building More Inclusive Logistics Companies

*By Andrea Obston
CLDA Director of Public Relations*

W

endy Greenland is aware that she doesn't fit the stereotype of the chief executive officer (CEO) for a tech or logistics company. "There weren't a lot of women in the CEO role who I was able to look up to and say, 'I want to be like that' as I've moved through my career," she says.

In July, Greenland changed that when she became the first female president and CEO of Openforce, a company that provides technology-driven and insurtech solutions for transportation companies. Openforce offers onboarding, settlement, compliance and insurance services to simplify managing independent contractor workforces.

Greenland has more than 25 years of management experience, including almost two decades of strategic development and plan execution in technology and software organizations. Prior to her appointment as CEO, Wendy held the position of chief operating officer (COO) for Openforce since February 2019. Prior to that, she was COO of InfinityHR, an HRIS and payroll company. Greenland helped significantly grow revenues at InfinityHR, which was acquired by Arcor in 2018.

"Most of my career has been on the operations side of tech organizations," she says. "As president of Openforce I've been using that background as an advantage, helping me chart strategy for the company and delivering it to our team so they can go out and execute that strategy for the benefit of our customers and stakeholders."

She credits her early career in telecommunications and software for helping her move through the ranks. "I started my career at Sprint as a technical trainer and moved through management there," she says. "Then, it

was on to operations, operations management and process improvement. This gave me a firm base to move up in the business."

Inspiring Young Women

Greenland is aware that her new role can be an inspiration for young women interested in careers in technology and logistics. Throughout her career, she has been interested in supporting younger women with career aspirations in technology. Influenced by that interest, she joined the board of the Alliance of Technology and Women in 2018. The group describes their mission as: "We are a group of diverse women who are passionate about transforming the world of technology, one woman at a time. We believe that by creating a community where women in tech can share their stories and find support, we can bridge the gap between women who enter the field and those who stay."

The group's mission appeals to Greenland. "It is particularly concerning to me that according to the [Center for Talent and Innovation](#), almost half of women who graduate from college in science, technology, engineering and mathematics leave the fields within the first three years. Women in technology and engineering face different types of issues than men. This is true in logistics as well. In male-dominated industries like these, women are not seen as equals. Most people see engineers and those in transportation as men, so when women begin to rise in those companies it does not look right or seem right to them. For some in the field, women just don't look the part."

The mission of the Alliance of Technology and Women is to help women build connections, which resonates with Greenland. She is dedicated to finding ways to help them create those personal support networks.

“Through networking, mentoring and education we hope to inspire, motivate and empower those who want to follow in our footsteps.”

“Many women in tech and logistics feel alone. They need connections and support, and our group is a place to provide that,” she says. “Through networking, mentoring and education we hope to inspire, motivate and empower those who want to follow in our footsteps to increase the number of women in tech and change the narrative about women in the industry. It is all about women in leadership supporting those who aspire to join us. The more little girls see women like Kamala Harris or Ruth Bader Ginsberg breaking barriers, the more they see themselves as able to do the same. I’m a small part of that. It’s been exciting for the women in my network to see me breakthrough to the top of a company in our industry.”

Building a More Inclusive Company

Greenland sees the path towards more inclusivity in logistics as everyone’s responsibility, especially those in leadership. “As a leader, what’s most important for me is mentoring the leaders around me, so they see it’s the qualifications that matter, not whether someone is male, female or from any underrepresented group. If you have the credentials you should be qualified to move up,” she says.

Both men and women have a role to play in this effort. For women, Greenland offers this advice:

- Do not let anything or anyone stop you
- Develop the skills you need to assume more responsibility
- Find mentors and a network of women who can help you as you rise
- Find sponsors who can advocate for you when opportunities arise

“Women tend to put their heads down and just do the work,” Greenland says. “They expect that performance will speak for itself and be recognized. Of course, you need to do the work, but women also need to learn to lift up their heads and build the relationships with people who will get you to the next level. They need to do the work of networking and building connections; to create relationships with sponsors who can help them continue on their career paths. They need to have supporters who are in the rooms that they want to get into.”

For men who want to help build more inclusive companies, she offers this advice:

- Become an ally to women in your companies. Be mentors
- Ensure their pay is equitable and fair
- Help women block and tackle if you see someone speaking condescendingly to them, whether because of conscious or unconscious bias
- If there is an issue, be mindful of when it occurs and provide aid to help tackle them
- Choose to work with men and women who share an interest in building a more inclusive environment; people who want to be part of the solution

Looking to the Future with Optimism

Asked to sum up her career and look to the future, Greenland says, “It’s been quite a ride. I’m optimistic that the logistics sector is moving in the right direction. I look forward to a time when everyone is seen as having the potential to become an important contributor to the company’s growth in this and every other industry.” **CLDA**



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Women in Logistics The View from the Top



The image of an executive in the logistics business is of someone who's male, but that is slowly changing.

By Andrea Obston
CLDA Director of Public Relations



Emily Phillips

The fifth annual [Gartner Women in Supply Chain Survey](#) revealed that 17% of Chief Supply Chain Officers are women, up from 9% from the company's first survey in this area. Given that women make up more than 50% of the professional workforce in the supply chain sector there is potential for the number to increase.



Natasha Cary

The Customized Logistics and Delivery magazine talked to two women in logistics who were the first in their positions in their companies. Both were part of a recent [webinar](#) by [The Women in Home Delivery Council](#) of the National Home Delivery Association (NHDA). They gave us their take on the role of women in our industry.

- Emily Phillips is Vice President, Advanced Solutions at [XPO Logistics](#). She leads the Solutions team for the company's last mile business unit.
- Natasha Cary is President of [CODE](#) (Certification of Delivery Excellence), a firm that provides education for last-mile delivery professionals.

CLDA Mag: Tell us about your position.

Phillips: I lead the Solutions team for Last Mile, which includes client-facing solutions design, pricing and network engineering, onboarding of new business, technology strategy and revenue management. I'm part of the executive leadership team for Last Mile, and I also coordinate the strategic initiatives for the leadership team.

Cary: I focus on building strategic relationships to further our goal of training and educating last-mile professionals, as well as discovering the needs of the industry from an education standpoint in order to develop and grow our offerings.

CLDA Mag: How did you get into the logistics sector?

Phillips: I started my career in logistics by accident. I went to school for Industrial Engineering at Georgia Tech, which could have taken my career in a variety of directions. I interned at UPS for a year in the industrial engineering department working on time studies, efficiency projects, routing studies. It was very typical Industrial Engineering type of work, but I just happened to be working for a logistics company. After I graduated, I took a job as a consultant in the supply chain software field, where I had broad exposure to supply chains for many companies and industries globally. From there I went into the retail space, working for The Home Depot, but still for their supply chain department. This is where I got hooked on last mile, working on their store-to-consumer delivery program. Nearly 14 years ago, I made the switch to XPO and have been working in the last-mile space ever since.

Cary: I actually began my career in the hospitality industry. An opportunity to work in logistics sort of fell into my lap, and I discovered how my customer service and education skills could help fulfill a need to improve the industry.

CLDA Mag: How has being a woman impacted your career?

Phillips: I am conscious that in an industry where women have historically been a minority, I have often been the only woman in the room. I have been the "first" in several roles, but definitely will not be

the last. I like to think I've brought an important perspective to the conversation. I'm an advocate for building diverse teams in all forms. We can't stay fresh and move our teams forward without a diverse set of viewpoints.

Cary: For me, being a woman hasn't impacted my career in either direction as far as my advancement is concerned. However, being a woman, particularly an assertive woman, has posed challenges to me as I moved into leadership roles. In order to succeed and advance, I not only needed to work on improving at my job, but also to adjust my management style in order to be effective. One key lesson I learned was to listen more to my employees and peers, which allowed me to adjust my approach to my audience, leading to more successful outcomes. I also attribute my success to my perseverance. I am very driven and not afraid to ask for opportunities.

CLDA Mag: For many in business, the role of a mentor is critical. If you have had a mentor, tell us about that person and how they impacted your career.

Phillips: I have had several close influencers throughout my career including managers, peers and family. I've learned the most from teams who really challenged me to expand my capabilities and push past any perceived limitations. The encouragement and support of this network of people is extremely important. Having the support network of people who believe in you is a powerful thing. And it's important to give that strength back to people by being a mentor and a supporter to others.

Cary: I think having a trusted person is imperative to have a safe place that you can go to talk freely and without judgement. Also to hold you accountable and put thoughts into action, and to help you identify opportunities that you may not be aware of. The best advice I have received is "always know your worth" and "don't settle for any less".

CLDA Mag: What can the industry do to encourage more women to enter logistics?

Phillips: Continue to provide visibility in the industry to women in all roles in logistics. 2020 really brought a

spotlight to the logistics industry. Now is a good time to showcase the many women-owned businesses and women in leadership positions in this industry. There are some really wonderful industry associations out there (Women in Trucking, AWESOMELeaders.org) that I follow for inspiration.

Cary: I think sharing more stories of women in the industry is a good start. Not just women in operations, or executives, but the drivers, sales reps, customer service dispatchers, all aspects in order to reach a wide audience with varied interests.

CLDA Mag: What are the dos and don'ts for women who want to succeed in this industry?

Phillips:

- *Do:* Speak up, make your voice heard. Lead in your own authentic way. Be conscious to spread diversity through your leadership.
- *Don't:* Limit yourself

Cary: I think these would apply to any industry:

- *Do:* Believe in yourself and your capabilities. Surround yourself with people who can help you and propel you forward.
- *Don't:* Be afraid to ask for what you want. If the answer is no, find out why and what you can do to change that no to a yes.

CLDA Mag: What advice do you have for women who are considering entering this industry and becoming successful?

Cary: I am new to the industry so what I would say is what I am doing myself: Attend events, join associations, join a committee, network to learn and absorb so you can find your way.

Phillips: Go for it! CLDA



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Phyllis Appelbaum and the Fine Art of Mentorship



By Andrea Obston
CLDA Director of Public Relations



*"If I have seen further it is by standing on
the shoulders of Giants," Sir Isaac Newton*



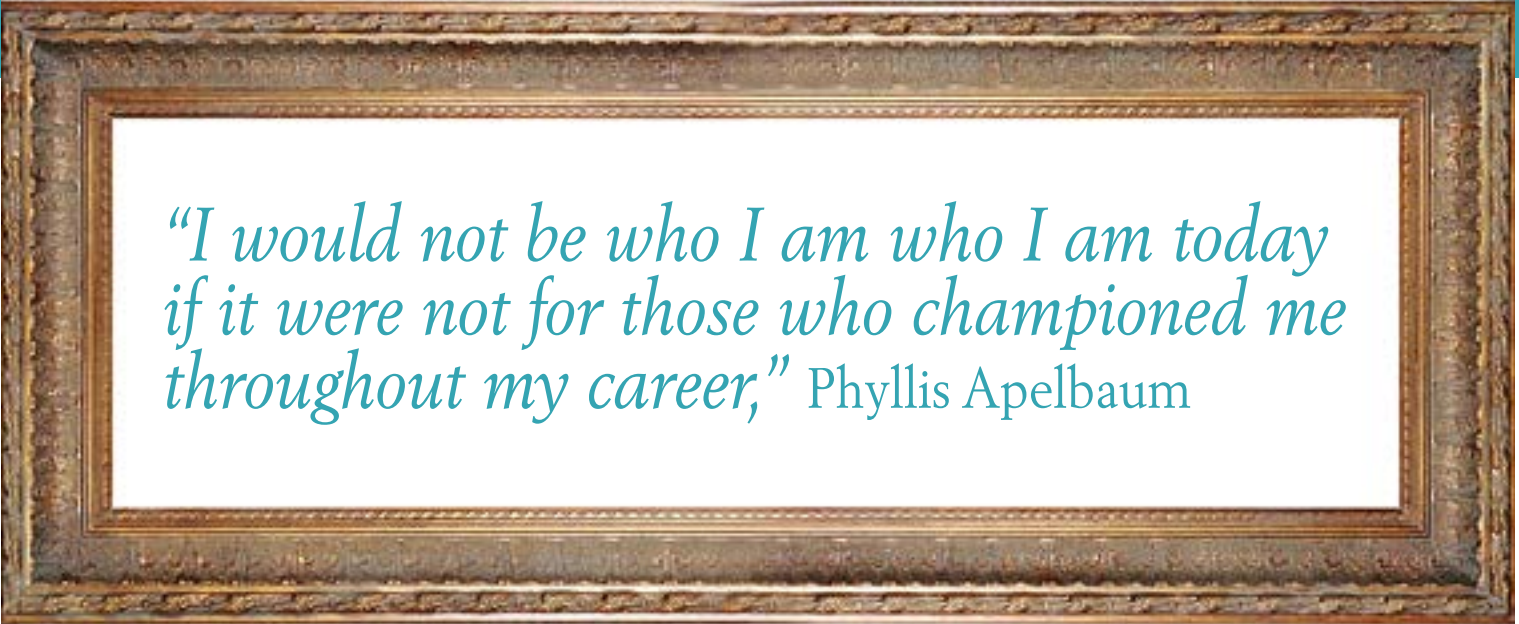
If Phyllis Apelbaum had a personal motto, Sir Isaac Newton's famous quote would be in the running. She is both a believer and a practitioner of the fine art of mentorship.

"I wouldn't have become who I became if it weren't for the people who reached out to offer a hand to me during my years in the business. Among them were Larry Day, Eddie Katz, Steve Miley and Dick Thomas. I was really blessed by having great mentors all along the way. They were my teachers, my supporters, the people who held me up. They were important in my learning, my growing and my education in this business," she says.

Steve, Dick and Larry were not only part of her success in the business. Dick was the one who asked her to become involved in a nascent trade association called the

Messenger & Courier Association of America. She eventually headed the MCAA (the predecessor to the CLDA) from 2000 to 2002, following in the footsteps of these three men.

Phyllis' time as president of the MCAA was one of enormous change in the industry. It was when the association found its legislative voice. "The legal issues the association was fighting at that time could have killed the messenger companies who were using 62C drivers or independent contractors," she recalls. "Larry Day was chairing the Government Affairs Committee for the MCAA at that time. I told him I knew someone in Washington who could help us. He had been a politician in Chicago who I got to know and eventually he went to Washington and became Speaker of the House. The Speaker set up appointments for with the people from the IRS. It took three months



"I would not be who I am who I am today if it were not for those who championed me throughout my career," Phyllis Apelbaum

after that and a lot of work by Larry, but eventually the resolution passed, clarifying the 62C driver model. The resolution passed during my presidency, but without a doubt it could not have happened without Larry Day's help."

EARLY DAYS

Apelbaum got into the logistics business working for City Bonded Messenger. "I started out doing general office work, answering phone calls, dispatching, things like that," she recalls. "They had a small office in Chicago to handle downtown office work. I became the general manager of that office. They were wonderful people and I loved working for them, but when they sold the company things changed drastically. The new owner was a very different person, and it took no time at all to realize I wouldn't be able to work there any longer. I gave him four months' notice to replace me. It took two people! After that, the word got out and I was offered a job with a competitor who was willing to pay me twice what I'd earned at City Bonded. It was very generous, but I knew I couldn't work for him. That night I was telling the story to another woman. She said, 'Can you imagine if you were worth that much to him how much you would be worth to yourself? You should start your own company.' I called my old employer and asked if he thought I could start my own company. It was the first - but not the last - time a mentor came into my

professional life. He said I should go for it, so I did. I started Arrow Messenger Service in 1973."

In the 1970s messenger services in Illinois needed to be licensed by the Illinois Commerce Commission, so Phyllis applied. It did not go well. "I had a small inheritance from my father that I spent to hire a lawyer to apply for that license," she recalls. "I learned that the Illinois Commerce Commission had never given the authority to do messenger work to a woman. I had 17 hearings and they just kept sending me back for 'one more thing.' At the end of the 17th hearing, I said to the lawyer, 'I'm out of money' and he said, 'If you've out of money, Honey, the game is over.' On my way out of the building that day, I saw the chief commissioner's name on the door. The commissioner, Charles Freeman, hadn't been to any of my hearings. While it was difficult to speak to him, I busted through the door. When he heard my story, because of who he was, he felt he had to help me. He told me to go to work and he would make sure that my license was granted. If it weren't for the fact that he was an honorable, decent human being it wouldn't have happened. By the way, Charles Freeman eventually became the first African-American Supreme Justice for the State of Illinois. Because of him I ended up getting into business."

Several years later, she got a call from someone she didn't know named Dick Thomas. He had started

a courier business in his garage and was coming to Chicago to visit messenger companies. "He told me, 'I want to learn from others in the business.' I said I had nothing to hide and told him I'd be happy to share anything with him he needed. This time it was me offering a hand up. He later told me I was the only one who welcomed him."

Dick did, indeed, start that business, Priority Dispatch. It became very successful. The two became friends and it was Dick who recruited Phyllis to the MCAA board. "He said, 'It's a bunch of guys. They need a woman on the board, and you'd be the right person.' At first, I refused. I was too busy growing my business, but he said, 'Just come to the board meeting.' I went, and it was the best thing that ever happened to me. It changed my life."

With each board meeting, Phyllis found she was making new connections and learning more about the business. "Every three months we had board meetings in different cities. Someone in that city would open up their facility and talk about their business. I learned what to do and what not to do during those visits," she says.

GIVING BACK

During her time in the business, Phyllis has had a strong need to give back because of those who aided her along the way. "If you've been mentored and tutored you owe it to the next generation to do the same for them," she says.

Her natural tendency to mentor others earned her recognition. For years she spoke to the Entrepreneurial class at DePaul University in Chicago as well as volunteering for the Women's Business Development Center. She also chaired the City of Chicago's Affirmative Action Advocacy Board and was on the Chicago Police Department Board for 18 years. "I wouldn't have succeeded in any of these things without the tutoring I got from others," she says.

She's also spent a lifetime giving back to the industry and the association. She suggested to Mark Chiusano that he consider joining the MCAA board because she felt the board needed younger people. He was the youngest brother in the family that ran Avant Business Services in New York. She felt he'd be a good addition to the board. "I told him 'you're going to help your business by being on this board,' He's still a good friend to this day, so it must have!"

Over the years, Phyllis has been a mentor to many in the industry. Mostly recently, to current board member Lorena Camargo. Lorena has worked for Barry Grier, a fellow member of the association. The two met when Lorena was working for Barry. When Lorena started her own company, PearlTrans in Los Angeles, Barry suggested to her that she reach out to Phyllis for mentoring. The two have become teacher, student and friend to each other. "There were times when she was willing to make the drive to Palm Springs so we could work on plans," says Phyllis. "I'm happy to have done that. She was always very thankful, and I said, 'Remember this: One day you're going to do the same. Give back to another person.' As people grow, they often times forget the people who helped them. She's never done that."

COMING FULL CIRCLE

Phyllis feels the mentorship she's extended to those in the industry was what she needed to do because of the support she received during her 49 years in the business. "I would not be who I am who I am today if it were not for those who championed me throughout my career," she says. "They helped me build my business. They encouraged me to become a leader of the association and they became lifelong friends. And I'm going to miss them dearly. It's been my great pleasure to give back to an industry that's been so good to me."

CLDA

By Andrea Obston
CLDA Director of Public Relations

WHAT DOES DIVERSITY MEAN TO YOUR BUSINESS?

The bottom-line impact of engaging a diverse team has been well documented. Diverse teams are more productive, more creative and more likely to attract talent. Two CLDA members, Wendy Greenland, Chief Executive Officer of [Openforce](#) and Jessica Marino, Human Resources & Operations Manager of [24/7 Enterprises, LLC](#), recently talked about this with the CLDA Magazine.

Here's what they told us.

CLDA Mag: What does diversity mean to your business?

Greenland: As the first woman CEO of Openforce, I think diversity is critically important to a strong business. I feel that having many voices at the table helps us to make stronger software and stronger technology that meets the needs of multiple populations. If you have limited voices from those who all look the same, then your software is limited, and it works for a small group of people and not for the masses.

Marino: Diversity has many meanings to me. I think the most important is that when we open our lives to understanding others' backgrounds and experiences, we enrich both ourselves and the greater world around us. I can only imagine what expansive and thoughtful lives we could all live if only each and every one of us took a moment in our day to appreciate what each individual brings to this world in their insight, knowledge, and experience.

CLDA Mag: How has having a diverse team benefitted your business?

Greenland: Diversity is critically important to a strong business. Having many voices at the table has helped us to make stronger software that meets the needs of multiple populations. I think with that in mind, we have a broader number of contributors, and because of that, broader technology, that appeals to more people. Openforce has done a fantastic job in taking the initial steps of including these different voices at the table with over 50% of the executive team being female, but there is always opportunity to be more deliberate and inclusive, which will only improve our product.



Wendy Greenland



Jessica Marino

Marino: Whether it's a difference in culture, religion, education or background, I really feel like you can learn so much by being exposed to these different experiences and perspectives. Diversity should challenge people to not only be tolerant of others, but to try to learn from them.

CLDA Mag: *Why have a diverse team?*

Greenland: When you are trying to create technology that works for multiple genders, races and cultures of people, you need those people sitting at the table, helping to make decisions that enable the software to be beneficial to all. As a result of that, I think it is important that companies are intentional about making sure teams are diverse and have different mindsets and backgrounds, so they can come to the table and have critical debate over what's best and how to execute in the best way possible.

Marino: Having diverse backgrounds, viewpoints, beliefs, and experiences only makes a team stronger. When a team or company lacks cultural diversity, it reduces the opportunity to gain input from people who think differently and it fails to represent the diversity of the community at large.

CLDA Mag: *What else would you like us to know about the positive impact of having a diverse team supporting your company?*

Greenland: Over the course of my career, I have felt the effects of both conscious and unconscious bias. As a woman leader, I certainly have had biases that I have had to deal with, and I think we must be better than that.

It is important to me that at Openforce, we are intentional about those things and that we continue to strive to get better, and when we stumble, we take immediate action to remedy the situation.

I think we need to realize that what we say is important, and we need to create a sense of belonging regardless of age, ethnicity, gender, religion, sexuality, disability or political perspective. We must be able to have a civil conversation and disagree, and we need to try and see things from other people's points of view and realize that we are all different. The only way to really get good at that is to have a diverse team of people who think differently and who have different opinions and rationale for doing what they do. That is the only way we will ever get better, both within the Openforce family and within our country right now.

Marino: I am proud that 24/7 Enterprises, LLC welcomes diversity and strives to always learn more about other cultures and listen to their perspectives.

BREAKING THE BARRIERS NEW DIVERSITY & INCLUSIVITY TASK FORCE LOOKS TO THE FUTURE

By Andrea Obston
CLDA Director of Public Relations





"We need to look to the future, and this is the future – for our industry, our association and for our companies," Jason Burns

"People who feel included will help the organization thrive," Kelly Picard

With those sentiments, the co-chairs of the CLDA's new Diversity & Inclusion Task Force outlined the reasons for its creation.

"This task force came into being because the issues of diversity and inclusion are getting a lot of traction right now," says Picard. "Throughout the course of the last 20 years it's been a topic for discussion, but with the high-profile issues that are hitting our country, we knew it was time to do more than talk. It's something that can help the CLDA to be better and stronger. It is critical that all of our members feel included and welcomed."

"We all approach these issues in different ways," says Burns. "But let's be honest, everyone doesn't believe there is an issue. I see that as an opportunity to educate and to break down barriers; for the CLDA to become a leader in this space. It needs to be done in a way that's genuine and sincere, yet acknowledges that in order to seek change we have to become that change."

A Task Force with a Mission

"Part of our charge is simply to bring up the topic and find where people are in our organizations," acknowledges Picard. "We need to find out how our members feel they fit in. Are there things we can do to bring our membership to higher levels and to be more inclusive as an organization?"

"We want to shine a positive light on these issues," says Burns. "Right now, it's about creating awareness. We all have stories to tell. We all have biases. Despite this we want to create relationships in this organization that lend themselves to being a more inclusive group."

Both Picard and Burns grew up in the industry and are second-generation executives with well-established courier companies. Picard is CEO of [Hackbarth Delivery](#) in Mobile, AL. Her parents, Carol and Rob Hackbarth started the company in 1975. Burns was President of QCS Logistics, which was recently acquired by [Dropoff, Inc.](#) His father, Ronald V. Burns, Sr., founded QCS in 1984. Rob Hackbarth and Ronnie Burns were early players in the Messenger and Courier Association of America, which became the Customized Logistics & Delivery Association in 2013. Yet, despite their association "pedigrees" and seats on the board, both admit that the diversity issues have had an effect on them.

"The first step is to recognize your privilege then to effectuate change," says Burns. "There's no doubt that I have benefitted from the work my parents put in and as a result I was elected to the CLDA board at a relatively young age (25) in 2009. I'm proud of that and I'm also appreciative that former CLDA president and Hall of Fame inductee, Mike Gualtieri, nominated me so that I could prove that I belonged. His confidence in me changed the course of my career."

Yet I'm the only black person on the board and only the third in our association's history. Until recently, I remained the youngest person on the board. There have only been four women elected during my tenure. And I can often count the number of black/brown people on less than two hands at our industry events. I'm sure this discussion may make some people uncomfortable, but without discomfort there is no progress. Again, this is our opportunity to be better, to be more intentional about building an association that will attract the best of the best."

"Speaking of privilege, my father held me to a higher standard and placed tougher expectations upon me than others, so I suppose I had the privilege to work harder, but also to speak my mind and confront issues. I would say things to my boss that others may not have said. People have said to me, 'Aren't you intimidated to go into a room and be one of the few women, or the only woman there?' And my answer would be, 'No. I have always considered myself one of the boys.' And up until recently I did not give that statement much consideration. Transportation has long been a male dominated industry and I actually thought being female was an advantage," added Picard.

The two say it was what they had in common, not what separated them, that led them to co-chair the task force. "Kelly and I have created a common bond over the years by talking to each other; by getting to know each other. We want to find ways to have other members from diverse backgrounds build these kinds of bonds between them," says Burns.

"We have more in common than you think. If you don't look at the outside of a person, but start looking at what is inside of them, you'll discover that. This task force is dedicated to making that happen," says Picard.

What Lies Ahead for the Task Force

The task force came to together in April and has been building its membership since then, looking for a diverse group. They define their mission this way: "To increase the diversity (age, gender, race and ethnicity) of the CLDA membership and foster an inclusive environment that empowers active participation of all members."

As one of its first duties it's been taking the temperature of the members about diversity and inclusion. They have put out a [survey](#) that looks at the impact of diversity and inclusion at both the association and the company levels.

"Once we get a picture of members' interest in and awareness of these issues, we hope to create programs, webinars and articles to help them develop concrete tools to bring more diverse voices to the table and help them succeed in this industry," says Burns.

"We want to find ways to attract and retain members from diverse backgrounds, including different races, ethnicities, gender, sexual orientations, socio-economic statuses, ages and physical abilities. We want to develop the leaders of our industry today and tomorrow," says Picard.

What Success Will Look Like

The co-chairs of the task force look towards the time when the Diversity and Inclusion Task Force becomes a permanent CLDA committee. One that welcomes in and develops young leaders who reflect the makeup of the industry. "The ultimate goal is inclusion, because that is where we will create a thriving, vibrant and growing organization. Inclusive organizations are naturally diverse," says Picard.

Burns sums it up this way: "This is a defining moment in the CLDA's history because it has caused us to stop and think. If we put those thoughts into action, the organization will be stronger in the future. We will have members who are more representative of those throughout the industry. The membership base will expand and grow and more people from different backgrounds will be in leadership roles – on the board and on committees. We will be perceived as a welcoming organization where all members' voices are heard. My ultimate goal for this task force and the organization is that I would want every new member who walks into a conference for the first time to say, "This looks different. This feels different. I am different, but I belong here."

Be a part of the change. Make your voice heard. Take the [Diversity and Inclusion survey](#). Contact [Hana Watkins](#) about joining the Task Force. CLDA

"I would want every new member who walks into a conference for the first time to say, "This looks different. This feels different. I am different, but I belong here."

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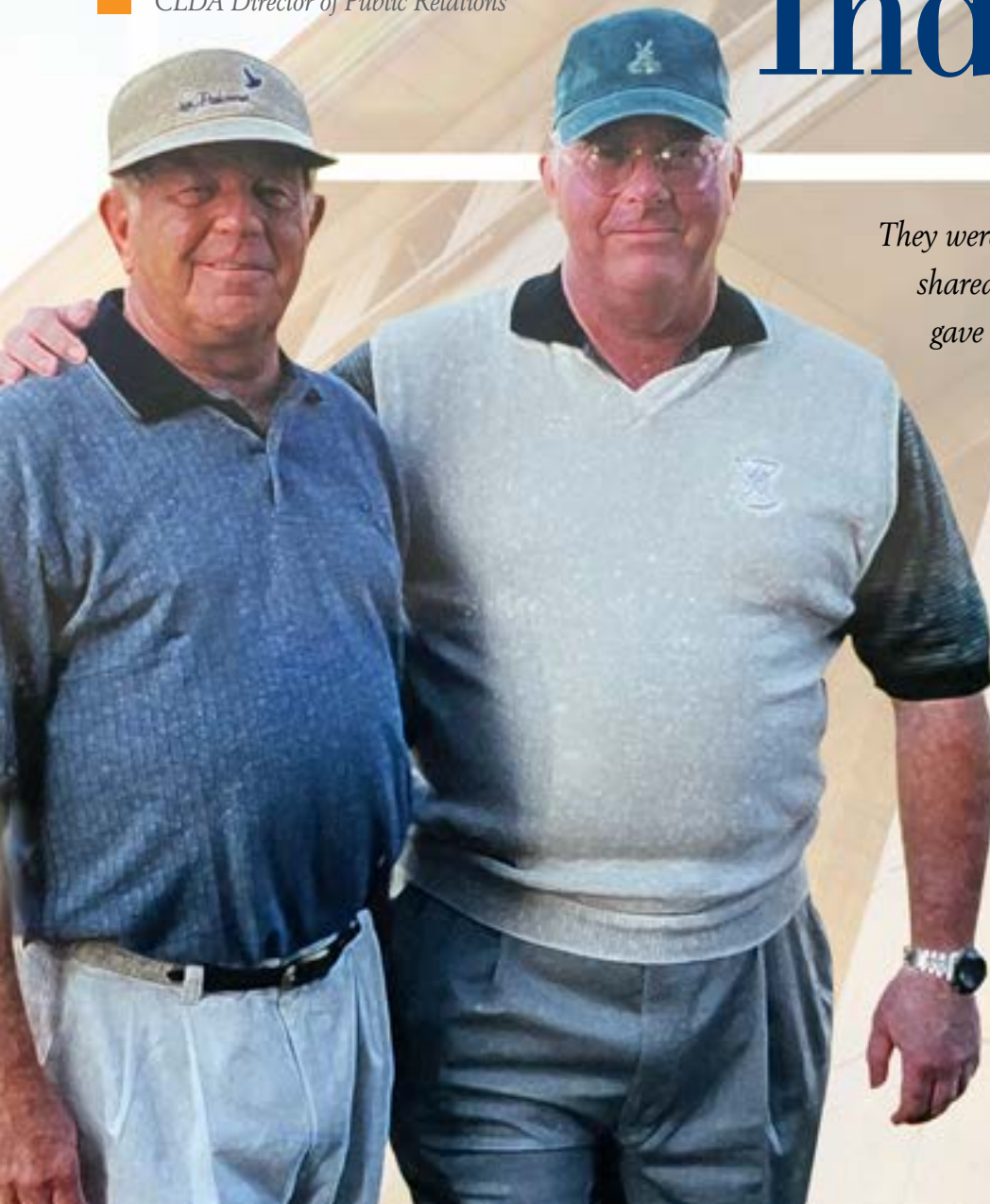
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Larry Day & Dick Thomas Pillars of the Industry

By Andrea Obston
CLDA Director of Public Relations



They were the Three Musketeers. Three guys who shared a love of this industry. Three guys who gave countless courier companies their starts. Three guys who gave birth to our association. And three guys who loved a good golf game.

In December, two of those Musketeers, Larry Day and Dick Thomas, passed away within days of each other. Steve Miley, the third Musketeer, died two years ago. All three men served as presidents of the association, adding their own strengths and passions to the organization. For Larry and Steve, it was support for the IC model. For Dick, it was mentorship and education.

The testimonies to Larry's and Dick's generosity of spirit, dedication to this association and our industry came in swiftly and from the heart after their deaths.

About Larry

- “Larry was a good example of how one person can make a difference. Our industry is stronger because of his efforts, influence, and sacrifices,” John Benko, former CLDA president.
- “Larry was always there to answer a question and always there for support. He will be greatly missed by all that knew him. We owe Larry a big thank you for everything he did to promote our industry to Washington and beyond,” Rob Slack, former MCAA President.
- “Larry was a founding father of the association and will leave a lasting impression on our industry. He was instrumental in creating the Government Affairs Committee for the MCAA. His crowning achievement was the signing of 62C by the IRS,” Mark Chiusano, former MCAA president.
- “Larry laid the groundwork for what this association is today. He spearheaded our industry’s use of the independent contractor model through his efforts in DC and his fight for 62C. It was Larry Day who made it happen,” Phyllis Apelbaum, former association president, who Larry’s son James describes as the “Fourth Musketeer.”
- “Larry made a long-lasting impact on the association and the industry. He also had a real impact on me personally. Larry showed me that we could have an influence in DC. Before Larry, people in our industry would say, ‘Don’t bring attention to yourself. Put your head down and hope for the best.’ He showed me we could be proactive,” Chris MacKrell, former association president who succeeded Larry as head of Government Affairs.





About Dick

- “I was fortunate and blessed to have known Dick as a mentor and friend for 37 years. Dick had a unique blend of intelligence, education, street smarts, compassion and business practicality, and taught me the basics that have been the foundation of my career. Dick was always willing to share, and even those in the industry who weren’t fortunate enough to have known him personally have benefited from his passion and dedication. RIP my friend,” Chuck Moyer, former CLDA President.
- “Dick Thomas was a gentleman, an excellent businessman, and a legend in our industry. Dick was a teacher, coach, mentor, and advisor. He was smart, determined, focused, and always well prepared. He wasn’t just interested in his business, but in the success of the entire membership. May his soul rest in peace,” Ronnie Burns, former MCAA board member.
- “Dick was knowledgeable and open to sharing. You couldn’t go wrong following him, and he was the first person I would go to for ideas. He was interested in using the association as an educational platform for people entering the business, and many people could speak to how much he taught them,” Phyllis Apelbaum, former MCAA President.



Larry Day – With a Piece of Chalk and a Blackboard He Changed an Industry

“Larry cherished his relationship with the association,” says his son, James A. Day. “He always preached to me about the value of it and the need to give back to the industry through it. He would tell me our business wouldn’t be where we are today without the association and the relationships he developed through the association.” In honor of Larry’s lifelong dedication to the association and the industry he was awarded the association’s highest honors, receiving both the Distinguished Service Award and induction into the association’s Hall of Fame.

Larry’s involvement and eventual presidency of the MCAA stemmed from a deep concern about the impact of legislation on the industry. During his tenure as president from 1998 – 2000 he worked ceaselessly in defense of the independent contractor model. He was also the first chair of the association’s Government Affairs Committee, working tirelessly on behalf of MCAA’s interests in Washington, DC and even testifying before the House of Representatives Commerce, Consumer, and Monetary Affairs Subcommittee in 1993.

“Larry got involved with MCAA because he had a great deal of concern about the IC issue,” recalls Phyllis Apelbaum, who took over the presidency of the association after Larry’s term ended in 2000. “His work directly impacted the IC model under what was called 62C. When I became president the 62C issue finally came to a head, but it was Larry’s work that made it happen. It’s his legacy.”

Chris MacKrell describes a whirlwind day in DC when Larry led the charge to defend 62C: “I was with the association for only three months and the newly appointed GAC Chair when Phyllis asked me to meet her and Larry in DC so I could see how MCAA Government Affairs Committee worked. They had arranged for us to meet with the then Speaker of the House. That showed

me how political connections and relations could get a courier guy from New Jersey (Day) and courier company owner from Chicago (Apelbaum) the ability to walk into the office of the Speaker of the House. The Speaker had arranged for us to meet with senior official at IRS to tackle 62C and its application for our industry. The association wanted the IRS to approve the 62C business model for our industry. In this model, the driver is an employee of the company, and the company leases the driver vehicle. Then the driver is paid a flat rate either hourly, by the mile or the job. Part of the rate is then considered wages and part is a reimbursable business expense. The resulting practice reduces the tax liability for both the company and the driver.

When we got to the IRS, we faced a room full of IRS leadership. The impact of the issue is tough to explain and we went round and round with them for 90 minutes. They weren’t getting it. Then Larry stood up. He grabbed a piece of chalk and went to a blackboard. He spent the next 45 minutes laying out what it meant for the industry and how they could design it to fit into the IRS code. They got it! That showed me the real impact that an association could have on government and Larry did it with a piece of chalk and a blackboard. Oh, and by the way, Larry’s company didn’t even use the model!”

When Larry wasn’t fighting for the industry, he was growing a business that his father, Allan J. Day started in 1958. He served as CEO of [Jet Transportation & Logistics](#) until 2010, growing it into a national presence. His son, James A. Day, is the current CEO, carrying on the family tradition and making it one of the oldest messenger/courier firms in the United States.

Today, Jet Transportation & Logistics (JTL) is the umbrella company for three separate operating companies that together provide expedited delivery services, rush trucking, same-day deliveries, warehousing, distribution, routed/scheduled services and mailroom management from Connecticut to North Carolina.

Dick Thomas – Master Mentor. Inspirer in Chief.

Dick Thomas was there at the beginning when a small group of professionals founded the Messenger Courier Association (MCAA) in 1987. He was a constant figure from then on, serving as president and in various capacities as a leader and committee member. His legacy is marked with the association's Distinguished Service Award and membership in the Hall of Fame.

Dick founded his company, [Priority Dispatch](#), in 1973. Nearly fifty years later, the company has grown to become a Midwest leader in same-day and next-day delivery and logistic services. Over time, Priority Dispatch has become one of the leading transportation providers for the ecommerce, healthcare, government, and office supply industries. Their services include on-demand, out-of-town and scheduled deliveries, as well as dedicated drivers, distribution and large truck services. The company has a network of more than 90 associates, a fleet of more than 900 vehicles, and delivery centers in 10 states throughout the Midwest.

Dick was also a founding father of the association. His dream was to develop a group where successful people could teach others in the industry how to grow and be profitable. "Dick believed that successful people should help those starting out," says Apfelbaum. "He wanted the association to serve as an educational platform to help people learn from each other and develop skills. He wanted more experienced people to mentor those just getting into the business."

From Day #1 Dick pushed for industry conferences that included speakers and workshops to develop members. "My dad felt education was what those in

the industry needed," recalls Julie Thomas, president of [Priority Logistics Group](#). "When he first got involved, it was a brand-new industry with brand-new companies. Many of them were first-generation entrepreneurs. They needed knowledge to grow their businesses. He felt that's what the association should do."

Dick had a passion for mentoring others in the industry, through the association and on his own. Phyllis Apfelbaum recalls how many businesses people Dick mentored, including her. "Dick was a leader. A teacher. A friend. My business grew by standing on the shoulders of people like Dick. I would go to Ohio to visit Dick and he would joke, 'Here comes the idea thief' but the truth was that he would be more than willing to share those ideas. He wanted me and so many others in the industry to succeed."

Julie Thomas remembers how important mentorship was to her father. She recalls being with him at the association's 25th anniversary celebration when she saw first-hand the impact of his lifelong support of others in the industry: "At the 25th anniversary celebration so many people came up to my dad to say things like, 'I can't tell how much you helped me.' 'You took my calls.' 'You answered my questions.' Person after person came up to him to tell him how important he was to their success."

She talks about a conversation she had with board member Charlie Wolfe when he mentioned the high esteem so many in the association had for Dick. "When I was young, I remember going to the association meetings with my dad," said Wolfe. "I would walk up to Dick just to stand next to him and listen to what he was saying. I would just hang there and listen while he gave out advice to anyone who needed it."

Julie also recalls how Dick brought his passionate belief in the value of strategic planning to the association: "This was back when no one was planning. Our company's first strategic plan session was in the early 1990s. Dick brought these ideas and tools into the association. It wasn't an easy sell. It was difficult to get those entrepreneurs to make plans. They didn't like doing them, but my dad would say, 'If you fail to plan, you plan to fail.'"

For Dick, the association was personal. It was where he developed life-long friendships. "Because the industry was brand new and these folks were gathering, they developed deep personal relationships that lasted throughout their lifetimes," says Julie. "They had such a respect for each other, and they shared information with each other even though they were competitors. They'd meet at least once a year at the conventions, often bringing their families who also became close. These were giant networking events. They were all learning from each other; all having a good time together."

Over the years, Dick and Larry's families developed a special closeness. They would visit each other's businesses; stay in each other homes and even mentor each other's kids. "When I graduated college, I made a deal with my dad," says James Day. "I would either go to grad school or go to work for another company to see how they did things. I asked Dick if I could work for him. It was the best decision I've ever made. It was critical for me to enter the business. When you work in the business with your family you only know your own world. When you go to work for others, it's different. Working for Dick was different. I couldn't put a price on what I learned from him. The knowledge I gained and the relationships I built from that experience have been invaluable to

my career. I also gained a brother in Jeff Thomas."

Golf was a great passion for Larry, Dick and their sons. Their golfing trips (and competitions) were legendary. Larry and James and Dick and Jeff would travel the world playing golf in places like Scotland and Ireland. They maintained a healthy competition that included a trophy that would go back and forth between them depending upon that year's win.

"Throughout my 33-year tenure with Priority Dispatch, Dick Thomas never wavered in his passion for the industry or its leaders," says Jeff Thomas, the company's current president and CEO. "I am deeply proud of what my father accomplished, and the relationships I've developed as a result of his pioneering spirit. Most importantly however, I never lost my 'dad' in the complexity and confusion of working for a family business. He was always clear that our relationship as father and son would never be subordinated in the pursuit of business success."

Leaders Who Shaped an Industry

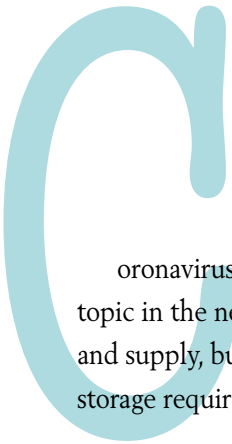
Larry Day and Dick Thomas were the pillars of our association and our industry. Their legacies are tied to an industry that would never have grown and flourished without their contributions. They were successful businesspeople and life-long defenders of the industry. They were husbands and fathers, friends and mentors. And they will forever be remembered, honored and celebrated for all they gave to the industry they loved. [CLDA](#)



COVID-19

Vaccine Distributors Can Follow a Familiar Game Plan

*Sue Doerfler, senior writer,
Institute for Supply Management®*



oronavirus (COVID-19) vaccines have been a hot topic in the news, not only pertaining to their availability and supply, but also their distribution and cold-chain storage requirements.

Distribution of the Pfizer vaccine, developed with German firm BioNTech began with large delivery providers United Parcel Service (UPS) and FedEx Corporation handling the process. The vaccine, which must be kept at minus-94 degrees Fahrenheit, comes in a dry-ice cooled briefcase that can be opened only twice a day for a minute at a time, according to reports. Pfizer, according to the pharmaceutical company's website, has "developed detailed logistical plans and tools to support effective vaccine transport, storage and continuous temperature monitoring."

FedEx and UPS announced they were prioritizing delivery of vaccines over holiday packages, according to a report by Reuters news agency last week. The vaccines also will receive special handling pertaining to tracking, labeling and loading, the report states. Also, planes carrying the vaccines are being given priority access at airports.

Texas-based health-care and pharmaceuticals distribution firm McKesson Corporation is serving as the centralized distributor. According to a blog on the company's website, McKesson will "expand its existing partnership with the Centers for Disease Control (CDC) to support the U.S. government's Operation Warp Speed (OWS) team as a centralized distributor of future COVID-19 vaccines and ancillary supplies needed to administer vaccinations. Vaccines and related supplies will be delivered to point-of-care sites across the country at the U.S. government's direction."

Large providers, however, won't be the only ones involved in vaccine logistics. Jason Burns, first vice president of the Customized Logistics and Delivery Association (CLDA), a trade association of 3,500 companies that provide last-mile deliveries throughout North America, says member providers often contract with larger providers like FedEx as well as McKesson and will play key roles. While Pfizer vaccine's temperature requirement likely presents a challenge for many CLDA providers, the other two leading vaccines require more typical refrigerated environments, he says.

The other two leading vaccines:

■ Moderna, which seems the easiest to transport due to its temperature requirements (minus-4 degrees Fahrenheit), says Burns, director of corporate development at Austin, Texas-based Dropoff, a same-day and customized delivery company. "It's more of a refrigerated environment," which delivery companies are already familiar with, he says. It also reportedly can remain at room temperature for 12 hours.

Moderna applied to the U.S. Food and Drug Administration for authorization to use the vaccine for emergency use. According to reports, McKesson will handle distribution of Moderna vaccines.

■ AstraZeneca, which also requires normal refrigerated storage. Results from a U.S. trial of the vaccine are expected to be completed in late January, a recent Reuters report stated.

For CLDA members, vaccine delivery will likely resemble their regular health-care-related deliveries, Burns says. "We deliver to labs, pharmacies, hospitals,

blood banks and surgical centers,” he says, “and we can move anything from organs and surgical instruments to specialized equipment, blood and urine samples. We’re accustomed to customized handling” and to refrigerated storage. They’ve undergone hazardous-materials training, among training around safety and other topics.

Various tools and solutions will be used during transport of the vaccines, Burns says. For example, he says, “I’m not sure this will come into play based on how they say they’re going to pre-package the vaccines, but it’s possible they’re going to want us to maintain the temperature during the chain of custody.”

To do this, Bluetooth sensors are placed inside the tote or package, Burns says: “The sensor reports to an app on the driver’s phone, which then reports to a console, where we’re monitoring the temperature range of the packaging environment during transport. You can set the sensor to have a temperature range; if it goes above or below that range, you’re alerted — email or text message are among the options” — and the driver can remedy the issue.

In addition to temperature control, another concern with the vaccine distribution is security, Burns says. The vaccine, like other pharmaceuticals, is a high-value item — and maintaining security and custody is imperative. “You want to make sure you have added security measures to ensure the safety of the personnel first and then the product,” he says. For example, the receiving facility should be equipped with cameras and security fences,

and there should be a sign-in and sign-out process. “Some drivers have cameras on their vehicles for added security measures,” he adds.

Capacity is also a concern. “E-commerce is already stretching the bandwidth of most carriers,” Burns says. With the increase in online shopping due to the pandemic, carriers are even more stretched, he adds: “This year is going to be at an all-time high for traditional e-commerce deliveries. Then, you add the vaccine that has to get to about 100 million people in about a six-month time span — that’s going to be a challenge.”

UPS placed capacity limits on some retailers this holiday season, according to a CNN report. “I suspect they’re doing it to prepare for the vaccine,” Burns says. “The vaccine is going to stretch even the biggest companies in the industry.

“So, finding drivers and vehicles, managing the volume inside warehouses and facilities are all going to be challenges this year,” he says. “I suspect this could delay the vaccine, but certainly it will disrupt e-commerce deliveries.”

Burns says: “With the vaccine slated to come online, it will be interesting to see how all that meshes together.” There is a silver lining, he says: “Because of the pandemic ... we’ve been operating in a peak-like year, and we may not see as drastic an increase in peak season as we normally do” — and carriers are already handling it. [CLDA](#)



Sue Doerfler is senior writer at Institute for Supply Management®. This copyrighted article first appeared on the Institute for Supply Management website, ismworld.org, and is reprinted with permission by the Institute for Supply Management.



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By Andrea Obston, CLDA Director of Public Relations
and Lorena Camargo, CLDA Board Member

The Pandemic and the Future for Air Cargo

The pandemic has had a significant impact on the airline industry. Passenger demands have been cut drastically, and airlines have been called upon to transport millions of tons of PPE, test kits and doses of COVID vaccines in addition to the normal goods shipped on the airline around the globe.

The President of [American Airlines Cargo](#), Jessica Tyler, knows this only too well. Since March, the airline has been challenging its team to get creative in meeting customers' needs, especially as passenger flights reduced dramatically. One such effort is to keep flying cargo on the fleet, even without passengers on board. "We've flown nearly 5000 cargo-only flights since March and we plan to have another 2500 this first quarter," she says. Tyler took over the hybrid role of President of Cargo and Vice President of Airport Excellence for American Airlines in July.

Her group was intimately involved in adapting the airline to respond to the pandemic. As passenger travel dried up, cargo expanded.

"A ton of work by our incredible team allowed us to get these cargo-only flights in the air for the first time in over 35 years. Every day we're figuring out ways to offer

our strengths to serve the world. That takes adaptability, creativity, and a lot of hard-work," Tyler says. "American Airlines has been able to play an important role in all that's happening to keep critical goods like PPE, vaccine trials and vaccines moving."

A Critical Part of the Global Supply Chain

American Airlines Cargo plays a critical role in the global supply chain as 55% of all air cargo that move to/from/through the United States will travel in the belly of a passenger aircraft. Large freight companies such as UPS and FedEx partner with commercial airlines like American because they fly to destinations that are part of the world's largest passenger network. "Many people may have no idea that something they ordered online and showed up at their door in a brown truck actually could have traveled on American for part of its journey," points out Tyler. "The rest of the world is starting to understand the role the commercial airlines play in keeping the world's economy moving."

Meeting the Unique Demands of the COVID Vaccine

As Operation Warp Speed continues, American Airlines will be a player in the industry-wide effort to



Jessica Tyler

distribute 300 million doses of COVID-19 vaccines across the United States by March 31.

The carrier has been transporting sensitive medical supplies since the 1940s. “We have incredible processes in place. We’re experienced with time-sensitive shipments that require a high level of care throughout their journeys,” Tyler says.

The airline is prepared to handle the COVID vaccines’ in-transit temperature requirements. They have been certified by the IATA standards of CEIV to meet the demands of these types of temperature-controlled shipments.

“We are going above and beyond requirements. Perfection is what we’re looking for,” Tyler says. “We have a process in place to make sure every single one of these shipments is taken care of every step of the way. We want to play a role in getting people healthy.”

Another critical part of transporting the vaccine is the need for strict tracking and visibility through the journey. American is well-prepared for this task. “We have great scanning technology that feeds into our newly upgraded systems,” she says. “The system’s data intelligence tools allow us to create all types of views. We can tell before something fails. We can know if it’s at risk of failing. That’s because we have micro milestones and a variety of dashboards. It’s all about avoiding misses before they happen.”

In August, American Airlines completed a three-

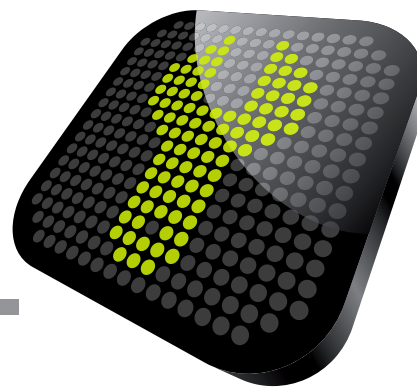
year effort to replace more than 90 of its legacy systems, transforming them into modern one cargo management system comprised of just 10 modules. Because of this effort, American had the technology in place to more easily respond to COVID relief efforts. “Our technology modernization efforts allowed us to be adaptable and respond very quickly,” she says. “For example, with these modern systems in place, we were able to quickly create a special commodity code for the COVID vaccine in a matter of minutes, bringing visibility to these shipments to the right people.”

The Future of the Air Cargo Industry

To Tyler, the pandemic, its impact on passenger air travel and the increased demand for air cargo have provided watershed moments for the airlines like American. “We want to build back up intelligently, efficiently, and with a renewed sense of purpose,” she says.

Tyler is positive that American and others in the industry will emerge stronger and more responsive. “I think we’re seeing how important it is to remain flexible and find new ways to serve the needs of the end-customer. It may require creative partnerships, not just between airlines but also with those who provide services that the end-customer needs,” she says. “Being customer-centric and being creative about how we serve our customers is what our incredible team does best, no matter what is going on in the world around us. [CLDA](#)

Business Toolkit



HOW TO BECOME A CERTIFIED WOMAN-OWNED BUSINESS

by Gerri Detweiler,
Education Director, Nav.com

If you own a business, you're undoubtedly always looking for ways to increase its growth. Fortunately for female business owners, the Woman-Owned Small Business (WOSB) and Economically Disadvantaged Woman-Owned Small Business (EDWOSB) certifications give you access to resources and government contracts that can help you stimulate your company's growth.

WHAT IS THE WOMAN-OWNED SMALL BUSINESS (WOSB) CERTIFICATION?

The WOSB certification is a program coordinated by the Small Business Administration (SBA) that was created to provide a level playing field for women business owners. Among other benefits, it allows certified businesses the opportunity to compete for WOSB Federal Contracting Program set-aside contracts within eligible industries.

The Economically Disadvantaged Woman-Owned Small Business (EDWOSB) certification is a subset of the WOSB program.

ADVANTAGES OF CERTIFICATION

Over 20 years ago, the federal government set a goal for awarding 5 percent of government contracts to small businesses owned by women. That goal has been elusive, but was finally met in 2015 when 5.05 percent, or \$17.8 billion, of all federal contracting dollars that were eligible for small businesses were awarded to WOSBs.

In addition to the contracting goal, federal contracts can be "set aside" for WOSBs in industries where WOSBs are underrepresented. This helps ensure that small businesses owned by women are competing on a more level playing field with other similar companies.

The federal government uses the [North American Industry Classification System](#) (NAICS) to classify businesses by industry type. Further, the SBA maintains a list of [NAICS Industry groups](#) eligible for WOSB and EDWOSB. These are industries where women-owned businesses are often underrepresented.

REQUIREMENTS FOR CERTIFICATION

To qualify as a women-owned small business, or WOSB, your business must meet the following requirements:

- Your company must qualify as a small business based on [SBA small business size standards](#). The standards are usually stated in terms of employee size and/or annual revenue, and vary depending on your industry code.
- Your company must be 51 percent owned by women who are U.S. citizens.
- Women must manage the operations on a daily basis and make long-term decisions for the company.

To qualify as an economically disadvantaged women-owned small business, or EDWOSB, your business must meet the WOSB requirements, and the owner of the company must demonstrate economic disadvantage in the following ways:

- Personal net worth is less than \$750,000 with some exclusions (e.g. does not include official retirement accounts)
- Adjusted gross income averaged over three years of \$350,000 or less with some exclusions
- Fair market value of all assets of \$6 million or less

HOW TO GET CERTIFIED

There are two primary ways to become certified:

1. Complete certification at [SBA.gov](#)

You can use the SBA's new, free online certification process for WOSBs and EDWOSBs at [beta.certify.sba.gov](#). Businesses that previously self-certified may retrieve their documentation from [Certify.sba.gov](#) through March 31, 2021.

In addition, the SBA currently allows participation from firms certified by the U.S. Department of Veterans Affairs Center for Verification and Evaluations (CVE) and 8(a) Business Development Certification Program, provided they meet all eligibility requirements.

To register, you will need an EIN, MPIN and DUNS number. You can get an EIN from the IRS, an MPIN is a code you'll create when you register at [SAM.gov](#), and a DUNS number is a free identifying number from Dun & Bradstreet. (Visit the [D&B website](#) or sign up for a free Nav account for to check if your business has a DUNS number, and if not, to request one for free.)

2. Third-Party certification

Currently, the SBA has approved four organizations as "TPCs," or third-party certifiers:

- El Paso Hispanic Chamber of Commerce ([EPHCC.org](#))
- National Women Business Owners Corporation ([NAWBO.org](#))
- U.S. Women's Chamber of Commerce ([uswcc.org/certification](#))
- Women's Business Enterprise National Council ([WBENC.org](#))

TPCs charge a fee to provide certification and annual recertification that currently ranges from approximately \$200 to \$400.

BOTTOMLINE

Once you are a certified WOSB, you can search for federal contracting set-asides for women-owned businesses.

A WOSB certification can help make it easier for you to grow your business. As an entrepreneur wearing a dozen different hats, anything that "makes it easier" to obtain one of your business goals is worth considering incorporating into your business plan. [CLDA](#)

MORE FROM NAV

- [What's a DUNS Number?](#)
- [How to Establish & Build Business Credit](#)
- [How to Write a Business Plan](#)

This article originally appeared on [Nav.com](#).

Gerri Detweiler is Education Director for Nav.





Association News

CLDA Virtual Shipper/Carrier Roundtables on March 3

Shippers and carriers will meet up for a virtual networking event on Wednesday, March 3. The first Virtual CLDA [Shippers Exchange](#) will match shippers looking for carriers and carriers looking for business during roundtable sessions. The event will be held from 10:00 a.m. to 2:00 p.m. (Eastern) on Zoom.

Attendees will participate in three shipper-carrier roundtable sessions and one vendor session in separate Zoom rooms. Shipper sessions will last 50 minutes with participants grouped by the vertical they are interested in. The vendor roundtables will last for 30 minutes.

“Shippers are still looking for ways to expand their capacities, and they are looking to our members to help them meet escalating demands,” says Randy Edmonds, conference chair. “It’s why we felt it was important to offer this platform for those in the industry to connect.”

Before the event, carriers will fill out questionnaires about their companies’ capabilities, coverage areas and the verticals they serve. Based on shipper’s questionnaires about their needs and requirements conference organizers will match them up with carriers.

“We’re expecting shippers from verticals such as ecommerce, medical, pharma, auto, freight brokers and others to participate,” says Edmonds. “Fifteen shippers have already signed up and based on the initial enthusiastic response, we’re expecting more to join the event.”

The event is open to CLDA members and non-members. Registration is now open for both shippers and carriers, with shippers invited to attend at no cost.

For more information or to register click [here](#). CLDA



Final Mile Forum

New Date

Same Opportunities

*Mark your calendars
for the
CLDA Final Mile Forum
on June 23-25, 2021*

The event will be held at the legendary Caesars Palace in Las Vegas. The theme of this year's Forum is "Beating the Odds: Getting Back to Business."

"We are still planning the same great event you have come to expect from CLDA, and at this time we are still planning for it to be at Caesars Palace in Las Vegas," says Event Chair Thomas Jowers. "We moved the event from February to June due to the continued concerns surrounding the COVID-19 pandemic and the uncertainty regarding travel for the beginning of 2021."

For the latest updates about the Final Mile Forum, keep checking the CLDA website: clda.org. **CLDA**



CLDA Discount Program Saves Members on the Things They Need Every Day

Members looking for ways to cut expenses are turning to the CLDA Discount Program. Since the program began, members have saved thousands on the things they use every day. For many members, the savings have amounted to more than the cost of membership.

Here's a list of the program's participants.

- ADP
- BizChoice Transportation
- Budget Truck Rental
- CAT
- Front
- Hub
- Momentum Groups
- National Facewear
- Penske Truck Leasing
- Premier Background Screening Services
- Shoes for Crews
- Sprint Business
- T&K Apparel
- Tickets at Work
- UPS

Begin saving today. Click [here](#) to start. **CLDA**



The CLDA Network is Growing

We are proud to welcome our newest members to the [CLDA](#) family. These companies are now part of the largest and most influential logistics and delivery association in North America.

We encourage our current CLDA members to reach out and offer a warm welcome to these new members. There is no better time to build new connections and find opportunities to work together.

[ADLS](#) – **Williamstown, NJ**

We select, hire, mobilize and manage drivers that companies need – wherever and whenever they are needed. With ADLS, you have a business partner who has a proven track record of providing customers with the best available drivers in the marketplace.

- Point of Contact: [Jose Alvarado](#)

[Comp360](#) – **Lakeland, FL**

Fielding Dickey, the owner and founder of Comp360, began his journey in the industry 25 years ago as a Loss Control Consultant with Summit Holdings, a work comp carrier. He performed hazard identification audits, analysis of underlying causes of accidents, implemented various safety, drug free and OSHA compliance programs for over 3,000 businesses in West Central Florida.

- Point of Contact: [Fielding Dickey](#)

[Frantz Ward Attorneys at Law](#) – **Cleveland, OH**

Frantz Ward LLP is a full-service law firm committed to providing clients with practical, responsive, and cost-effective legal solutions. The firm serves a national client base, including Fortune 500 companies, small- and medium-sized businesses and individuals.

- Point of Contact: [Matthew Selby](#)
- Find us on [Facebook](#)
- Find us on [LinkedIn](#)
- Find us on Twitter

[Jackson Carrier Services](#) – **La Place, LA**

Jackson Carriers Services is a local delivery service that specializes in same-day pick and delivery.

- Point of Contact: [Quincy Jackson](#)
- Find us on [Facebook](#)

[Magline, Inc.](#) – **Standish, MI**

Since 1947, Magline has been the world's leading manufacturer of route distribution solution. Our team can work with you to develop the right solutions that fit your unique distribution needs.

- Point of Contact: [Andrea Horner](#)
- Find us on [Facebook](#)
- Find us on Twitter

[North Wind Logistics, Inc.](#) – **Roland, OK**

Northwind Logistics is the PREMIERE white-glove delivery service in the River-valley and Northwest Arkansas areas. Our professional teams have taken care of thousands of customers! We can pick-up and deliver from wherever to wherever! Our main goal; superior customer satisfaction.

- Point of Contact: [Josh Bowling](#)
- Find us on [Facebook](#)
- Find us on [LinkedIn](#)

[Premier Background Screening Services, LLC](#) – **Tomball, TX**

Nothing is as important as hiring the right people! With 15 years of experience company, we know the importance of proper background screening and drug testing for and contractors.

- Point of Contact: [Unna Edmonds](#)

[Rebel Logistics](#) – **Lake in the Hills, IL**

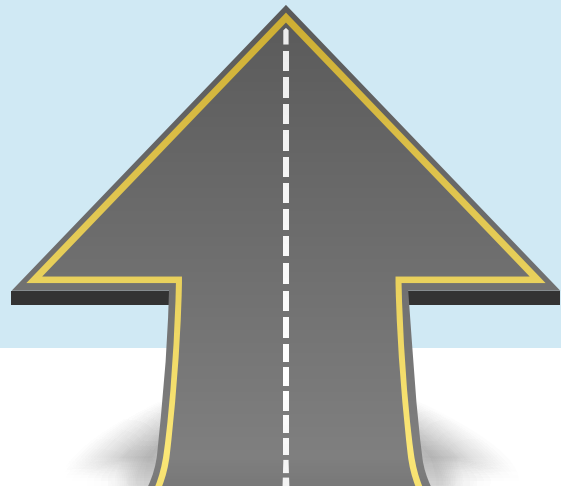
Rebel Logistics Service will analyze your unique data and delivery requirements to provide your company with a customized solution that will ultimately increase service and decrease your supply chain costs.

- Point of Contact: [Sarah Olmstead](#)
- Find us on [Facebook](#)
- Find us on [LinkedIn](#)

[Robinson Oil Corporation](#) – **Santa Clara, CA**

Our company provides fuel management solutions for small to large business fleets, over-the-road transportation companies, and government agencies. For over 70 years, ROC has been helping fleets design and implement fuel purchasing policies and management systems designed to lower the total cost of fueling.

- Point of Contact: [Debra Biggers](#)



THANK YOU TO THE CLDA ADVOCACY FUND DONORS!

- ADL Delivery
- American Expediting
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- Blue Streak Expediting
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- CourierLogistix, Inc.
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- Dropoff
- Eddy Messenger Service, Inc.
- Esquire Express, Inc.
- eTrac Final Mile Gateway
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- Global Messenger
- Hackbarth Delivery Service Inc.
- Jet X Courier & Delivery Service
- Lasership
- Lightspeed Express Delivery Systems
- On the Go Cargo, Inc.
- Ontrac
- Priority Courier Experts
- Priority Dispatch, Inc.
- Priority Express Courier, Inc.
- Rightaway Delivery & Inventory Management
- Select Express & Logistics
- Sonic Courier Inc.
- Street Fleet
- Tempo Transportation LLC
- Tforce
- Valley Courier Delivery Service
- Washington Express, LLC
- 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!

LaserShip Invests In Automation and Facility Expansion to Support Customers

The 190,000 square foot expansion and investments in sortation capacity will help meet historic e-commerce delivery demand

[LaserShip](#), the largest regional e-commerce parcel carrier in the US and leader in last-mile delivery, has expanded two branches in the New York City metropolitan area and has further invested in automation to increase capacity and help customers meet unprecedented levels of demand fueled by the growth in online shopping.

The Secaucus branch located at 50 Hartz Way has expanded to 234,972 square feet, an increase of almost 140,000 square feet. The Mineola branch located at 255 East 2nd Avenue has expanded by over 50,000 square feet to 85,000 square feet. In both branches, LaserShip partnered with [Hytrol](#), the leader in the design and production of materials handling systems, for the material handling equipment to increase throughput by 4,000 packages per hour per facility. At its state-of-the-art sortation center in South Brunswick, New Jersey, LaserShip has further invested in a fully automated small package sorter to increasing sorting capacity by 7,000 packages to 31,000 packages per hour.

In addition to expanding its infrastructure, during the holiday season, LaserShip plans to add thousands of workers across 20 states in the Eastern and Midwestern United States.

"We're excited to grow and expand our infrastructure in the New York City area ahead of the busy holiday shopping season and increase our capacity to help our e-commerce customers fulfill historic levels of demand," says Josh Dinneen, Chief Commercial Officer at LaserShip. "We also look forward to welcoming more employees to the LaserShip team."

LaserShip helps leading retailers and businesses differentiate themselves by delivering their goods faster with better on-time performance while saving money on shipping costs. With over three decades of delivery experience, LaserShip is constantly innovating to better serve its customers through investments in technology, automation, and machine learning to increase capacity and improve the delivery experience. **CLDA**

ABOUT LASERSHIP

LaserShip is the leader in last-mile delivery for retailers and shippers that desire reduced transit times and increased flexibility within their supply chain. Founded in 1986, LaserShip has evolved into the leading provider of same-day and next-day delivery services in the Eastern and Midwest U.S. for premier e-commerce and product-supply businesses, including five of the largest retailers in the U.S. For more information, visit lasership.com.

The New York State Messenger and Courier Association held their 2020 Virtual Holiday Networking Party

While we may be facing some challenging times that prohibit us from seeing each other, NYSMCA found a creative way to keep their members engaged and entertained. On December 17, 2020, The New York State Messenger and Courier Association held their Annual Virtual Holiday Networking Party to great acclaim and success. The event had more than 30 attendees that participated in the festivities.

In the Holiday Spirit, NYSMCA also held a 50/50 raffle, in which with a purchase of a ticket, members of the association were entered to win half of the total prize money, leaving one very happy winner. The other half of the prize money will be donated to a not-for-profit charity. **CLDA**



NYSMA president, John V. Rutigliano, President (left) and Larry Zogby, Vice President get in the spirit before the association's Virtual Holiday Networking Party

RDS Same Day Delivery Teams Up With Nonprofits

RDS Same Day Delivery in Long Island City, New York, continues to adapt its service offerings to help clients and the community weather the COVID-19 pandemic. In the spring and summer, RDS developed a meal delivery service to boost area restaurants' business during the shutdown while also thanking healthcare and other frontline workers.

Most recently, RDS used these new capabilities to support nonprofit organizations and the people who depend on them. Citymeals on Wheels, an organization that serves homebound elderly New Yorkers, and the Stanley M. Isaacs Neighborhood Center, a nonprofit that serves low-income and aging families, needed help feeding NYC shut-ins. They turned to RDS, and President Larry Zogby and his team were happy to help.

Over the course of a few weeks, RDS dispatched a team of couriers to deliver thousands of meals to grateful senior citizens.

An Isaacs Center manager shared this five-star review: "The RDS team have been outstanding for the past few weeks. Our organization found itself in a tough spot and reached out to RDS on blind faith. That faith was rewarded and then some! I cannot say enough positive about RDS."

RDS has delivered more than 350,000 meals since the start of the pandemic, sparked by one random act of kindness to support a grassroots effort delivering food to hospital workers and community-based organizations.

In the fall, RDS joined forces with Queens Chamber of Commerce and NYC Small Business Services to deliver personal protective equipment. The company picked up and stored hundreds of thousands of face masks in its warehouse. From there, RDS distributes them to small businesses that need them to stop the spread of COVID-19.

RDS is a firm believer in partnering with others to achieve a common goal. The team feels blessed that it's been able to help so many of its neighbors during this challenging time. Anyone who wants to discuss how RDS can support a cause is encouraged to contact Zogby at larry@rdsdelivery.com **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.

LogiNext and eTrac Join Hands to Provide Advanced Route Planning for Shippers

[LogiNext](#), a fast-growing technology company on a mission to optimize and automate the world of logistics, recently announced a partnership with [eTrac](#), a technology bridge for shippers and 3PLs to reach the final mile faster than ever before.

In a post-COVID world, the importance and critical nature of supply chain has been magnified, and agility plays a major role in the entire piece. 3PLs and enterprise shippers find themselves amidst the wave of digital disruption and are exploring various ways in which technology can help automate and optimize their operations.

Through this partnership, LogiNext and eTrac have successfully integrated with each other's systems to offer LogiNext users revolutionary access to eTrac's complete network of regional and local last mile carriers. With this flexible capacity, users can grow their footprint and find new capacity in existing markets at unprecedented speeds.

Since 2014, 100+ enterprises across the globe have used the LogiNext SaaS platform for route optimization and other features like load balancing, enhancing carrier compliance, accurate ETA calculation, etc. Now, with eTrac, they're providing their customers with a simpler way to grow their last mile footprint with third party carriers faster than ever before, improving service and saving money.

"No end consumer wants to purchase anything which takes more than two days to be delivered. Same day and next day deliveries have become the norm and brands which had invested in supply chain automation could handle the situation much better. We've been working in the field to educate and create awareness for brands to effectively use technology. We are very proud of this integration with eTrac which will enable more 3PLs and

shippers to benefit from our combined capabilities," says Dhruvil Sanghvi, Chief Executive Officer of LogiNext.

"We've created a unique, comprehensive network of regional and local last mile carriers," said eTrac Executive Vice President, Danny Barfield, "This network has become invaluable in a post-COVID world, where capacity is tight and a shipper, 3PL or freight forwarder depends on their ability to pivot their last mile quickly." **CLDA**

ABOUT [LOGINEXT](#)

LogiNext is a global technology and automation company focusing on transportation, home deliveries, omnichannel fulfillment, and B2B distribution. Growing at an average rate of 150% YoY, LogiNext has helped its clients digitize and optimize order scheduling, customer communication, routing, dispatching, and real-time tracking to reduce logistics costs and achieve operational excellence. A SaaS company with benchmarked products for courier, express, parcel, and postal, as well as consumer, retail and eCommerce products, and the food and beverage and transportation industries, LogiNext has more than 100 clients globally. Headquartered in New York and backed with \$50 million across three rounds of private equity investments by Alibaba-funded companies, Tiger Global Management and Steadview Capital, LogiNext has regional offices in Dubai, Mumbai, Delhi, Kuala Lumpur and Jakarta.

ABOUT [ETRAC](#)

eTrac is the best way to reach the last mile. Successful shippers, 3PL's 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 operational 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.

Delivery Drivers, Inc. Hires Three Seasoned Executives to their Leadership Team

New COO, VP of Sales, and VP of Technology will support the company's long-term growth strategy and expansion into new markets

[Delivery Drivers, Inc.](#) (DDI), the nation's leading provider of HR services for 1099 independent contract drivers specializing in last-mile delivery, announced today three executive new hires in the fourth quarter as its business continues to rapidly grow across the U.S.

[Daniel Weinfurter](#) joins DDI as the company's new Chief Operating Officer, bringing with him nearly three decades of experience helping companies achieve rapid organizational growth. Having launched his sales career at General Electric, Weinfurter has spent the last 25 years as a serial entrepreneur, building to considerable scale four private equity-backed companies, including Parson Group, his first startup that landed in the No. 1 spot on the Inc. 500 list of fastest-growing private companies. He is the author of [Second Stage Entrepreneurship: Ten Proven Strategies to Drive Aggressive Growth](#), and was an adjunct professor of entrepreneurship and innovation at Northwestern University's Kellogg School of Management from 2014 to 2016.

John Healy comes aboard as DDI's new Vice President of Sales where he will oversee the company's national sales strategy, including building and scaling high-performance solutions for its four key verticals - grocery, restaurant, courier and medical delivery. He brings with him more than 15 years of corporate experience delivering profitable solutions to drive sales, attract and maintain customers, and develop strong corporate brands for his clients. Prior to joining DDI, Healy was the Director of Sales for Grubhub where he led the company's West region in claiming its first-ever #1 National Monthly Sales title in June 2020, and repeated in July, August and September. During his time as Vice President of Sales at [Factor 8](#), an award-winning leader in virtual sales training, he was recognized as one of the Top 25 Most Influential Sales Leaders by the American Association of Inside Sales Professionals in 2017, 2018 and 2019.

[Ramnath Iyer](#), an accomplished business technology executive who has held senior leadership roles at past employers including The Walt Disney Company, Thomson Reuters and Bank of America, will now serve as the VP of Technology responsible for enhancing DDI's technology, operations and administrative infrastructure across the U.S. Previously, Iyer was the Vice President of Software Engineering & Information Technology at Entertainment Media Specialists, Inc.

"The COVID-19 pandemic has cast a spotlight on the critical and essential role of the delivery driver as millions more people turn to online shopping and ecommerce to avoid the risk of exposure," said [Aaron Hageman](#), owner and CEO of [Delivery Drivers, Inc.](#) "As a result, DDI has experienced tremendous growth over the last five years due to the surge of delivery platforms coming to market and the ever-increasing need for Last-Mile delivery drivers in today's Gig Economy. With their well-established individual track records of success, we are excited to welcome Dan, John and Ramnath to our fast-growing team, and look forward to their contributions in leading our company into its next wave of growth and evolution."

CLDA

ABOUT DELIVERY DRIVERS, INC.

Since 1996, [Delivery Drivers, Inc.](#) (DDI) has provided sustainable and easy-to-use HR services that empower 1099 independent contract drivers across the country. DDI specializes in last-mile delivery and helps clients to confidently run their own business while minimizing labor risk for companies serving last-mile restaurant, grocery, courier and medical delivery. As experts in independent contractor management serving the rapidly growing gig economy, DDI sets the pace when it comes to independent 1099 contractor management solutions. DDI was named one of Inc. 5000's Fastest Growing Companies.

XPO Logistics Announces Plan to Spin Off Logistics Segment to Its Shareholders

Separation of logistics and transportation businesses would create two pure-play industry powerhouses

[XPO Logistics, Inc.](#) (XPO) recently announced that its board of directors has unanimously approved a plan to pursue a spin-off of 100% of its logistics segment as a separate publicly traded company. XPO intends to structure the spin-off as a transaction that is tax-free to XPO shareholders and would result in XPO shareholders owning stock in both companies.

After a thorough examination of all strategic alternatives, the XPO board currently believes that the optimal path to unlock aggregate equity value is to create two independent companies that are each well-equipped to capitalize on secular growth trends in their sectors. If completed, the spin-off will result in separate businesses with clearly delineated service offerings: XPORemainCo, a global provider of less-than-truckload (LTL) and truck brokerage transportation services; and NewCo, the second largest contract logistics provider in the world. Both companies are expected to trade on the New York Stock Exchange.

Brad Jacobs, chairman and chief executive officer of XPO Logistics, said, “By uncoupling our transportation and logistics segments, we intend to create two high-performing, pure-play companies to serve the best interests of all our stakeholders. Both businesses will have greater flexibility to tailor strategic decision-making and capital allocations to their end-markets, with the benefit of strong positioning as customer-focused innovators. We currently believe that this spin-off is the most effective way to unlock significant value for our customers, employees and shareholders.”

If the spin-off is completed as expected: Jacobs will continue to serve as chairman and chief executive officer of XPORemainCo, and will become chairman of the NewCo board; Troy Cooper will continue to serve as XPORemainCo’s president; and the executives currently leading XPO’s global logistics segment will continue to serve in senior positions with NewCo.

The transaction is currently expected to be completed in the second half of 2021, subject to various conditions, including the effectiveness of a Form 10 registration statement, receipt of a tax opinion from counsel, the refinancing of XPO’s debt on terms satisfactory to the XPO board of directors, and final approval by the XPO board of directors. There can be no assurance that a separation transaction will occur or, if one does occur, of its terms or timing.

Compelling Strategic Rationale for Separation

The XPO board of directors believes that the creation of two pure-play businesses with distinct service offerings will provide significant benefits to both companies and their stakeholders, and that a lower debt profile with enhanced earnings potential will make it easier to achieve each company’s target of an investment-grade credit rating. Importantly:

- XPORemainCo and NewCo would both benefit from an undiluted focus on their specific strategic priorities and customer requirements.
- Each business would be able to deepen its differentiation by having its technology team focus on enhancing the proprietary software developed for its specific service offering — notably, the XPO Connect™ digital transportation platform and XPO Smart™ productivity tools for logistics and LTL operations.
- Each standalone company would have an investor base aligned with a clear-cut value proposition and be valued separately by the investment community, potentially resulting in an increase in equity value that would benefit each of the businesses in executing its strategy.
- Each business would be able to attract and retain world-class talent by offering meaningful equity-based compensation that correlates closely to performance.

- Separate public stock listings would enhance each company's ability to pursue accretive M&A opportunities, with the benefit of an independent equity currency at a potentially higher value.

XPO's views regarding the spin-off's potential impact on aggregate equity value are based, among other things, on a study of the valuation multiples assigned to its publicly traded peers that have more specialized business models. The company believes that, by simplifying the business model and strengthening the focus of each resulting company, a spin-off is the optimal way to unlock significant equity value not currently reflected in the existing conglomerate and thereby benefit both businesses and their stakeholders.

XPO RemainCo Profile

Post-separation, XPO RemainCo will be a top provider of freight transportation, primarily LTL and non-asset truck brokerage — these two services currently account for approximately 90% of adjusted EBITDA. The business will comprise:

- The third largest provider of LTL transportation in North America, with an industry-best improvement in adjusted operating ratio over the five years of XPO ownership; and
- The second largest truck brokerage provider worldwide, with a digital brokerage marketplace that has the fastest carrier adoption rate in the industry.

As of September 30, 2020, XPO had transportation operations in 17 countries, with approximately 38,000 employees and 724 locations.

NewCo Profile

Post-separation, NewCo will be the second largest contract logistics company in the world, with approximately 200 million square feet of warehouse space. The business will comprise:

- A range of innovative services enabled by intelligent technology, including high-value-add warehousing, omnichannel fulfillment, reverse logistics, cold-chain logistics and supply chain optimization;
- The largest outsourced e-commerce fulfillment platform in Europe, with burgeoning e-commerce and reverse logistics services in North America; and
- XPO Direct™, a shared-space distribution network in North America with the flexibility to reposition customer inventories close to demand.

As of September 30, 2020, XPO had asset-light logistics operations in 27 countries, with approximately 58,000 employees and 766 locations.

Advisors

XPO has retained Goldman Sachs & Co. LLC as its financial advisor and Wachtell, Lipton, Rosen & Katz as its legal advisor to assist with the spin-off process.

Investor Presentation

A presentation that summarizes the intended spin-off transaction will be available on the investor relations area of the company's website, xpo.com/investors, from Wednesday, December 2, 2020, at 4:30 p.m. Eastern Time until January 1, 2021. [CLDA](#)

ABOUT XPO LOGISTICS XPO Logistics, Inc. (NYSE: XPO) is a top ten global logistics provider of cutting-edge supply chain solutions to the most successful companies in the world. The company operates as a highly integrated network of people, technology and physical assets in 30 countries, with 1,499 locations and approximately 97,000 employees. XPO uses its network to help more than 50,000 customers manage their goods most efficiently throughout their supply chains. XPO's corporate headquarters are in Greenwich, Conn., USA, and its European headquarters are in Lyon, France. xpo.com

COVID-19 Startup Curative Contracts Wisconsin-Based Company for COVID-19 Vaccine Deliveries

Curative to Use Elite EXTRA to Expedite Deliveries to Nursing Homes in California

Advanced dispatch software [Elite EXTRA](#) has been contracted by California COVID-19 testing startup Curative to create optimized routes to transport the coronavirus vaccine to 3,000 nursing homes in Los Angeles County. This marks one of the first distributions of the vaccine to recipients outside of healthcare. Curative, which has successfully developed a COVID-19 test that uses an orthogonal supply chain to keep critical test materials readily available, was contracted by LA County to do the vaccinations to those nursing homes over the next two weeks.

Applied Data Consultants President and Founder Jim Ward, owner of the Elite EXTRA software that creates and dispatches optimal routes, announced that his company's technology will be key in distributing the vaccine, especially to a vulnerable population that has been hit so dramatically by the virus.

"We're thrilled to play a small yet vital role in getting the vaccine distributed to those who need it most, hopefully marking the beginning of the end of this dark chapter in human history" said Ward. "We know time is of the essence and creating optimized and efficient routes will help to ensure that the vaccine is distributed as quickly as possible."

Countries across the globe have already started their vaccine programs. In the United States, priority will be given to healthcare workers and residents of long-term-care facilities, and healthy citizens might not receive a vaccine until April or thereafter.

The FDA recently voted and approved the emergency use of both the Pfizer-BionNTech and Moderna vaccines. As such, transporting the vaccine via the most efficient routes, while tracking them in real-time and ensuring that they arrive when and where they need to be will be critical.

"Curative is proud to be partnering with Elite EXTRA to deliver the COVID-19 vaccine to those who need it most right now," said Fred Turner, CEO and co-founder of Curative. "Dispatching of the vaccine with a safe delivery to patients is Curative's main objective right now and working hand-in-hand with Elite EXTRA will make that possible."

Curative also offers oral-fluid swab testing—an alternative method to nasopharyngeal or brain swabs in testing for COVID-19. The observed and directed self-collected oral fluid swab helps in eliminating the need for personal protective equipment (PPE) changes. [CLDA](#)

CUSTOMIZED LOGISTICS & DELIVERY MAGAZINE

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

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