

SPRING 2022



Customized
Logistics & Delivery
MAGAZINE

A 3D rendered image of a red and silver metal fastener, possibly a truck hitch or a similar component. The fastener has a dollar sign (\$) embossed on its top surface and a stylized human figure icon on its side. In the background, a line of stylized human figures is visible, suggesting a focus on the human element in logistics.

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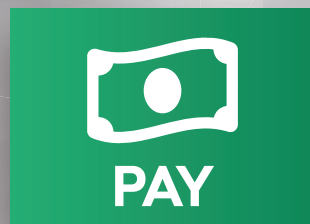
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President's MESSAGE

Happy Spring! It's a time for new beginnings. The flowers are budding. The workload is blossoming, and, unfortunately, the driver shortage is in full flower.

Our Spring issue is all about recruiting and retaining the drivers you need to get the job done. In it you'll find practical advice from industry pros who have found ways to build and maintain a dependable team of drivers.

Make sure you check out these stories:

- How to Recruit and Retain Top-notch Drivers in Today's Ultra-competitive Market on page 12
- The Secrets of Keeping Good Drivers on page 18
- Why I Drive – Interviews with two long-time ICs on page 30
- Employee Drivers? IC Drivers? It All Depends on page 24

There's also an engaging interview with Jennifer Haigh, Head of Specialty Products Sales at United Airlines Cargo called "Is Getting It There by Air for Me?" on page 48 that may just get you thinking about adding air transport to your bag of tricks.

And speaking of new beginnings, this is the first issue of the magazine that I kick off as president of the CLDA. I am excited, humbled and ready to head an association the keeps the wheels of commerce moving in North America. From blood products to tires, our members are out there every day making sure that businesses and individuals get what they need. It's an energizing time to be in this industry and I'm eager to help each one of you shape a successful future.

I want to know what you need from this association and how we can help your organizations thrive. Answering [this](#) three-question survey will point us in the right direction and always feel free to reach out to me at president@clda.org with your thoughts about ways we can help you meet your needs.

Let's Do This,
Jason G. Burns, Sr.
President

About CLDA

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Government Affairs

By [Andrew Brackbill](#)

CLDA Manager, Government Affairs

Federal Advocacy

On February 1, Senator Joe Manchin (D-WV) said that the Build Back Better Act, which was hiding the PRO Act labor provisions we have been fighting to prevent, is effectively dead. As a result, the focus on Capitol Hill shifted away from the Build Back Better Act to the passage of a continuing budget resolution to keep the U.S. Federal Government funded and finalizing an omnibus spending agreement.

While President Biden has not given up the fight on his domestic agenda, other world events, such as the Russian invasion of Ukraine and the attendant global economic crisis, have sucked the oxygen from the room. Domestically, Democrats lack the votes to get much of their economic and social policy agendas past the Senate – so the Build Back Better bill has effectively lost momentum and is not likely to pass any time soon without significant revisions. In addition, since this is an election year, as we approach the mid-year mark, House offices are going to have to begin focusing on re-election campaigns, so the political clock is ticking, and every passing day makes passage of the PRO Act less and less likely.

While Democrats are advancing a pro-labor agenda through other means, like NLRB rulings and DOL actions, there are hiccups there as well. Republicans in the Senate have so far been effective at stalling the confirmation of important Democratic policymakers in key agency positions. A good example is President Biden's nominee to run the Department of Labor's Wage and Hour Division (WHD). The WHD enforces federal minimum wage, overtime pay, recordkeeping, and child labor requirements of the Fair Labor Standards Act, and Biden has nominated an academic named David Weil to run the WHD. Weil is a veteran



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 Andrew Brackbill at andrew@clda.org.

of the Obama-era DOL, and he already ran the WHD once from 2014 until early 2017.

During his first stint at WHD, Weil gained a reputation as a staunch opponent of gig-economy businesses like Uber. Unions generally approved of his record on employee classification issues at WHD where he pushed hard against users of the IC classification; however, the building trades unions found his enforcement of Davis-Bacon rules lackluster. Nevertheless, the building trades agreed to allow Weil's nomination to proceed unopposed, and on January 13, after months of Republican stalling tactics, the Senate Health, Education, Labor and Pensions committee finally voted in favor of Weil's nomination to be the U.S. Department of Labor's wage and hour administrator. Weil's nomination was entered by the Biden Administration in early June of 2021; the committee was deadlocked on the nomination for nearly a year, displaying the degree to which an evenly split Senate makes things like installing administrators a challenge. Weil even had to be nominated a second time for the role in January, a procedural move that is very rare and reflects the Biden administration's desire to move a pro-labor agenda via regulation, since it seemingly cannot pass in an evenly divided Senate. The vote in the Senate committee to advance him for a vote by the full Senate happened along partisan lines, as Weil had no Republican support in the committee. Weil's nomination then moved to the full Senate.

But on Wednesday March 30, the Senate voted against the nomination of David Weil. This was a 47-53 vote on a motion to proceed with Weil's nomination, which blocked a final vote on Weil to be the Labor Department's Wage and Hour Division administrator. This nomination was rejected by the Senate in large part because business groups were opposed to Weil serving a second term at Wage and Hour - notably including franchise operators, who have been a favorite target of Weil's. CLDA was also among those groups advocating for a less actively hostile administrator for the Wage and Hour Division. Our efforts focused on outreach to several moderate Democratic Senate offices - and those efforts clearly bore fruit. Sen. Joe Manchin (D-W.Va.), who expressed concerns about Weil's nomination last year, voted

'no' in the procedural vote. CLDA's Government Affairs team has been in close contact with Sen. Manchin's office on many issues, including the Department of Labor's posture in regards to ICs, for more than two years now. We were not alone in this, of course, and Sen. Manchin likely voted against Weil because of pressure from West Virginia business groups, which has been reported on before in the political trade press.

More surprising, however, were the no votes of the Arizona Senate delegation. Because CLDA has very strong roots in Arizona, and passionate volunteers from that state, we have spent a good deal of time in educational meetings with the offices of Sens. Kyrsten Sinema (D-Ariz.) and Mark Kelly (D-Ariz.), trying to show them how important the IC is to Arizona's economy. It appears our efforts were not in vain, as both of the Arizona Senators also voted against Weil's nomination, closing the door on the possibility of an immediate return to Obama-era anti-IC enforcement efforts from the Wage and Hour Division. But besides CLDA's involvement in this nomination fight, the situation also illustrates how difficult it has been for the Biden administration to muster Democratic votes in the Senate, even on issues like labor policy, that are bread and butter issues for the Democrats historically.

Additionally, the aforementioned foreign policy crises, which do not appear to be nearing a resolution after several weeks of warfare, and the economic shocks from the sanctions the Biden administration is pursuing against Russia, also threaten the possibility of another economic crisis which could further distract the Democratic party from their domestic policy goals. The focus of the Senate in particular has completely shifted to the Ukrainian issue and negotiating legislation to slap more economic penalties on Russia for invading Ukraine. Senate leaders have reached a compromise on an oil import ban, but disagreements on a separate bill to revoke normal trade relations threatens to stall action on both.

Republicans and Democrats have agreed to advance two bills in tandem, but have yet to set a time to take

action despite widespread support for both measures. Senate Majority Leader Chuck Schumer (D-N.Y.) has urged the Senate to advance the trade legislation, which will allow the U.S. to hike tariffs on Russian products, as Biden meets with European allies in Brussels to coordinate a response to Russia's invasion. Republicans, however, have quibbles on the details of the bill, with Senate Finance Chair Ron Wyden (D-Ore.) and ranking member Mike Crapo (R-Idaho) cosponsoring a bill (S. 3786) that includes oil and trade provisions, although with some differences from the House measures. The two also negotiated changes to the House oil ban bill, which means that implementation of the bill will be delayed as the differences are worked out in further negotiation. Beyond the foreign policy situation, the Senate will soon be locked in a fight over the new Supreme Court nominee, Ketanji Brown-Jackson, whose historically important nomination already appears set to become a major focus for Democrats in the near term.

All of this means that Democrats being able to get anything domestic policy-related through Congress using the expedited budget reconciliation process in the Senate looks very unlikely, which is the only way anything like the PRO Act labor provisions could pass in that chamber. We consider this a serious win for CLDA and for the larger coalition assembled to stop the PRO Act.

Air Cargo Advocacy with Congress

CLDA's return to the Air Cargo show in New Orleans this year was very well received. Expanded advocacy efforts to represent more of the logistics supply chain through enlarged coalitions and more key partnerships was a prominent part of our discussions there. As a result, CLDA is organizing two air cargo-focused panels for the Final Mile Forum in June in Miami on Thursday, June 30: a morning panel featuring senior executives from several air carriers, and an afternoon panel featuring John Beckius, Executive Director, Air Cargo Division, at Transportation Security Administration.

After our outreach calls with the Members of Congress on the Congressional Air Cargo Caucus, we made a proposal to the Air Cargo Caucus to organize a staff briefing for the offices of all 35 Members of Congress who participate in the Air Cargo Caucus. Every one of their Congressional districts are supported by air cargo, either directly by an air cargo carrier, indirectly by industries that support air cargo, by industries that rely on air cargo, or by any one of their constituents as they go about their daily lives.

At Air Cargo 2022, we were able to confirm that Wally Devereaux, Managing Director, Cargo and Charters for Southwest Airlines, will be a featured speaker at CLDA's Air Cargo Caucus briefing in the coming months.

Also, the CLDA Government Affairs Team has invited Congresswoman Maria Elvira Salazar (R-FL-27) to speak either in person or virtually at the Advocacy Fund luncheon occurring at the [Final Mile Forum](#) on Thursday, June 30. Rep. Salazar sits on the House Small Business Committee and is Ranking Member of the Subcommittee on Contracting and Infrastructure. She also sits on the House Committee on Foreign Affairs.

NLRB Issues Notice to Reconsider IC Classification Standard

In a notice issued December 27, 2021, the National Labor Relations Board invited parties and amici to submit briefs addressing whether the Board should reconsider its standard for determining the independent contractor status of workers. The standard in question was the common-law standard. The NLRB in 2019 overturned an anti-IC standard first imposed in 2014, and at that time restored the common-law standard in its place. Now the Board is proposing to change the standard yet again and replace it with the Obama-era standard, which is less friendly towards ICs and those who contract with them.

The IC community, and the businesses that contract with ICs, cannot handle such a constant whiplash effect.

This will be the third time that the NLRB has changed the standard within a decade. This whiplash makes compliance painful, costly and difficult. Changes to important employment standards also harm the most vulnerable businesses and ICs the most, because these businesses have lower access to compliance resources.

CLDA joined with several other amici to file briefs in this case arguing that the Board should maintain the 2019 SuperShuttle standard. [We were co-amici on a brief submitted by the American Trucking Association](#), and we provided drafting input in [a brief submitted by the Coalition for Workforce Innovation](#) where CLDA is a member along with many other organizations. Our opposition to NLRB's obvious end-goal here has been clearly entered in the record, and the board received dozens of amicus briefs from other interested organizations as well, including many organized labor organizations such as the AFLCIO, the United Brotherhood of Carpenters and the SEIU.

State Developments and Advocacy

In addition to our work on the Federal front, CLDA is developing a new task force to help pinpoint states where our advocacy efforts can make a positive impact for our members. This State Legislation Task Force will work to identify states which have a high density of CLDA members, where existing laws are not favorable to the business models our members prefer, and where positive contributions can be made by CLDA's efforts.

The task force will also work to develop model legislation which can be pursued in these states in order to shift the legal or regulatory frameworks in a given state to support greater freedom for logistics workers, greater ability for logistics and delivery businesses to contract freely with workers, and lower barriers to entry for those wishing to make a living in this industry. [CLDA](#)

Your Support Helps Us Stand Up for You

As always, your Government Affairs Staff will keep you informed and will continue to fight against all threats to the industry. We hope more of you will come forward to support our efforts, and we deeply appreciate those of you who already give so much to make a difference here. If you are interested in getting more involved by giving us some of your time, please [contact us](#). If you are interested in supporting our efforts financially, then consider donating to the [CLDA Advocacy Fund](#). The fund supports all CLDA's advocacy and government affairs efforts – entirely through donations from members.

We have some members who give a regular monthly donation, and some who prefer to give once a year, or on a quarterly basis. Any amount helps our efforts. Our largest donors support the Advocacy Fund to the tune of a few thousand dollars a month, but probably the most common contribution is a recurring monthly \$100 donation made automatically by credit card. Many of our most dedicated CLDA volunteers count themselves in this "monthly \$100 club" and their donations do really help us to keep doing what we are doing every month.

If you want to give a single donation, you can do so [here](#). Our system is set up to take one-time contributions from \$25-\$2000 through that portal. If you would prefer to set up a recurring monthly donation, we can set you up as a recurring credit card donor if you would like. Either way, please contact us anytime with questions or to get more engaged.

HOW TO RECRUIT AND RETAIN

Search... **Top-notch Drivers**



IN TODAY'S ULTRA-COMPETITIVE MARKET



By Kirk Godby, Strategic Accounts
Executive, Openforce

Why getting back to the fundamentals of building relationships and showing appreciation is essential for keeping the best drivers engaged with your company.

Managing an independent contractor workforce is not easy, especially in final-mile logistics where we've been facing a capacity crisis with no sign of relief. The demand for quality drivers far outweighs the supply. Competition for recruiting and retaining ICs is fierce right now. Not to mention engaging with ICs comes with many legal landmines to avoid. Every company like yours is looking for a competitive edge to stand out from the crowd of businesses trying to contract with their next IC.

The good news is, there is hope for delivery companies that are willing to take a hard look at their internal culture and how they treat their employees and ICs alike. ICs are entrepreneurial-minded, skilled workers. Their flexibility and hustle are essential for every delivery company right now. They are not dispensable, and they shouldn't be treated as such.

In this article, we will discuss:

- Why the one critical advantage to have in the market right now is a strong company culture that is attractive to drivers.
- Why grassroots recruiting methods may be more productive and less expensive than traditional advertising methods.
- How to retain the best drivers by offering access to perks and benefits that make life as an IC a little easier.

CREATING AND IMPLEMENTING A STRONG COMPANY CULTURE

Delivery and last-mile logistics companies are overwhelmed due to extreme demand and labor shortages, not unlike every other service industry right now. Everyone, from the company owner to the new driver, feels the stress of this.

Creating and implementing a strong company culture in this industry is simple:

- Pay well
- Pay on time
- Establish a top-down culture mentality – your COO models the behavior you expect from a dispatcher, driver, and everyone else
- Practice compassion and empathy
- Promote from within and be transparent about the career path within your organization
- Offer incentives for referring employees or ICs, or for generating new client leads
- Remember that we are ALL in customer service. Your W2 staff should treat ICs with great customer service, and vice versa.

Managers should walk the docks or around the office daily. They should know people's names, about their families, and what they are passionate about outside of work. Simply making the effort to get to know the people working with your company goes a long way.

The happier your employee or IC is, the more likely they'll spread the word about your company when you're looking for more capacity and shippers. And let's face it, we're all looking for more capacity right now.

Just because these principles are simple, doesn't always mean it's easy. Luckily, there are third-party administration services available to help your administration staff with automating processes such as contractor settlements and onboarding, leaving you with more time for relationship-building.

EFFECTIVE RECRUITING DRIVERS IN TODAY'S HIGH-DEMAND MARKET

In today's ultra-competitive market, it's not just about finding the right person for the route. You need to stand out from the crowd of delivery companies vying for that driver by persuading them your company is a good fit for their business. By having an established company culture you'll have an advantage over the competition.

The following suggestions can help you attract the best capacity for your business:

1. Advertise openings on the right platforms, in the right way.

First, gather knowledge of how your ideal ICs prefer to consume information. For example, do ICs in transportation and delivery browse LinkedIn and Facebook, or do they prefer online job boards like Indeed.com? Your IC search will yield a higher ROI if you advertise on platforms that your target demographic uses.

The companies with the happiest employees and ICs can reach a broader audience on social media, as people are more likely to share or repost your advertisement to help spread the word - yet another reason why a positive company culture is invaluable.

The advertisement or post should provide a transparent description of the work. For example, if certain certifications are required, make that clear right away. If you practice transparency at the very outset of the process, it will save both your company and the IC a lot of headaches later on.

2. Make your contracting process mobile-friendly.

Never underestimate the impact of a mobile-friendly contracting portal in today's market: At least 94% of American job seekers use their smartphone to conduct

research, and half have completed the required forms over the phone. Leverage this trend by ensuring your website, and especially your candidate portal, is mobile-responsive and easy to navigate on a smartphone or tablet.

3. Conduct quality phone interviews.

Phone screenings are an important part of the contracting process. Often, they can help to quickly identify whether the IC's business is a good fit with your company. Of course, it falls on the company representative to conduct phone screens that effectively accomplish their purpose.

Generally, the caller should:

- Keep the phone screen short
- Stay on topic
- Ask standardized questions
- Take notes during the interview.

An established process for conducting phone screens will lead to savings in time and resources, as well as better contractor business fits.

4. Never stop searching for quality talent through referrals.

ICs who enjoy contracting with your company can be the best avenue for referral sources. For instance, they may recommend a contracting opportunity to another IC with similar skills and qualifications. You may even want to ask these ICs to send solid contractors your way. Never discount the impact of this built-in network.

RETAINING ICS THROUGH PERKS AND BENEFITS

Offering perks and benefits to employees is a given. However, as a contracting company, you cannot legally directly offer these benefits and perks to ICs. So how can you implement a program that helps retain the best ICs?

Luckily, there are some enticing third-party benefits programs on the market designed to provide ICs high quality benefits at affordable rates.

Here are a few things to keep in mind when helping ICs find quality benefits:

- Contracting companies cannot offer benefits, but third-party administrators can: From settlement advances and affordable health benefits to everyday retail discounts, the program or membership should offer ICs the benefits they need that contracting companies cannot offer directly.
- Contracting companies need to retain current ICs: The ultra-competitive market combined with the convenience of tech offering opportunities at their fingertips, ICs now have more options for generating income. Contracting companies can't afford to lose ICs to the Ubers of the world who are already offering faster pay cycles.
- Contracting companies need to attract more ICs: Due to high demand for quality ICs, recruiting efforts must stand out by offering extra perks.

Recent audits have uncovered that companies utilizing a benefits program have seen as much as three times the retention rate of ICs, compared to the industry average. When reviewing benefits options, understanding what ICs are looking for helps tremendously in selecting the best options for your ICs. The goal is to find providers with partners that have produced a suite of benefits designed to keep ICs engaged long-term and help them thrive as independent business owners.

Some of the must-have perks and benefits for ICs are:

- Discounts on optional insurance from multiple providers (including auto, medical, accident, life and more)
- Cash advances
- Hundreds of retail and entertainment discounts and cash back rewards
- A variety of auto savings, 1099 tax help, and business and legal services.

Contracting businesses with established benefits can remain at arm's length from ICs to protect themselves legally, but have also realized:

- 52% reduction in contractor turnover
- 3x higher contractor retention.

In today's unprecedented market, IC retention is arguably the key for reducing churn within a contracting business.

And the key to IC retention lies less in the tangible elements, and more in relationships. Humans are wired for connection, and no matter how smart technology becomes, it can never replace the way we treat each other and the feeling of being appreciated. If delivery companies establish a culture that emphasizes positive relationships and professional growth, then the driver shortage may become less of a challenge over time. **CLDA**



Kirk Godby is a Strategic Accounts Executive at [Openforce](#). The company provides technology-driven services that reduce the operating costs and compliance risk for companies using independent contractors (ICs). For more information go to [oforce.com](#)



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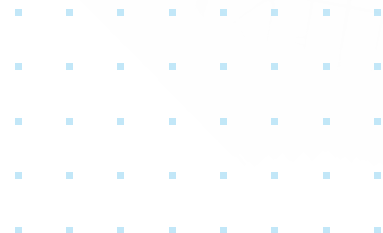
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THE SECRETS OF KEEPING GOOD DRIVERS



By Andrea Obston
CLDA Director of Public Relations



IT'S A BATTLE RIGHT NOW. THERE ARE SO MANY DIFFERENT SERVICES TO DRIVE FOR. IT'S ALMOST AS IF WE NEED THE DRIVERS MORE THAN THEY NEED US.

That's how [Dropoff's](#) Director of Market Operations, Jonathan Taibel, kicks off a conversation about getting and keeping good drivers to work with his company. Dropoff provides same-day deliveries and custom courier solutions throughout the country through a network of 1000+ independent contractors.

The company has an impressive track record when it comes to retaining those drivers. CLDA Magazine asked Taibel and Victor Richard, Dropoff's Atlanta City Manager, to share their secrets about maintaining a strong IC pool.

CLDA *Tell us a little about yourselves.*

TAIBEL I've been with Dropoff since 2014. My job is to oversee field operations for the entire country. I make sure all the pieces are moving and moving as they should be. I manage a team of eight regional managers strategically placed across the country.

I've actually been involved in logistics for many years because I was in the auction business before I joined Dropoff. Most people don't realize that the auction business is not only about selling, but it's about logistics. Logistics is involved in getting the items to the auction, and to those who purchased them once the auction has concluded.

RICHARD I'm the City Manager for Atlanta. I started this role in June 2021 and relocated to Atlanta from New Orleans. I started with Dropoff in January 2021 on the customer service team. I had previous management experience so when the position of city manager for Atlanta came up, it was a natural fit for me.

My job at Dropoff revolves around customer service. My main responsibility is to our clients, making sure we

have enough good drivers to take care of their needs. In addition, I'm responsible for making sure drivers comply with any regulations and that their documents are up to date. On any given day I may interact with 20 plus drivers. Our pool of drivers fluctuates, but it's usually around one hundred who do a mix of on-demand and routed deliveries.

CLDA *What is a good driver?*

RICHARD Someone who communicates very well and asks questions. Good drivers are able to interact effectively with customers, dispatch and management. They know how to deliver excellent customer service which includes being punctual and being comfortable interacting with a variety of clients. Asking questions shows they are invested and care about the company and the service level.

CLDA *Dropoff has remarkably low driver turnover. How do you set the stage for that?*

TAIBEL It starts with bringing in the right drivers. Our turnover is low because we have a specific onboarding process. Most of what we do is medical specimen delivery. So, drivers have to complete an OSHA certification as they have to be able to handle pathogens. There are also HIPAA rules that they have to be familiar with. So, there is some effort on their part to drive for us.

During the onboarding process we make it clear to let them what we are offering them. It's the opportunity to make a certain amount of money. We're pretty upfront with what our drivers typically make for the amount of the time they spend in the car. We try to tell the drivers everything that they're going to see in their first year during that training course.

Not every driver is right for our medical clients. If they're not a fit for that vertical, we offer them other opportunities. A driver who doesn't work out for the medical delivery work may very well be valuable for another one of our clients. For example, we had one driver who found that medical specimen delivery wasn't for him. But he still drives for us, delivering cupcakes for our client, Sprinkles. Every day he picks up cakes from one store and drives them to their delivery locations. He's found his niche and he's happy to keep doing what he's doing.

RICHARD When we bring on a new driver, I spend a lot of time interacting with them. Not just to discuss their availability, but to find out more about them to see which client would be a best fit. I want to set the tone early in the relationship and I want to be upfront about what we expect of them. When I first meet them, I know something about them from the quiz section of our hiring tool, but I want to interact with them on a deeper level during the initial onboarding. That goes a long way.

CLDA *How do you maintain your admirable turnover rate?*

RICHARD We don't bring them into the fleet and just let them be another number. We follow up with them routinely. I like to use the "Hamburger Method." Think of the top bun in a hamburger as representing feedback. That's where we celebrate the wins and discuss everything that they've been doing well. The patty is the area of improvement; the things that we'd like to see them work on, like punctuality for example. And then the bottom bun, which is the most important, is thanking them; letting them know we appreciate what they are doing, and that the client appreciates their work too.

I do follow-ups every one or two weeks depending upon the driver and the client. That might be a phone call or even just a text. There are some drivers that I message on a regular basis. There are some that I just check in every Monday to make sure everything's all right.

It's not just "Hey, how's it going?" I try to discuss their goals and aspirations. Are they just looking for supplemental income or something that pays the bills? Are they retired? Or a college student? Do they want (or prefer) to work nights to fit into their schedule? I try get onto a personal level. Doing this extra step, I can position them with a client that makes sense for them. It's about camaraderie; not just a transaction. Once I know something on a personal level about them, I can follow up with them and say, "How's school going?" Or "Are you working enough?" Or "Is there any way I can help you?"

I want them to know they're not on an island. They are part of the team. I know that they're ICs, but I want them to feel like they're more than just a number.

TAIBEL Yes, you've got to build a relationship with them. You have to find out what interests them. You have to have those conversations to know who they are. We're very transparent about what we do at Dropoff. We let them know that there are opportunities for promotion; a chance to get beyond the vehicle if they so choose. For example, when we have a city manager position open, we'll look to our most reliable drivers to fill it. That's because they understand the business. They have the relationships with the clients in the market because they're the ones seeing them every day. The clients are usually very excited to see somebody they already have a relationship with move up into a leadership role.

CLDA *What else keeps a driver with you?*

TAIBEL Money. At the end of the day, it's all about the dollars they can make per hour. And that's crazy right now. The market for drivers is a competition for their services. To keep the drivers, you've got to pay drivers, but what they're making now versus what they were making two three years ago is very different. The dollars are astronomically high. The good news about that is that it's much easier for somebody to make a living as an IC contract driver now, just because of the money involved.



YOU HAVE TO TAKE CARE OF THE PEOPLE THAT TAKE CARE OF YOU AND IF A DRIVER IS DEPENDABLE, YOU'RE GOING TO MAKE SURE THEY WANT TO STAY. IT GOES BEYOND MONEY. IT'S THE PERSONAL RELATIONSHIP.

CLDA *How do you keep them invested in your company?*

TAIBEL To make them feel invested in the company they have to feel invested in the people they work with. You've got to let them know that you have their back and that you'll be there for them. When things don't go well, they need to know you'll stand behind them. If you're able to build that loyalty with a driver, they're going to stick with you till the end of time.

When they stick with us, we promote them, as I mentioned earlier. The last person we promoted to the city manager position for the city of Houston was somebody I hired as a driver in 2016. This is a scenario that has played out all over the country for us. As long as I'm with Dropoff I expect he'll stay with the company because he sees this as a relationship. I still reach out to him at least once a month, even now.

You have to take care of the people that take care of you and if a driver is dependable, you're going to make sure they want to stay. It goes beyond money. It's the personal relationship.

The company is individuals. When I interview people for our management roles, my sole focus is protecting our company. At the end of the day, everybody we bring in must be someone who cares. We want to work with people who care about the work that they're doing; people who care about the people that they are supervising. And that is something that I try to emphasize with my employees, especially those working directly with our IC drivers. That mentality filters down from the city managers during the

onboarding of drivers. And that attitude translates into bringing on drivers who care about what they're doing. Caring creates an environment of trust and loyalty, of relationship.

I think if you understand where a driver is coming from and what they're trying to accomplish it allows you to get a good idea of how long they'll stay. If their primary goal is money, they may stick with you for a good length of time. But you can only hold on to them for so long before they're asking for more money. And if you can't provide it, they'll move on.

RICHARD I think the best example of our drivers being invested in our company is when they ask if they can bring their friends and family members on board. I've had quite a few drivers ask me that. So, retaining and the nurturing drivers actually helps you build your fleet because they enjoy the experience, and they refer others.

CLDA *Give us a list of the dos when it comes to driver retention.*

RICHARD

NUMBER #1 - Keep communication open. That keeps people invested. It keeps them focused and it filters down to how they treat your clients.

NUMBER #2 - Vary your interactions with drivers. If the only time they hear from you is with negative feedback, that gets old quickly.

NUMBER #3 – Make them feel like they are a part of a team. Of course, that depends on the client. If it's just a food delivery every now and then, that's a little bit different than if the driver is routinely working with a hospital chain. We have that camaraderie with our employees, our dispatch team and our city managers. And those managers bring that down to the driver level as well.

I have a client that I'm working with now. It's a pharmacy chain. There are many pickups at different locations. That means I'm sending multiple drivers out. So, building that level of camaraderie is all about showing all of those drivers that we're all going towards a similar goal. I make sure to thank the team as a whole as well as the individual drivers. So, if you're one of five drivers servicing that chain, I'm going to make sure you feel part of that team and a part of Dropoff.

NUMBER #4 – Match the driver to the client. If it's picking up from office or something of that sort, you want a driver who's good at building in an extra level of customer service. That goes back to the onboarding and identifying your driver. Say it's a college student who's just looking for hours and quick money. A client with a high need for customer service may not be the best fit for them. But if it's someone who's retired looking for something new, they are more likely to understand the customer service aspect and may be a better fit. Identify your driver and match them to the job.

CLDA *How about the don'ts?*

RICHARD

NUMBER #1 – Not communicating is the biggest don't. If you don't give that feedback and attention, you're going to see high turnover for sure. There are several options for ICs, so it is important to show them you care and pay attention to their work ethic.

NUMBER #2 – Don't allow them to stagnate. Of course, that depends on your market. We have multiple clients with different operations. We can offer our drivers several routes and different types of deliveries. And that way they're becoming more versatile. It also means that if a driver can't

work for some reason, we have another who's trained and ready to fill in for them.

NUMBER #3 – Don't forget to celebrate wins. If you have a really good week, make sure everyone knows and find ways to celebrate it. If your only communication is negative the impact will reflect on the service level

NUMBER #4 – Don't avoid or sugarcoat problems. You need to be transparent about client issues and offer a way to work with them to solve them. Instead of framing an issue as a criticism, approach it by saying "This is how we can do better. This is what the client is looking for. Let's work on this together to find a way to deliver that for them."

CLDA *Give us some final thoughts about retaining good drivers.*

RICHARD I can summarize it in one word: camaraderie. It's all about making them feel like more than a number, more than just another name on a dispatch board. You want them to feel like they are a part of the team. When you do that, you set the tone and that culture brings in new drivers. As your clients grow and expand you simultaneously expand and fine-tune your fleet and celebrate those victories by praising your drivers.

Bring positive energy to new drivers as they're coming in and interacting with veteran drivers. It goes a long way and will impact their relationships with clients. We see that in our analytics. We see it in our low turnover and high customer satisfaction. It pays off in so many ways if you make the effort building those relationships. **CLDA**



Victor Richard,
Dropoff Atlanta
City Manager



Jonathan Taibel,
Dropoff Director of
Market Operations



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Employee Drivers? IC Drivers? It All Depends

*Drivers are the face of your company. The people your customers see every day.
The last piece in the last mile. And in today's environment,
it's the toughest piece to add to the puzzle.*

By Andrea Obston
CLDA Director of Public Relations

“I had employees tell me they have had opportunities to leave for more money, but they didn’t because they are happy here and we care about them. Those words are music to my ears!”

For some in the last-mile space, employee drivers are the way to go. For others, independent contractors, ICs, make the most sense.

CLDA magazine spoke to two last-mile veterans about the models that work for the customers they serve and the states in which they operate. They gave us the pros and cons of each model.

In Defense of the Employee Model

Rachelle Dicker, General Manager of [Gold Rush Express Delivery](#) favors the employee model. The California-based company provides on-demand deliveries, airport recoveries and tenders, medical logistics, LTL, routed and inter-office deliveries using 30 employee drivers. “We prefer employees over ICs because they help us maintain our brand,” she says. “The employee model gives us the control we need to provide our customers with the experience we want to give them. It also allows us to have a fixed cost for drivers. We can budget miles and hours and estimate our spending. Many ICs receive a percentage of each job, which means the more we would charge a customer, the more the IC makes. Our profit percentage remains the same, but our cost fluctuates. I don’t like that.”

While she favors the employee model, Dicker admits that it has its downsides, especially in today’s tight job market. “It definitely takes more managing to run the employee model. There is a lot that goes into the hiring and training process and these days it can all be for nothing. We’ll set aside time for interviews and people don’t show up. Sometimes, we’ll find the right candidate and start

training and they get up and walk out on training without saying a word. Or, they get hired, but then something happens, and they can’t come into work. An IC can be more reliable because they get paid per job, so they need to work to get paid. An employee is paid per hour. So, the mentality is different.”

Because competition for employees is so tough these days, Dicker says they have made changes to their salaries, benefits, hiring bonuses and other financial incentives to get and keep drivers. “We’re in the Bay Area of California and it’s been tough to get all the employees we need. We have had to increase wages to keep our employee drivers on board as well as to attract new ones,” she says. “This past year, we started offering premium AAA roadside memberships as an employee benefit. They can use it personally as well as for the job and there are lots of additional benefits that come with a AAA membership. It’s also a way to make sure that all our employees can get back on the road and back to work. In addition, we’ve been celebrating our high performers by naming an Employee of the Quarter. The winner gets a floating holiday, a bonus, and an award. Employees liked that, and it’s inspired them to want to achieve that status.”

Given the tight job market, Gold Rush Express Delivery has had to get creative to attract employee drivers. “We have tried various methods,” Dicker says. “Most of our success has been through Indeed and the referral programs we’re offering to our existing employees. We’ve tried sign-on bonuses and even put a hiring sign at our door for all the Amazon and food drivers to see. The signs have generated plenty of inquiries, but nothing serious so far. We have also had some success through a subscription service that reviews resumes and invites people to look at our ads. There is a fee for the service, but it’s generated some good hires, so the additional cost was worth it.”

Like others looking for workers, Gold Rush's cost has gone up in the last 12 months. "There is so much competition for employees. It's very easy for anyone to get employed right now. We have done our best to be proactive with our wage increases. I had employees tell me they have had opportunities to leave for more money, but they didn't because they are happy here and we care about them. Those words are music to my ears!"

She offers these suggestions to carriers looking to recruit and retain employee drivers: "We look at ads from our competitors like Amazon to see how we could better attract employee drivers. We also look at other ads to see what catches our attention and what we like. The key is to never stay the same and to always think you can be better than yesterday. You might stumble a little, but that's got us here so I'm sticking with my own advice."

In Defense of the IC Model

[Xcel Delivery](#) in Phoenix and Tucson, AZ operates under the IC model. Chief Operating Officer Tim Cocchia believes in the IC model because he sees it as a way to reward those drivers who are go-getters. Xcel uses 80 ICs to deliver anything from small parcels to heavy freight. They provide expedited deliveries same-day and next-day, offering white glove, medical, TSA and banking delivery services.

Cocchia points out that the use of ICs came later in the development of the delivery sector. "At one point, most people in our business used employee drivers, paying them hourly wages, and giving them mileage reimbursements," he says. "In fact, this association was heavily involved in defending its members' rights to pay drivers this way. But gradually, the economics of that model caused people to start converting to independent contractors. In some sense, it was for dollars and cents. In addition, people started to see that the motivation of an independent contractor and an employee driver is very different."

In 2001, Cocchia worked for [Canyon State Courier](#) and converted from an employee driver model to an IC one. "A lot of our drivers questioned why we were making the change," he recalls. "I distinctly remember a Friday night standing in our warehouse with 100+ drivers in Phoenix explaining why they were all getting laid off and why this was good for them. This is the story I told: Let's say there are three employee drivers. The first driver is really dependable and hardworking. She runs a route that should take eight hours to complete, and she finishes it in six with no mistakes. We try to find her another two hours of work and she gets paid for eight hours. The second driver is someone who runs that same route in exactly eight hours and does a fine job. He gets paid for eight hours. The third driver is one who does just enough to keep from getting fired. He typically runs late and gets that eight-hour run done in nine hours. Then, because he's not too careful, he ends up spending another hour going back to fix something. He ends up getting paid for 10 hours, including two hours in overtime. The company looks at those three employees and says, 'The incentives are all wrong here. The driver who does it right and does it fast gets paid the least.'"

He contrasts the compensation of the same three drivers as ICs this way: "The first driver runs her route in six hours. She gets paid for that job and she now has time to go back out to earn more for additional jobs. The second driver takes eight hours to complete the run and is only paid for one job. He's making less than the first driver. Finally, the last driver, the one who takes longer to do the job and likely has to spend more time going back to fix what he did, still gets paid for completing the route like the others but spent more of his time to make that money. In the end, the driver who did it quickly and correctly makes more money in less time than the other two."

Cocchia ends his case for the IC model this way: "The customer wants it done right and as quickly as possible. The IC's incentive is to do it right and as quickly as possible. We want it done right and as quickly as possible. So, the incentives and motivations all line up for us when we operate under the IC model."

Semi-Retired Workers as IC Drivers

“Semi-retired people love being independent contractors,” points out Cocchia. “They can do the work at their own pace. They can pick and choose the time they want to work. They can come out in the morning and work for two hours and then maybe go back out in the afternoon. They have total freedom over what they do.”

Cocchia suggests that others using the IC model should consider recruiting from this group of people. “There’s a lot of them out there,” he points out. “They are ethical and loyal and they’re great workers. They are great with detail, and they like to work. They may not be the fastest. They run at their own pace. That could be a problem in an employee model but for the right customer served by a company that uses an IC model, it’s a good fit. We don’t need them to hurry up like we would if we were using an employee model. If they’re happy with the compensation and doing it at their pace and still meeting the customer requirements, it works all around.”

Getting the Right Work for the Right IC

Xcel works with about 80 independent contractors. “Right now, I’d say 70% of those drivers provide service to us for more than eight hours a day. They could be doing on-demand, routed work, or a mix of both. The key is matching an IC’s availability with demand from our customers. When a vendor comes in, we ask about their availability. We want to know when are they able to provide service for us. We’ll have a frank conversation about our needs and when we have opportunities available. They set their availability, but if they’re available during our

busy timeframes we know they’ll get more work. We tell people where the work is. Most ICs want to work. They don’t want to come and sit around. Matching up IC’s availability to our demand is key.”

Competing for IC Drivers

One of the biggest challenges for companies using ICs is competition from the gig economy companies like Uber and Door Dash. How do companies like Xcel compete for those drivers? Cocchia says it’s all about establishing a relationship with them. “There’s a distinct difference between working for a local business like ours and working for one of these companies,” he says. “With them, you’re a number and they grind their numbers. They make sure that they’re paying as little as they can. Our drivers feel a part of what’s going on. They know their managers. They develop relationships over time. It’s the difference between working for a big company and a smaller one. Some of our best drivers tried out the big gig companies but ended up with us because of our culture.”

Who Are the Best ICs?

Not everyone is cut out to be an independent contractor. “The best ICs are looking to build something,” says Cocchia. “They want to make money. A different kind of person makes the choice to do this. When we look for ICs, we want to find the person who wants to work and wants as much work as we can give them. They can handle the ebb and flow wherever the work is. And that person will make a ton more money as an IC than an employee.”

“The key is to never stay the same and to always think you can be better than yesterday. You might stumble a little, but that’s got us here so I’m sticking with my own advice.”

Cocchia's company looks for ICs who are driven, detail-oriented, and good communicators. "I think because they're more motivated to make money they are more likely to work hard. They want to do their deliveries quickly and accurately because they know that inaccuracies cost them time if they must go back to fix things," he says.

He pointed out that ICs that are a bad fit for the job often leave on their own. "These drivers weed themselves out," he says. "The bad IC is not making enough money for the time they invest. They leave of their own accord. They'll say, 'This isn't working out for me' and we're thinking, 'Yeah, it's not working out for us either.'"

When it comes to turnover among ICs, Cocchia says it's often because they aren't prepared to be their own bosses. "I think a lot of people get into being ICs without understanding fully what it is. They're not hungry and they're not committed to getting their businesses started,"

he says. "We do see some churn with newer drivers because of this. Those are the ones where it just wasn't a fit. And that's fine. They decide that it's not right for them. The good ICs stay because they're making great money. They control their own profits."

The Right Driver. The Right Fit.

Deciding on the model that works for your company is based on your mix of customers; your local pool of potential drivers and often the state in which you operate. Companies in states like California and New Jersey may find the employee model less cumbersome based on the state's laws and regulations. For other states, like Florida or Arizona, the IC model may work better.

In the end, it's all about getting deliveries when and where the customer wants them. That's the ultimate model for success. **CLDA**

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Why I Drive...

UPCLOSE WITH TWO INDEPENDENT CONTRACT DRIVERS

"It is the perfect job for me. It allows me the freedom to work independently. I enjoy the interaction with customers." Nicolette Nein

"I used to sit in an office. I don't want to do that anymore. I like driving." Eric Bailey

That's how two IC drivers explain why they chose this lifestyle and why it's right for them. Eric is one of the drivers for [Tempo Transportation](#) in Florida and Nicolette handles deliveries for [Xcel Delivery](#) in Arizona. Both have spent many years on the road and both value the independent contractor way of working.

Eric has been driving for Tempo for 14 years. "He never misses a day," says Tempo's owner and CEO Ruth Ospino. He is one of 45 drivers out of the company's South

Florida office. Tempo provides on-demand and same-day deliveries, bio-transport services, and warehousing both in Florida and Kansas. "Eric is a great driver because of his ability to communicate," she says. "Any issues that arise, he's the first on the phone to let dispatch know. This is critical for communication with the customer and visibility with deliveries. Eric oversees our critical pharmacy patient-specific medication/nutrition deliveries. Understanding the importance of the deliveries he's making is a great quality.

◀ NICOLETTE NEIN



By Andrea Obston
CLDA Director of Public Relations

ERIC BAILEY >



He has a loyal, and professional demeanor. Drivers like Eric are essential for a company's growth and stability."

Nicolette has been working with Xcel since the company opened its Phoenix office five years ago. She is one of 80 ICs Xcel uses to deliver anything from small parcels to heavy freight. They provide expedited deliveries same-day and next-day, offering white glove, medical, TSA, and banking delivery services. Xcel's Chief Operating Officer, Tim Cocchia describes Nicolette this way: "She is an amazing driver. She does whatever we need and goes wherever the work is available. She keeps herself moving. She is a wonderful person to work with."

CLDA magazine asked these ICs about their work and why they like the IC lifestyle.

Eric has been driving some sort of vehicle since the age of 12. He grew up in Jamaica and Hawaii and has lived all over the United States. He's managed drivers and done the driving himself. He's picked up and delivered everything from legal papers to pharmaceuticals to fur coats. He's worked in-house for big companies and independently for smaller ones and now prefers to be his own boss as an independent driver.

Nicolette has driven everything from tractor-trailers to vans. From test track vehicles to sedans. After retiring from the post office after 26 years, she grew bored playing with her grandchildren. She got her CDL and spent two years in the cab of a Freightliner team driving with her son. After that, she took on test driving for Toyota, checking the brakes of new models at over 100 miles an hour when she was 63. She's worked for a number of courier services and likes the independent contractor lifestyle. Most recently, she's spent much of the time picking up and delivering COVID tests.

Both ICs say they like being their own bosses. "I used to sit in an office. I don't want to do that anymore. I like being independent," says Bailey. "I like meeting different people during my day, and I like being my own boss. The truth is I just like driving. I've been driving for over 60 years. It keeps me young. I'm 72 years old and I'm never sick. I've got a lot of energy and I think my job's got a lot to do with that. Most days I'm driving between 8:00 a.m. and 6:00 p.m., but I'm fine if a job takes me until 8:00 or 9:00 at night to finish."

Nicolette likes the freedom of being an independent driver. "It is the perfect job for me. I can set my own hours and days off. It allows me the freedom to work independently. I enjoy the interaction with customers," she says.

The IC lifestyle is not for everyone, but both Eric and Nicolette say it's perfect for them. CLDA Magazine asked them for any advice they might give someone considering becoming an independent driver. Eric advised working with companies that compensate drivers well and understand the challenges of an independent driver. "Find a company that pays decently and understands what we're facing like, escalating gas prices," he says.

Nicolette's advice focuses on whether the job is a good fit for your personality: "If you can follow instructions and work in a timely way then give it a try. For me, what makes it the most satisfying is completing all of my assignments on time and making the customers happy." **CLDA**

Can Older Drivers Help Couriers Cope with the Driver Shortage?

YES!



Looking for a source of good, dependable and loyal drivers?

Many CLDA members, have found them among the ranks of older workers.

Whether they are retired or just interested in supplementing their other jobs, these older drivers have the maturity and ability to deliver under tough circumstances that many courier companies value.

CLDA Magazine spoke to one of these couriers, board member Ruth Ospino. She is the Owner & CEO of [Tempo Transport](#), which services two markets, South Florida and the Kansas City area. The company focuses on same-day logistics and outsourced transportation service. About 10% of her drivers are over the age of 60.

CLDA Mag: Why are older workers a good fit for the job of independent driver?

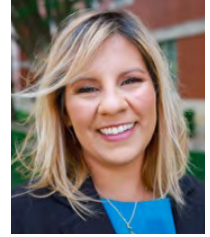
Ospino: They really like the freedom. Even though they are often retired, they still want a job to do. And they like jobs that allow them to maintain their freedom. They want to be able to be able to travel and do some of the things

they couldn't do while they were working, but they still want to work on their own terms. Being self-employed gives them that freedom.

Also, they like to drive. They just like to get on the road and go places. And they like being paid for it.

CLDA Mag: Are these people who are retired?

Ruth Ospino, Owner &
CEO of Tempo Transport



Ospino: Yes, but they are not done working when they retire. Many have done the stay-at-home thing for a while after they stopped work and then are ready to go back to a job.

CLDA Mag: Why do you like having them as part of your team?

Ospino: They seem to be more honest and more loyal. Unlike some of the younger people in the workforce, they don't need to hop from job to job.

CLDA Mag: So, you're saying they tend to stick around longer?

Ospino: Yes. About 10% of our drivers are over 60 and not one of them has been here less than five years. They tend to stick with it.

And if they are thinking about leaving, they're going to be honest about why. They don't just go. If there's something happening that they're not comfortable with, they'll be honest and tell you. They communicate well about their expectations; what they want from a job. They will tell you up front what kind of work they want and what they don't want.

CLDA Mag: Are there jobs that they are better suited for?

Ospino: They are a good match for routed work. I especially like putting them on with our medical customers. Their maturity and knowledge bring a lot to the table especially for these kinds of time-critical deliveries. They understand the importance of these deliveries. Now that I think of it, most

of my older drivers do service our medical customers.

CLDA Mag: Are there jobs where they won't be a good fit?

Ospino: I wouldn't put any of our drivers who are over 60 on jobs that involve moving heavy freight, like moving furniture. Although, I do have one right now who's over 60 doing home delivery. I just don't think it's going to be a good fit for him long term. Right now, though, he seems to be enjoying the work.

CLDA Mag: What do you suggest for someone thinking about looking for drivers over the age of 60?

Ospino: Do it! They are a great addition. Especially now when it's hard to find drivers. I will say, though, that the way I've been finding them in the past is no longer working as well. Before, I'd get a lot of older workers through Craigslist. Now, it seems that Facebook is a better way to reach them.

CLDA Mag: What advice do you have about building long-term relationships with older drivers?

Ospino: I think communication is the key. That one-on-one communication is different from generation to generation and with many of those over 60, it's critical. I'm not categorizing everybody in this, but I do feel that the older generation really values knowing that they are appreciated. We make sure to thank them for what they do and that goes a long way. It doesn't need to be much. Just a quick thank you. They re-

ally appreciate that. They like knowing that they are needed. I think everybody does, but for some reason, I feel that the older generations appreciate that more than any other drivers.

CLDA Mag: What would you say you should not do when it comes to this group of drivers?

Ospino: Don't underestimate them. Don't think they can't do something because of their age. I think it offends them. Don't ever say, "Oh, that's not for you." Trust me, they'll tell you if a job is not what they want. They have no problem communicating!

CLDA Mag: Is the use of older workers something you've been considering recently because of the driver shortage?

Ospino: Actually, no. I've been using them from since the beginning when I started my company in South Florida. There are so many retirees there. In fact, we have two key drivers out of our Florida location who have been with us since I founded the business over 14 years ago. When I started my business, I realized what a good fit they would be for the work we do.

CLDA Mag: Give us some parting thoughts about working with older drivers.

Ospino: Diversity in my driver pool has shown to be key in servicing my different clients. I enjoy all different backgrounds and age groups and the strengths they bring to the work force. I value the older drivers and their drive to continue to stay active and motivated.

CLDA



Keeping Your Drivers on the Road Legally

As Bob Dylan noted almost 60 years ago, the times they are a-changing.

By *Cristine Huffine and Todd Boyce,*
Swift, Currie, McGhee & Hiers, LLP



or carriers trying to maintain their capacity to deliver, those changes are hitting hard. Those dealing with a shrinking pool of driver candidates, may be tempted to relax their attitudes towards the use of quasi-legal substances such as cannabis. After all, it's tough to keep up with the evolving legal landscape when it comes to these substances. But don't do it because it can put your business at risk.

Here are a few things to consider, when dealing with these issues to ensure that those who are working can keep on working.

Know The Law in Your Area

Each state has its own way of approaching the use of cannabinoids and it can be a challenge to sift through the multiple layers of legislation to figure out what applies to your company. Some industries have federal, state, county and even municipal rules and regulations to consider. Luckily, most of the rules and regulations are readily available online but oftentimes they conflict. For example, marijuana remains a controlled substance

juana) but is often concentrated through a chemical process. More importantly, Delta-8 THC use can create a positive result on a drug screen.

Many of these substances have the veneer of legality because they are sold at places frequented by commercial drivers like convenient stores and gas stations. While some jurisdictions have been more proactive in providing guidance on these quasi-legal substances, most have not. Consider one example: Georgia outlaws the possession of marijuana in one section of the law but not hemp in a different section of the law. However, when reviewing Georgia law regarding hemp, we see that it uses a limit of THC concentration as defined by federal law. As such, a business would, at a minimum, have to consult three separate laws to determine the legality of an unregulated bottle of CBD Gummies sold at a local gas station, as well as the legality of a driver's use of it.

The bottom line is this: you must understand all of the legal landscapes in which you operate. The last thing your business needs is to have a driver ensnared

Time is money and thus it is vital to spend some time becoming knowledgeable of the laws in play where your business operates to save money.

at the federal level even though multiple states have decriminalized personal use of the drug.

There are also considerable questions surrounding substances like CBD and Delta-8 THC. CBD and THC are the chemical components of marijuana. While CBD (cannabidiol) produces no psychoactive effect, THC (tetrahydrocannabinol) does produce a "high" associated with psychoactive impact. Typically, Delta-8 THC is produced from hemp (as opposed to mari-

in a bizarre set of regulations created by a small city. Time is money and thus it is vital to spend some time becoming knowledgeable of the laws in play where your business operates to save money.

Develop Your Policy

Once you have a good understanding of this patchwork of rules and legalities, it's time to develop a policy that is circulated to everyone associated with your company.

In the past, you may have unintentionally made some allowances for personal use of substances like marijuana. But you may not have specifically mentioned that these allowances mean it's okay for drivers when they are working. A well-thought-out plan that accounts for what your business wants will allow you and your team to navigate your way through.

There are typically two important decisions you will need to make regarding these issues: testing and sanctions. Given that the logistics industry typically involves working at a fast pace and around heavy equipment, it would seem prudent that any drug testing policy would account for things like CBD and Delta-8 THC. This could entail a simple statement in your policy and/or handbook that CBD and Delta-8THC will be treated like alcohol or any other controlled substance while people are on the job. This provides clear expectations to your team and provides no real room for argument. Another smart component of any drug testing policy would incorporate a very quick questionnaire for an employee or IC to complete prior to testing regarding what he or she believes the testing will show.

Implementing such a preliminary process of "honesty is the best policy" could also give your business a bit of leeway in deciding what to do regarding sanctions in a specific case. Your actions must be uniform regardless of the circumstances. Some measure of flexibility is also important. What is important is that the policy create the flexibility you want. Incorporating a 5-Step Sanction policy for some violations versus a 3-Step Sanction policy for others versus immediate separation is appropriate depending on the seriousness of the infraction. This policy should always be applied equally to every person. Oftentimes when attorneys are questioned on how to handle an employment situation, the first response will be "What does your policy say?" Keep this question in mind when crafting and applying your own policy.

Educate Your Workforce

The third step is educating your workforce. Set expectations at the beginning of the tenure of your employ-

ees and ICs. You will want to create a written document that does two things: 1) advises the new employee/independent contractor of the testing requirements and the ramifications for non-compliance and 2) requires them to acknowledge in writing that they are aware of the policies.

While setting expectations upon hiring is essential, the best practice is to continue to reinforce your expectations in regular intervals. Does that mean a daily Slack message or an automated message when an employee/independent contractor clocks in or accepts a route? Probably not, although there could be no clearer signal. In reality, something along the lines of a quarterly reminder (ideally one your workforce signs) is a good balance between awareness and protection. The key is deciding what interval works best for the business and then implementing procedures to ensure the reinforcement of the expectations. That's the safest way to keep your drivers on the road legally. **CLDA**



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New CLDA President **JASON BURNS**

on Making the Most of the
GOLDEN AGE of Last-Mile



By Andrea Obston
CLDA Director of Public Relations

We are in a golden age of last-mile. There's never been a better time to be in this industry. The goal for my presidency is to make sure that CLDA is seen as the thought leaders in this space ... the place where the leaders in the industry gather and the people who have a vision for our industry's future embrace change.

in my heart because my father was the first African American board member and was inducted into the association's Hall of Fame in 2018." Jason can add another "first" to his family's his-

Those were some of the thoughts shared by the new CLDA President, Jason G. Burns, Sr. as he talked about his vision for the future of the association with the Customized Logistics & Delivery Magazine.

story with the association – he is the first African American to serve as its president.

Jason began his two-year role as CLDA's president during a February 24 board meeting, expressing his appreciation for all that his predecessor, Steve Howard, did for the association. "During Steve Howard's time as president, he did a great job positioning us as industry leaders. He reenergized the association, grew overall membership and added some impressive talent to the board. I'm hoping to capitalize on the momentum he created," he said.

Jason was born into the business that his parents, Ronnie and Sheila Burns, started in 1984 in New Orleans. "I've been involved in this business in one way or another for as long as I can remember," he says. "As a child, my dad taught me how to operate the stick shift in our old Ford Ranger trucks. I would be so excited to make deliveries with him because I loved the sound of the clutch engage as I shifted gears while he drove. When we were in the office, I recall being in the dispatch rooms, looking at maps and plotting all the places we were doing deliveries."

A Lifetime in the Business

Today, Jason Burns is the Director of Corporate Development at [Dropoff](#) where he is responsible for mergers, acquisitions and enterprise sales. The Austin, TX-based company provides same-day delivery and logistics solutions to enterprise customers with a presence in 53 cities across 20 states.

Jason went off to college in Nashville, earning a BA in Communications Studies at Vanderbilt University and graduating in 2006. After that, he joined another of his family's businesses, first in Nashville and then in Philadelphia. He knew he'd return to New Orleans, where his family was a staple of the city's business and social scene, but he wasn't sure when. Hurricane Katrina made the decision for him. "I remember being in Philly one day and watching the aftermath of Katrina and seeing the city's recovery efforts. I realized I wanted to be a part of that. That's what drove me to come back home and to get involved in QCS in 2008," he recalls.

Jason has spent his whole life in the delivery space and as part of this association. "My father, Ronnie Burns, was one of the association's founding members and our former company (QCS Logistics) joined the association in 1987," he says. "When I became a part of QCS in 2008, it was important for me to get involved with the leading industry association to network and learn best practices from industry experts. This association has been a tremendous asset to my career development and holds a special place

To prepare for his time at QCS, Jason wanted to see how others in the industry worked. "Diamond Transportation in Philadelphia was a larger operation than ours.



The president was a woman my dad knew from being in the association. My dad made the connection, and I got a chance to see how they did things before I returned home,” he says. “I walked into their 80,000 square foot building and was amazed. At the time, QCS had no warehouse. I said to myself, ‘We could do this.’ I went back home and kind of bombarded them with everything I saw in Philadelphia. I admit I did a lot of pushing. A lot of questioning. They heard a lot of ‘whys?’ and ‘why not?’ and “why can’t we...?’ from me. I saw this vision of our company going everywhere; delivering everything.”

During his time at QCS, Jason did just about everything including working in operations, dispatch, customer service, business development and even doing deliveries when needed. He rose through the ranks and in 2017 he assumed the presidency. The company was recognized with the Inc. 5000’s America’s Fastest Growing Companies awards in 2013, 2014, 2015 and 2016. In 2014, QCS was also recognized by the Initiative for a Competitive Inner City as a Top 100 Icon of Industry. On a personal level, Jason earned recognition in 2021 as a Junior Achievement Rising Star. He is also a Goldman Sachs 10k Small Businesses Alumnus.

QCS’s successes drew the attention of a number of companies interested in acquiring it. In 2020, QCS management accepted Dropoff’s offer. His experience with the QCS acquisition gave him the perfect background for his current position with Dropoff, as the company’s Director of Corporate Development. He and his family relocated to Austin, TX, where Dropoff is based, in 2021.

The Kid at the Association Meetings

Jason’s childhood memories are of attending meetings

of the MCAA, the CLDA’s predecessor. It was a family affair. “Back in the day, my brother, Vinnie and I attended a couple of conferences with my parents. I remember one year my dad had the Mayor of New Orleans welcome everyone and give the MCAA a key to the city. At those meetings I saw some of the same guys I now serve with on the board. So, it’s come full circle now that I’ve been elected president.”

He joined the board in 2011 and became a part of the Executive Committee in 2016. He has served as a member of the Final Mile Forum, Membership, Diversity & Inclusion, Technology, Executive Leadership Summit and the Executive Committees.

A Vision for the Future

Jason’s lifelong involvement with the industry and the association have given him the perspective to take on the role of president. “I believe that I possess the knowledge, relationships and passion to continue our mission as the leading trade association for the final-mile industry,” he says.

He has a clear vision of where he’d like to see the association headed. “We have always attracted the best of the best in this industry. Now, I want to showcase the knowledge and expertise our members bring to the table,” he says. His leadership platform has three goals:

- ***Restructure the management of the association***
- ***Broadening the membership base***
- ***Forecasting and responding to change in the industry.***

Restructuring Management – “I want to open up opportunities for talent at the management level of the CLDA,” says Jason. “Right now, the board members are doing much of the committee work. I want to spread those



opportunities to others in the association to develop an expanded group of volunteers so they can grow into roles with association and help position CLDA as the industry leader.”

Broadening membership – Jason believes it’s important that members of the association represent every business that’s part of the supply chain and every person involved in the industry. “The face of this industry is changing. The CLDA should involve every company with a stake in the supply chain and every team member who’s a part of their operations,” he said. “I want to reach out to members of the industry beyond last-mile carriers with a two-pronged approach. The first is to meet with the members where they are. We’ve always had our members come to us for our events. I want to bring the association to them. I’d like to go to three to four markets where we have a great concentration of current and prospective members and do town hall-type meetings. We’d ask members to bring in others they know in the industry. We’d give them the opportunity to network with CLDA members and get to know them. I’m hoping that will help them strike up relationships and see how the association can add value to their businesses.”

He wants to expand membership beyond last-mile providers. “I’d like us to develop a strategy to identify and attract new entrants in the market, new providers in the final-mile space. People who are approaching this industry in new ways, through technology. Start-ups. Up-starts. Companies that are challenging the way we run this industry. In the past, we concentrated on attracting the traditional kind of operator. It’s time to widen our approach as a rising tide lifts all boats.”

Forecasting and Responding to Industry Changes -

Members of the association are at the forefront of changes in the logistics sector. Jason would like to harness that knowledge to help forecast where the industry is headed. “Our members are at the heart of what’s happening in this space,” he says. “There’s a lot of consolidation going on and they are in the thick of it. We’ve got to make sure that we have a value proposition that speaks to the players as the industry changes. I want to engage representative CEOs from a variety of companies involved in the industry and create a think tank around industry issues, legislative challenges, and new technology/opportunities for the final-mile sector. I want them to help us to be thought leaders about where the industry is going and what steps we can take to strategically influence our collective future. We should be the place that people turn to as a link to the future.”

Final Thoughts on Looking Forward

As we concluded the interview, CLDA magazine asked Jason to look into his own future. What would he like this presidency to be known for?

“I want us to continue to attract the best of the best in the industry,” he said. “I want to raise the bar for the association, from a management standpoint, a diversity standpoint and how we are valued in the supply chain sector.”

CLDA

Where do you see the industry going? How can the CLDA prepare you and others in the industry for it? What initiatives would you like to see the association take on to stay ahead of industry changes? Share your ideas in a short survey by clicking [here](#) or email him at President@clda.org.

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By Andrea Obston
CLDA Director of Public Relations

Lessons from a disrupted supply chain

What's next for providers?

*What can providers learn from today's disrupted supply chain?
And how can they use those lessons to re-engineer today's flawed supply chain?*

Two logistics veterans say it's all about taking in those lessons and using them to change the ways goods flow through the system.

“Supply chain disruptions have become our new normal, and we should expect and plan for them in the foreseeable future,” says Chuck Moyer, a 40+ year logistics veteran and a former president of the CLDA. Moyer is currently Chief Executive Officer at [Pentagon Final Mile](#) & President at [ROVA](#) (Transportation Platform Company).

Adam Hill, President & Chief Operating Officer for the [Scarborough Group of Companies](#) agrees that disruptions are here to stay, at least for the near future: “I expect us to see a least another year of this. I think 2022 is going to give us a little bit of a reprieve but I don’t think we’re going to see anything approaching ‘normal’ until sometime in 2023. And even then, I think we’ll need a new definition of normal.” The Scarborough Group is a full-service international and domestic logistics provider, and a U.S. and Mexican Customs Broker. The group includes Scarborough International, Scarborough Logistics, Scarborough Transportation, Scarborough Consulting, and Scarborough Warehousing.

A Flawed System That Finally Broke

Moyer points out that none of the current disruptions are especially new. Many industry observers pointed out just how frail the supply chain was, even before the pandemic. “Many of the systems in use are antiquated, lack supply chain visibility and the ability for proactive planning,” says Moyer.

Moyer also pointed out that there were pre-existing weaknesses in the supply chain that finally gave way when faced with rising consumer expectations intensified by the pandemic. “What’s happening now only exposed the weaknesses in the supply chain,” he says, “Everyone in the supply chain knew the ports and labor models were fragile. It’s been reported and discussed for many years. What happened with the pandemic just exposed what was already known and the lack of planning. There were problems below the surface, and they just hadn’t reached the breaking point yet. We’ve been talking about these issues forever, but very few companies have really done a good job preparing and taking a proactive approach in dealing with them.”

It Didn’t Start With the Pandemic

Both of these logistics pros saw the roots of today’s issues preceding the pandemic by decades. One of the big drivers was the change in consumer expectations. “It goes all the way back to FedEx and Amazon. They changed consumer expectations,” says Moyer. “Before that, the delivery companies would tell the consumer when to expect their orders (known as the “push model”). Then companies like FedEx and Amazon started to put that power into the hands of the consumer (known as the “pull model”). Changing from the shipper telling the consumer ‘Your package will be delivered in three weeks’ turned into empowering the consumer and shippers asking consumers ‘When would you like it delivered?’ That put stress on the entire supply chain and is here to stay. The expectation of fast delivery, shipment tracking, excellent customer service combined with a flexible return policy and free or low-cost delivery options has everyone reevaluating their solutions.

Hill pointed out that another of the big weaknesses in the supply chain can be traced back to the Recession in the early 2000s. “We’re going have to go all the way back several decades to get a full picture of where we are now,” he says.

The Pandemic Domino Effect

When COVID hit in China, cancelling Chinese New Year celebrations in 2020, the final stressor on the supply chain fell into place. “China was locked down for nine weeks due to the virus,” points out Hill. “Factories were shut down. Production ceased. That caused the steamship lines to stop servicing those ports. Then, COVID started making its way around the world. Europe shut down. The US shut down. And just as manufacturing in China picked up again, we started to see skyrocketing consumption in the US fueled by lockdowns. Fast forward now and we’re seeing the ports in LA and Long Beach trying to handle a 30-plus percent increase in traffic from their pre-pandemic numbers. Those goods are locked up even now as things ease a bit, but it’s still chaos. The warehouses on the coasts are 130% full. We have more than 20 loads for every individual truck that’s available to come out on the West Coast.

It's just a perfect storm of problems. In the past, we may have had one of these problems and the rest of the supply chain could figure a way around it. We can't do that now. That's why I describe what's happening as chaos. Not disruption. Chaos."

What Can We Do?

"Disruptions are ongoing and somewhat unpredictable but planning now and changing the way we do business will position companies to take advantage of those disruptions in the future, and gain market share," says Moyer.

Given that many of the supply chain issues are baked into the system, what can logistics providers do? Moyer advises getting as much visibility of the whole process as possible: "When I look at the supply chain issues of today, I believe the root cause is that most companies lack visibility and measurements in their supply chain. What they need is a Control Tower – a way to gain full visibility all the way from the manufacturing of the goods through every leg of the supply chain. That way everyone along the way can spot disruptors in real time and adjust. So, if manufacturing is ahead or behind in their schedule, those picking up the goods can modify their schedules and judge the impact on their warehouses and ultimately how and when they will be able to deliver goods to their destinations. Having real-time systems that are linked to all of your stakeholders, monitors weather, and industry issues (including labor and bottlenecks) will help everyone in the supply chain to plan accordingly. This will allow optimization of every component in the supply chain. If you have that Control Tower you can optimize everything from your agreements to your scheduling, insurance, inventory control, placement of facilities and adjust as needed and keep your customers informed. Creating a pro-active culture and solution is an investment and provides a distinct advantage and ROI."

Hill points to the human side of the equation when it comes to coping with disruptions in the supply chain: "Partnerships matter. Providers need to do business with people who are like-minded. They must do business with people they trust and know they can depend upon. This is the time where service wins and good partnerships are

how you provide a high level of service. The world relies on those of us who make the supply chain work and we need to work together to make that happen."

When it comes to providing the best service, Hill says that communications are key. "Many of these disruptors will be with us for a very long time and if we're going to keep our customers it's going to be all about communication. Communication skills are the key to delivering good service, no matter what disrupts the process. And when those things hit, servicing the client may include having to tell them that something's not going to happen. Providers will need to be honest when something's gone wrong and offer solutions to the customer how they'll take care of it."

Lastly, Moyer advises that everyone in the supply chain will need to evaluate how they do things. "We're going to have to streamline operational strategy at every stage of the supply chain," he says. "That will include improving manufacturing and inventory control, evaluating carrier relationships, searching out vendor management solutions, modifying demand requirements and focusing on workplace environments. Companies will need to invest in their people, artificial intelligence, automation and analytics to find creative solutions to streamline tasks, improve forecasting, gain visibility and improve efficiency. These are complex issues and companies must put strategies in play today and not just hope that the issues will resolve themselves. They won't."

Opportunity From Chaos

Hill concludes his observations about disruptions in the supply chain on a positive note. "There are always opportunities created by chaos," he says. "Find the right opportunity and look for ways to make the most of it. There will always be storms and those that figure a way to make the most of them will come through stronger." **CLDA**

Looking for ways to flourish in the midst of supply chain disruptions? Turn to the CLDA for webinars, conferences, best practices and support from members in the industry. [Contact us](#) or visit our [site](#).

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A man with a beard, wearing a high-visibility yellow safety vest over a blue long-sleeved shirt, is shown in profile from the chest up. He is looking towards the left, where a large yellow bag is being handled. The bag has black text printed on it: "1-800-UN-CARCO" and "1-877-235-1599". The background shows an airport tarmac with an aircraft wing and tail fin visible. The sky is clear and blue.

Is Getting It There by Air for Me?

Looking for ways to expand your services and widen your footprint?
Adding air transport to your bag of tricks may be the answer.

By *Andrea Obston*
CLDA Director of Public Relations

CLDA Magazine spoke to Jennifer Haigh, Head of Specialty Products Sales at [United Cargo](#) about the ways her airline and many others help carriers jump into this lucrative vertical.

Q: Why is adding air transport a good thing for a courier?

Haigh: It allows your courier company to do more for existing customers, as well as opening up new opportunities with new ones. Maybe you have a customer and you're only servicing them in one or two cities. With the help of air carriers, you could expand what you do for them by covering more of the cities they want to reach.

You're also offering your customers the advantage of speed. You can get something from the west to east coast in five to six hours.

There's also the ability to easily track and trace goods going by air. With our systems you can let your customers know when their shipments have been loaded, when they are unloaded and where they are at all times.

Q: What keeps some couriers from adding air transport services to their customer offerings?

Haigh: I think it's not knowing how to approach the process. Not understanding the services or processes behind it.

There's no question that there are a lot of details involved in air transport and the requirements can sometimes be intimidating. But once a courier can find a partner to work with that can provide guidance in the initial stages, they can offer more services to existing customers and bring in new ones by offering these services.

There are so many resources offered by airlines like United to help couriers take advantage of this vertical. It's also useful to talk to the CLDA members who offer air transportation services. Everyone faces the same challenges and CLDA members can help share best practices and tell you what works for them.

Q: For a courier who may be saying "Oh, that's just not for me" what would you say?

Haigh: There's an opportunity to grow your business that you're missing out on. I'm a big fan of getting outside of your comfort zone and seeing what else is out there. There's definitely a chance to work with airlines to see how we can grow a courier's business together. You have customers that you're now serving one way. This gives you the ability to do more for them and ultimately to help grow your business.

Q: There are couriers who rule this out before they even start. They don't even look into it.

Haigh: I'm sure you're right. There's definitely more business out there and we're always here to help them go after different opportunities. For those who are reluctant, I'd ask them this: Are there different and better ways to get your shipments from point A to point B that you haven't considered? Is there a piece of business you've been wanting to go after, but didn't know how to take that first step? We can help with that.

It's about furthering your reach. You can get across country in six hours in the same day. You can fly a red eye and have something there the next morning. There's an opportunity to be faster, quicker and more agile.

Q: Are there resources out there that can help a courier get into this vertical?

Haigh: Our dedicated team can certainly help. We have a team of eight or nine people focused specifically on our specialty products. For more information on our product offerings, you can visit [unitedcargo.com](#).

Then there are many organizations that you can use as a resource and, of course organizations like the CLDA. There's plenty of business out there and I know you have members who are more than happy to share best practices. Talk to them. It's doable. Don't be afraid to ask.



Q: What are opportunities out there for our members to jump into the air transport arena?

Haigh: Life sciences, which includes the transportation of human tissue, medicine and test samples. Also, small industrial parts, automotive parts and any other small parcels.

Q: What are the myths that keep couriers from getting involved in air transport?

Haigh: The first, and most common, is that it's too hard. They believe that just setting up an account is tough. It's not. For us, it's pretty simple. You go online, you create an account, and we'll get you up and running. Yes, there are some steps in between registering and starting to move deliveries by air. But it's not a two-three-week process. It's something that we can work through with you.

The second myth is that understanding the scheduling is tough. Not true. It's all online. It's almost like booking an airline ticket on United. You go to [UnitedCargo.com](https://www.unitedcargo.com), tell us where the package is coming from and where it needs to be, and we'll show you the schedule and prices right there. We can also tell you our tender times, our hours of operation, our cut-off times and even where to drop the package. In some of our airports, you can even drop them right at the counter.

And if it's not on the website, you can always call a local sales rep who will walk you through the process.

We have a product called QuickPak that's specifically designed for the smaller packages that most couriers transport. It's for shipments that are under 100 pounds and under 90 linear inches that need to be on the next

flight out. With most of those shipments couriers can recover them within 60 to 90 minutes after the aircraft has landed, domestically. We have dedicated people who go out to the aircraft to retrieve these shipments and bring them to the QuickPak area.

Q: Do you need to be certified as a Known Shipper to pick up a package at the airport and get it to its ultimate destination?

Haigh: No. That's easy if you're designated as somebody who can cover the shipment. At many United Airline facilities, you can even pick them up at the counter.

Q: You mentioned that United works with a lot of couriers in the life sciences space. What are the unique issues in the life science realm and how can couriers overcome them?

Haigh: With life sciences, it's all about ease of transit and quickness of getting those packages from point A to point B. We have a program called LifeGuard that's specifically designed for these kinds of shipments. It's customized for the transportation of human tissues or cell therapy treatments across the global United network with speed, careful handling and complete oversight by our expert team. It was particularly helpful when we were transporting COVID tests to labs for processing.

Jennifer Haigh is Head of Specialty Product Sales, America for United Cargo®. The company delivers business-friendly service via the cargo capacity of the world's most comprehensive route network – nearly 4,500 flights a day to 339 airports operated by United Airlines and United Express. For more information go to [unitedcargo.com](https://www.unitedcargo.com)

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FIVE MISTAKES ON BACKGROUND CHECKS THAT CAN PUT YOUR COMPANY AT RISK

By Andrea Obston
CLDA Director of Public Relations

At a time when so many carriers are desperate for drivers it's tempting to skip the background check or loosen your standards. That's not a good idea, according to Unna Edmonds, President, Owner and Operator of [Premier Background Screening Services](#), LLC in Tomball, TX. "While everyone is in a hurry to get drivers on the road these days, it can be a costly mistake to hire people without a background check or wait until after you start their training or put them on the road," she says. "You open the door to potential problems. In addition, if you start their training before the background check, you could be spending time and money training them and end up not being able to use them."

Background checks allow you to valid that a candidate has the qualifications to do the job and does not have a work or life history that could signal potentially bad behavior. These checks should be a critical part of the process of bringing in any new drivers. "A strong background screening program should be part of an overall systematic and well-designed hiring process that is focused on making the best possible hiring decision to bring the right talent into the organization," according to Edmonds. "By performing a background screen, you reduce your liability from these relationships and start them off on the right foot."

She lists the most common mistakes carriers make:

1. Neglecting to get release forms before running a check
2. Putting the driver to work before doing a background check
3. Not giving candidates the chance to correct background check mistakes
4. Turning to social media to vet a driver
5. Doing a check without the help of a professional employee background check service.

NEGLECTING TO GET A RELEASE FORM BEFORE RUNNING A CHECK This is the most common mistake carriers make involving background checks according to Edmonds. “One of the most important regulations from the Fair Credit Reporting Act (FCRA) is that you obtain permission to run a background check,” she says. She cites Section 604(b)(2) of the Fair Credit Reporting Act that says “...a person may not procure a consumer report... for employment purposes with respect to any consumer, unless— 1. a clear and conspicuous disclosure has been made in writing to the consumer at any time before the report is procured...in a document that consists solely of the disclosure, that a consumer report may be obtained for employment purposes; and 2. consumer has authorized in writing...the procurement of the report by that person.” Edmonds simplifies it this way: “You must have your applicant complete and sign a release giving you permission to run a background check. In addition, you should provide the form to the applicant as a document that is separate from the application.”

PUTTING THE DRIVER TO WORK BEFORE DOING A BACKGROUND CHECK Edmonds cautions against trying to shortcut the process by getting a driver on the road before doing a background check, MVR and drug test. “It costs more money to rehire and train after a troubling report comes back than it does to wait,” she advises.

NOT GIVING CANDIDATES THE CHANCE TO CORRECT BACKGROUND CHECK MISTAKES When you’re eager to make a hiring decision, it’s easy to look at a background check report as the ultimate key to a candidate’s readiness. “Don’t look at the report as if it answers a yes-or-no question,” she cautions. “Are there any blemishes on the applicant’s record? If yes, does that mean they are automatically out? If no, are they automatically in? The problem is that pre-employment background checks cannot tell the whole story. An excellent hire might happen to have a rough patch in their history. Or a candidate could have an explanation that makes their criminal record look a little less shocking. In fact, this is one reason FCRA requirements dictate that you must notify applicants about the results of their background checks. Candidates deserve to know what you know. And you might both benefit when the candidate has an opportunity to explain themselves. It’s always a great idea to ask otherwise promising applicants if they can explain a blemish on their record. Of course, this generates more work for your HR manager. In fact, failure to ask questions is such a common mistake because follow-up takes time. But doing the follow-up may be worth it.”

TURNING TO SOCIAL MEDIA TO VET A DRIVER While it may be tempting to just peruse a candidate’s social media, it won’t give you the whole story and it could open the door to a

discrimination claim. “It’s very common for companies to turn to social media as a means of screening candidate for culture fit,” Edmonds admits, but it’s not a good idea. “Social media includes a lot of details you’re not looking for and information you could never legally ask about in an interview. You might learn an applicant’s age, religion, sexual orientation, or political leanings. You could find out they have kids or if they’ve had any recent health issues. And while it would be extremely difficult for anyone to prove you discriminated against them based on this knowledge, it is possible. For that reason, we advise against using social media while you’re in the process of making hiring decisions.”

DOING THE CHECK WITHOUT THE HELP OF A PROFESSIONAL EMPLOYEE BACKGROUND CHECK SERVICE An employee screening service can take an objective look at the character of a prospective hire. “Our services can provide information that allows you to make intelligent human capital decisions, while withholding details that might cause unconscious bias,” Edmonds points out. “A professional background screening company is better skilled when it comes to human capital due diligence. It’s what we do day in and day out. Firms like ours know what to look for, where to find it, and how to analyze the data.”

Edmonds explains that mistakes like these happen for good reason, but still need to be avoided. “In the transportation industry there is a high rate of turnover. Employers need to get their customers’ products from one place to the other quickly and there is always a need to get the new drivers on the road as quickly as possible, so they skip these things,” she says. “But the outcome of missing these steps can be catastrophic for a company. You can end up hiring people with disruptive behaviors or a history of fraud or embezzlement. They may have a history of workplace violence, sexual harassment, racist behavior or bullying. Their backgrounds could cause morale issues among your team and create potential liability issues for your company. While it may be tempting in this tight labor environment, skipping these checks puts your company, your customer relations and your reputation at risk.” **CLDA**

Want to protect your company’s bottom line, reputation and customers through professional employment checks? Send your questions to [Unna Edmonds at Premier Background Screening Services, LLC](mailto:unna@premierbgs.com). You can reach her at: unna@premierbgs.com



CLDA Elects New President & Adds Two New Board Members

Jason G. Burns, Sr. was elected president of the Customized Logistics & Delivery Association during the board of directors meeting on February 24. Burns assumed the role of president from outgoing CLDA President, Steve Howard. He is joined by two newly elected board members, Brian Surber, Chief Operations Officer, [Priority Dispatch](#) and G. Eddie Pillow, President, [Pillow Logistics](#) were elected to the board.

Burns is the Director of Corporate Development at [Dropoff](#) where he is responsible for mergers, acquisitions and enterprise sales. The company provides same-day delivery and logistics solutions to enterprise customers across 25 states and 40 markets and growing.

Burns is the first African American to head the CLDA board. He has been active in the association since he joined in 2008. He has been on the board since 2011 and served on the Final Mile Forum, Membership, Diversity & Inclusion, Technology, Executive Leadership Summit and the Executive Committees.

New board member Brian Surber has been an active member of the association since he joined in 2004. He has chaired the Sponsorship and ELS committees and served on the Education, Final Mile Forum, PR & Marketing and Virtual Shippers' Exchange Committees.

New Board member Eddie Pillow heads a company that has been part of the association since the 1990s. The company's founder, George Pillow Jr. was a member of the board of

the MCAA (CLDA's predecessor) in the mid-1990s. Eddie is a member of the Shippers Committee.

Joining Burns on the Executive Committee are:

- Joel Pinsky, President-Elect and Chief Financial Officer, Global Messenger - Baltimore, MD
- Steve Howard, Immediate Past President and President, Esquire Express - Hialeah, FL
- Lorena Camargo, Secretary and CEO and Founder, Pearl Transportation & Logistics - Inglewood, CA
- Tim Cocchia, Treasurer and Chief Operating Officer, Xcel Delivery Services - Phoenix, AZ

Other members of the board are:

- Mark Cossack, President, Priority Courier Experts - St. Paul, MN
- Errol Cvern, President, Select Express & Logistics - New York, NY
- Randy Edmonds, Managing Partner, Epitome Logistics - Houston, TX
- Thomas Jowers, Vice President/COO, ADL Delivery - Tampa, FL
- Ruth Ospino, Owner & CEO, Tempo Transport, Miami, FL and Olathe, KS
- Ralph Perrothers, President, On The Go Cargo, Inc. - Carlstadt, NJ
- Kelly Picard, President, Hackbarth Delivery Service - Mobile, AL
- Charles Wolfe, President, Blaze Express Courier Service - New Orleans, LA

New ILAG Member

CLDA welcomes [Scopelitis, Garvin, Light, Hanson & Feary](#) to our Industry Leadership Advisory Group. The firm serves the legal and business needs of the transportation industry on a full-service basis. With offices strategically located in many major cities throughout the United States, they offer advice and counsel to more than 5,000 transportation-related clients in the 48 contiguous states. Their capabilities rest upon the collective experience of attorneys who have represented motor carriers, private carriers, shippers, brokers, logistics companies and trucking insurers for over 40 years. **CLDA**

“CLDA’s Virtual Shippers Exchange gave us an opportunity to network with shippers and our fellow members without the expense of travel.”

“They did a fantastic job. You didn’t feel like you were selling. It felt like a very fluid conversation. A lot of times at these kinds of events you feel like it just all about selling. I’ve been to other events in the industry, and everyone seems to be out for themselves. Everyone at this event seemed like they were there to help each other out”

Noah Alvarez, [Alvy Delivers](#)

“I always come away from CLDA events with renewed energy and focus”

JR Dicker Pres/CEO, [Gold Rush Express Delivery](#)

CLDA Virtual Shippers Exchange Delivers

On March 16, a wide variety of shippers and representatives from carriers across the country connected at the second annual CLDA Virtual Shippers Exchange.

Participants at the members-only event were matched with shippers in the verticals they were interested in for intimate 50-minute roundtables. Each carrier participated in three roundtable sessions, allowing them to introduce themselves and find out directly from shippers what they are looking for from carriers. “We knew how much the shippers wanted this,” said Conference Chair, Lorena Camargo. “Of the 15 shippers who participated, half signed up the day we announced the event. These were shippers who came to the event looking for long-term partnerships with carriers.” One shipper, Paul Steffes, COO of [5 String Solutions](#), said the event delivered what they hoped for: “The CLDA Virtual Shippers Exchange has been a valuable resource for us to grow our network of final-mile carriers. We continue to deliver new business opportunities to our final-mile carrier network and had the opportunity to meet with new carriers which we look forward to adding to the 5 String Solutions carrier network.”

It was the first event for CLDA’s recently elected president Jason G. Burns, Sr, who kicked off the day with a welcome and a preview of the associations’ accomplishments and upcoming events. He introduced the event’s Platinum Sponsor, [Beans Route](#). Company President, Akash Agarwal, who gave an overview of how the company’s unified logistics management capabilities transforms delivery businesses.

Following that, shippers and couriers went into one of eight 50-minute roundtable Zoom rooms based on their areas of interest. They included healthcare/pharma, ecommerce, ecommerce/3PL, ecommerce/white glove, ecommerce/broker and auto/3PL. In each session, couriers had the opportunity to introduce their businesses and discuss the kind of work they do. Shippers, in turn, talked about what they were looking for in a delivery partner and the specific geographic areas where they needed more carriers. “This was an excellent forum to get to

meet a high but manageable number of colleagues at one time,” said one of the participants.

Here are some of the pieces of advice shared by the shippers:

- “Successful agents give us as shippers a clear picture of what’s going on. We value carrier responsiveness.”
- “The biggest mistake carriers can make from a shipper’s point of view is not communicating. Communication is key. If you don’t communicate it makes us all look bad.”
- “As long as our carriers are open and honest with us, we can be open and honest with our customers.”
- “When we present opportunities to carriers, we want you to say yes. It takes teamwork to make things happen.”

Both couriers and shippers came away from the event with valuable information about working together. In addition, many couriers said that the day allowed them to better connect with fellow couriers, offering them new opportunities to collaborate.

One shipper, Eric Donaldson from [American Expediting](#) summed up the event this way: “The purpose of being here was to enrich opportunities for everybody. That’s exactly what it did.”

“I want to give a big thank you to all the shipper participants, and CLDA members for joining the event,” said Event Co-Chair and Shipper Committee Chair Randy Edmonds. “I feel these events add great value to members. We look forward to continuing these events and of course holding shipper panels and round tables at the Final Mile Forum in June.”

Members of the industry will be able to keep the conversation going with face-to-face shipper and courier round tables at the upcoming Final Mile Forum. The three-day live event will take place on June 29 to July 1 in Miami, FL. It will be the place where shippers and couriers meet to do business. Find out more [here](#). **CLDA**

Adgile Media Group Joins CLDA Member Benefits Program

[Adgile Media Group](#) recently joined the CLDA Member Benefits Program offering a way for members to generate a new source of income by placing ads on their trucks.

Adgile works with advertisers like Mountain Dew, T-Mobile, and many across diverse business verticals. Adgile's benefit to CLDA members is that, in exchange for the use of your truck-side real estate, Adgile will provide a monthly payment for an active ad campaign running on your vehicle.

They are the leading tech-enabled, data-driven Out-of-Home media company that places advertising on trucks. Using state-of-the-art technology, Adgile captures consumer behavior information and the number of views an ad gets during a marketing campaign's life cycle. This data is insightful and actionable for advertisers.

"Partnering with Agile as part of our network of box-truck operators is an excellent way for CLDA members to grow market share, drive margin growth, and increase ROI," says Andre Julien, Adgile's Director of Operations

To learn more about Adgile Media Group or join their network, visit [Adgile.co](#) or email us at operations@adgile.co.

Through the CLDA Member Discount Program CLDA members get substantial discounts on products and services that your company needs every day. Members that take advantage of the programs often save more than the cost of their dues to the association.

Vendors participating in the CLDA Member Benefits Program include:

- ADP
- BizChoice Transportation
- Budget Truck Rental
- CAT
- Front
- Hub
- Integrity Medical Courier Training
- Momentum Groups
- National Facewear
- Penske Truck Leasing
- Premier Background Screening Services
- Robinson Oil Corporation
- Shoes for Crews
- T&K Apparel
- Tickets at Work
- UPS

The program continues to expand and expects to add even more services. If there's a service you'd like to see or a vendor you'd like to suggest, contact committee chair, [Joel Pinsky](#). And if you're bursting with ideas on ways to add the program, why not join the committee? It's a great way to add value for every member of the association including you. Reach out to Joel to learn more.

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

CLDA Webinars

Get ready to delve into the hot topics and current challenges facing the logistics and delivery industry. Created by the CLDA Education Committee, the webinar series launches on April 20.

Mark your calendars for these dates:

- April 20
- May 18
- July 20
- August 17
- October 19
- December 7



Watch your emails and the CLDA Express newsletter for details. **CLDA**

CLDA's Final Mile Forum Focuses on Staying Relevant in the Final Mile



Excitement is building for the [2022 CLDA Final Mile Forum & Expo](#). The live, three-day event from June 29 to July 1 will provide the tools to stay relevant in the final mile. The conference site, the Hyatt

Regency Miami, is a landmark hotel overlooking the Miami Bay. It will provide easy access to popular attractions, like Brickell City Center, Wynwood Art District, Coral Gables, and Little Havana.

Two keynote speakers, Brian Carter and Gene Marks, will arm participants with the tools to flex in the face of disruptions.

On Day #1 the keynote presentation will be “The Great Resignation.” Conference participants will learn how to attract and retain the best personnel in a post-COVID world from columnist and business management author [Gene Marks](#).

A past columnist for both The New York Times and The Washington Post, Marks now writes regularly for The Hill, The Philadelphia Inquirer, Forbes, Inc. Magazine, Entrepreneur Magazine and The Guardian. He has written five books on business management, geared towards small and medium sized companies. His most recent is *Want More Cash? 100+ Ideas and Strategies for Increasing Your Company's Cash Flow This Year*. He appears regularly on Fox Business, MSNBC, CBS and SiriusXM's Wharton Business Channel where he talks about the financial, economic and technology issues that affect business leaders today.

Marks owns and operates the Marks Group PC, a technology and consulting services for small and medium sized businesses. Prior to starting the Marks Group PC this Certified Public Accountant spent nine years in the entrepreneurial services arm of the international consulting firm KPMG as a Senior Manager.

Kicking off Day #2 will be [Brian Carter](#)'s keynote address, “Eruption Not Disruption.” It will feature the secrets of attracting the customers and workforce to grow in today's disruptive business environment. Carter is a bestselling author

and IBM Futurist whom LinkedIn dubbed “an expert you should listen to.”

In his 20 years of business success, Carter has worked with organizations of all sizes, including Microsoft, NBC, Salesforce, JP Morgan, Humana and The U.S. Army. His frequent media appearances include Bloomberg TV, ABC, Forbes, The Wall Street Journal, Entrepreneur, AdWeek and The New York Times.

Carter has taught 50,000 students in topics including sales, generational differences, social media, customer service, leadership, teamwork and marketing. He has 250,000 online fans and reaches an overall audience of over three million people each year. His ideas and insights come from 20 years of trailblazing work in the modern business world, up-to-date experience and deep case-studies.

The conference will also feature educational sessions, meetings with shippers, networking events and a look at the newest industry trends and innovations at the conference's packed exhibition hall.

Educational programs will include:

- Healthcare Supply Chain: Practices for a New World
- Mergers & Acquisitions: From Strategy to Execution
- Shipper Panel: Reinventing the Supply Chain - The Future of Final Mile
- Must-Have Tech: Needs for Surviving Today's Final Mile
- Future Tech: Smart Lock/Smart Box and the Final Mile

Two roundtable discussions will bring together shippers and carriers, forwarders and brokers from around the country to discuss new business, business strategies and best practices.

The three-day event will also include seven hours of networking opportunities and a look at the future of the industry with innovative solutions showcased in the Exhibit Hall.

Don't miss out on this opportunity to meet shippers looking for carriers; stay on top of the knowledge to grow your business; get the jump on the latest technology; network with others in the business and renew connections with industry friends. CLDA members receive a discount on their conference registration. Sign up today by clicking [here](#). **CLDA**



WELCOME New Members

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.

Blu Dash Expediting – Cincinnati, OH

Blu Dash Expediting is the product of three successful same day companies. Our founder, Mike Beegle, began his transportation career with UPS, then joined Roadway Package Systems, and later joined Airborne Express in Cincinnati, Ohio where he discovered his passion for same day expediting and later founded Direct Expediting as a small courier to support same day shipments out of the Wilmington Commerce Park. By 2007, Direct Expediting soon became a full-service expeditor and Mike split off the same day small package service and created Speed Courier which specialized in Same Day Nationwide service using a network of partners to provide pickup and deliveries in all 50 states. In 2009, Direct Supply Chain Services was formed as the parent company to provide warehousing and distribution. Blu Dash was founded in 2019 and provides local same day delivery within 90 minutes or a 40-mile radius of Cincinnati and Columbus, OH, Louisville, KY and Tampa, FL.

Find us on [Facebook](#) or contact us via [email](#).

STAT Delivery Service – Salem, NH

James A. Tomacchio Sr. founded STAT Delivery Service in 2001, a family-owned business based in Salem, New Hampshire which services all of New England. STAT specializes in small parcels and medical deliveries but serves businesses of all sizes in a wide range of industries, including payroll processors, insurance agencies, title companies, mortgage companies, real estate agencies, architectural firms, and law offices.

Find us on [Facebook](#) or contact us via [email](#).

CityDash – Cincinnati, OH

Since 1985, CityDash has been the Greater Cincinnati region's premier courier and delivery service, consistently shattering the expectations of the companies we serve. We deliver the peace of mind that comes from a proven record of dependability, proudly owning our entire fleet of vehicles. We provide business courier services, LTL and full truckload transportation solutions on all transportation modes, including dry vans, reefers, flatbeds across the Midwest, East Coast and Southeastern states and can provide seamless logistic solutions anywhere across the United States through our Freight Brokerage Division and trusted partners. CityDash is a proud certified partner of the EPA's SmartWay Program that helps companies advance supply chain sustainability by measuring and benchmarking freight transportation efficiency.

Find us on [Facebook](#) or [LinkedIn!](#)

Mandde SAS – San Jose, CA

Mandde SAS is a company with the objective of satisfying your needs in the implementation of movement techniques to supply documents and merchandise through our Messaging, Parcel, Delivery Times, Logistics, Packaging, Virtual and Storage Management Units. By implementing E-SER and EserNet we achieve total control of the shipments mobilized by our network at each step of the movement. With these two information systems we can make queries online via our Web portal about the status of shipment and provide reports that facilitate the management within the shipment generators. The distribution network that we have designed allows us to make deliveries in 98% of the national territory and in more than 200 countries.

Find us on [Facebook](#) or [Twitter](#)

AllOver Media Inc. – Plymouth, MN

AllOver Media seamlessly weaves relevant brand messages into the daily lives of engaged consumers. Founded in 2002, we are the largest alternative out-of-home advertising company in the U.S. We deliver unrivaled national coverage and precise targeting to provide solutions wherever our partners need them. Our suite of advertising products includes convenience store and gas station advertising, truckside and transit advertising, indoor advertising, wallsapes, door hangers, and more.

Find us on [Facebook](#) or [LinkedIn!](#)

DMC Logistics – Albuquerque, NM

With 34 years in the customized logistics industry, DMC Logistics is positioned as a regional carrier well-equipped to address challenges of Southwestern USA's terrain, weather conditions, and rural distance between service points. With warehouses and/or agents in Arizona, Colorado, Idaho, Nevada, New Mexico, Texas, and Utah, our core purpose is to contribute to the success of our customers. From dock-to-door, our team meets evolving needs with industry-specialized expertise in the movement of products that provide predictable value among multiple stakeholders.

Find us on [Facebook](#) or [Twitter](#)

Top Priority Messenger Service Inc. – Tempe, AZ

Top Priority Messenger Service (TPMS) was founded by Marlene and Steve Bushard in 1998 and has grown into a full-service messenger company with top quality personnel. From the beginning, TPMS strived for a reputation as a professional on-time delivery service. Our continual growth in customers, number of deliveries and vehicles on the road all prove our commitment to our customers.

Find us on [Facebook](#) or contact us via [email](#).

Adgile Media Group, Inc. – New York, NY

Adgile Media Group is the first ever tech-enabled, nationwide truckside advertising company! With data at the center of all that we do, Adgile delivers advertisers the biggest bang for their advertising dollar.

Find us on [Facebook](#) or [Twitter](#)

Protagonist Trucking LLC – Tampa, FL

Protagonist Trucking is a new, dedicated carrier based in Tampa, Florida providing transportation of freight interstate all 48 contiguous states. We strive for excellence and seeking to network with dedicated route shippers.

Contact us via [email](#).

CUSTOMIZED LOGISTICS & DELIVERY MAGAZINE

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Dropoff, Inc Acquires Rightaway Delivery, Inc. After 23 Years of Success in Michigan

DROPOFF EXPANDS FOOTPRINT ACROSS THE U.S.

We are pleased to announce that [Dropoff](#) has officially acquired [Rightaway Delivery, Inc.](#) An essential part of our company's growth strategy is to provide new and existing customers with coverage nationwide and an enterprise-level solution. Through its acquisition of Rightaway, Dropoff's service footprint now extends deeper into the Midwest. Rightaway Delivery was founded in 1999 by industry veteran Benjamin Kaplan, to provide healthcare businesses in Michigan with the best delivery experience possible. Over the last 23 years, Rightaway Delivery has grown to service cities across Michigan, Ohio, and Indiana.

In January 2022, the Rightaway team finalized a transaction to sell the company and its assets to Dropoff, Inc., an Austin, TX-based national firm and one of the leaders in the same-day delivery industry. After tremendous growth in 2021, Dropoff now operates in 53 markets across 20 states. Benjamin Kaplan, the former Rightaway CEO, will be joining Dropoff as Director of Strategic Accounts to ensure the transition goes smoothly. When asked why he believed selling to Dropoff was the right choice, Benjamin had this to say, "When the Dropoff team flew me to Austin, the first thing that impressed me was the people. Not only were they friendly but they had the same energy and focus on the healthcare industry that Rightaway did just at a national level."



This acquisition continues Dropoff's expansion, as it provides access to more customers in the midwest, and will enable rapid expansion in servicing a wide range of customers in the surrounding areas. In addition to this, Rightaway Delivery was already working with an impressive list of customers, that Dropoff can now provide service to at a national level. Dropoff founder/CEO, Sean Spector, added, "As we learned more about Rightaway's history in Michigan, we realized the opportunity and synergy between the two companies was quite strong." **CLDA**

ABOUT DROPOFF

Dropoff provides reliable same-day delivery that enables businesses to meet rising customer expectations. With a presence in 53 cities across 20 states and growing, our sophisticated logistics platform allows enterprise businesses to gain visibility into their deliveries, equipping them to improve the customer experience and streamline their operations. For more information about how Dropoff is shaping the future of same-day delivery, visit www.dropoff.com.

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.

Wells Fargo Bank Celebrates PearlTrans Logistics as a Community Leader

[PearlTrans Logistics](#), a minority woman-owned full-service transportation provider offering customized same-day delivery solutions based in Los Angeles has been recognized by Wells Fargo as community champions for their service and dedication during the COVID-19 pandemic.

In cooperation with the Los Angeles County Economic Development Corp. and the Los Angeles Area Chamber of Commerce, the Wells Fargo program recognized and honored local small businesses that have gone above and beyond for their community during the pandemic. The award included a commendation from California Assemblywoman Autumn Burke.

PearlTrans Logistics stepped up during the COVID-19 crisis to support healthcare workers. Inspired by a client's donation of meals to essential workers at UCLA Medical Center's Emergency Room, CEO and Founder Lorena Camargo provided free delivery services within a 25-mile radius for anyone donating meals to those fighting at the frontlines of the pandemic.

"Giving back has always been part of our company culture," says CEO Lorena Camargo. "We had been looking for a way to do something in the face of this outbreak and that gave us the inspiration. We are delivery people, so we thought 'why not contribute what we know how to best – make deliveries?'".

Additionally, in direct support of the current crisis alone, PearlTrans Logistics has been delivering COVID-19 test samples, tissue and blood samples from clinics and testing facilities to labs for diagnosis, as well as pharmaceuticals to residences.

Los Angeles County is home to more than 1.3 million small businesses, including more women and minority-owned small businesses than any other county in the nation.

"The journey to economic recovery must be an inclusive one, given the significant economic, social and health impact COVID-19 has left on diverse small business owners," said Gregg Sherkin, Southern California leader for Wells Fargo Social Impact and Sustainability. "We are so proud to honor Community Champions who have not only survived but are true pillars of their community and have given so much to help others."

CLDA

ABOUT PEARL

PearlTrans prides itself in being a full-service transportation provider offering customized same-day delivery solutions. Since 2011, they have facilitated delivery operations for healthcare facilities, private companies, and military bases. From human tissue to aircraft parts to confidential documents and everything in between, Pearl ensures these are delivered in a safe and timely manner. Today, Pearl delivers everything everywhere from human tissue to aircraft parts throughout California and across the US. Visit us at www.pearltrans.com to learn more.



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Steve Howard Speaks at Jumpstart Supply Chain Conference

Steve Howard recently took part on a panel called "Reshaping Final Mile and Reverse Logistics" at the annual Jumpstart supply chain conference. Howard, CLDA's immediate past president, spoke about how final mile and reverse logistics providers have had to rethink their roles to meet rising shipper expectations. Joining him on the panel was Cathy Roberson, Research Manager for the Reverse Logistics Association. Howard is the Owner of [Esquire Express](#) in Miami, FL.

The panel was moderated by Victoria Kickham, writer for [DC Velocity](#). She led the discussion on the impact of the digital commerce explosion during the past 24 months. Howard and Roberson discussed how final-mile and reverse logistics providers have had to adapt to navigate the opportunities and challenges facing today's logistics sector. **CLDA**

Florida Messenger Association Annual Conference Moved To June

The Florida Messenger Association has rescheduled its Annual Conference to Friday, June 3 and Saturday, June 4. The conference will be held at the Embassy Suites, Kissimmee, FL. The theme of the conference is The Language of Leadership Success. This is the 12th annual conference for the organization.

The keynote speaker for the conference is Dr. Dennis Cummins, an internationally acclaimed speaker, trainer and best-selling author. He has been sharing his real-world strategies for business mastery and leadership communications from the stage for more than a decade.

The conference will also include networking oppor-

tunities, workshops, panel discussions, breakout sessions and exhibits that will showcase the latest technology and services in the delivery industry.

The conference is designed to benefit owners and managers in logistics, delivery, and courier companies, as well as others who provide support for those in the logistics transportation industry.

Registration and hotel reservations are now available to all in the industry, whether or not they are members of the Florida Messenger Association. To register or for more information, go to FloridaMessenger.org or email FMA President Mike Milam. mmilam@runaboutcourier.com
CLDA

With a Two-Year Revenue Growth of 427%, DDI Ranks No. 39 on Inc. Magazine's List of the Pacific Region's Fastest-Growing Private Companies

Inc. Magazine today revealed that [Delivery Drivers, Inc.](https://www.deliverydrivers.com) is No. 39 on its third annual Inc. 5000 Regionals: Pacific list, the most prestigious ranking of the fastest-growing private companies based in Alaska, Hawaii, California, Oregon, and Washington. Born of the annual Inc. 5000 franchise, this regional list represents a unique look at the most successful private companies within the Pacific region economy generating sustainable growth and jobs.

"Our success is driven by our employees and the communities we serve. Our values give us the opportunity to grow in today's economy," said Aaron Hageman, CEO, Delivery Drivers, Inc.

The companies on this list show a remarkable rate of growth across all industries in the Pacific. Between 2018 and 2020, these 150 private companies had an average growth rate of 195% percent and, in 2020 alone, they added 10,252 jobs and \$5.1 billion to the Pacific region's economy. Companies based in the Irvine, Santa Monica, and Venice, California, areas had the highest growth rate overall.

Complete results of the Inc. 5000 Regionals Pacific, including company profiles and an interactive database that can be sorted by industry, metro area, and other criteria, can be found at inc.com/pacific starting March 15, 2022.

"This year's Inc. 5000 Regional winners represent one of the most exceptional and exciting lists of America's off-the-charts growth companies. They're disruptors and job creators, and all delivered an outsize impact on the economy. Remember their names and follow their lead. These are the companies you'll be hearing about for years to come," says Scott Omelianuk, editor-in-chief of Inc. **CLDA**

ABOUT DELIVERY DRIVERS, INC.

Since 1996, [Delivery Drivers, Inc.](https://www.deliverydrivers.com) (DDI) remains the leading third-party administrator that connects businesses with qualified independent contractors for last-mile deliveries. We provide full-service Human Resources and Driver Management solutions from onboarding, accounting, and risk management services for independent contractors. These full-service solutions can take the focus and financial toll away from a company's main business. By partnering with DDI, we allow our clients to focus on business growth and development while we manage the independent contractors.

Capital Express and ADL Delivery Join Forces to Form Final Mile Delivery Platform

[Capital Express](#), an Omaha-based final mile delivery company, and [ADL Delivery](#), a Tampa-based final mile delivery company, have joined forces under a newly-established holding company to build a nationwide provider of customized and final mile logistics services. On a combined basis, the companies operate from 45 locations in 15 states.

The new platform will be led by Monte O'Hara, founder of Capital Express, as Chief Executive Officer, Thomas Jowers, co-owner of ADL Delivery, as Chief Operating Officer, and industry veterans John Benko and Randy Edmonds as President and Chief Commercial Officer, respectively. The new holding company has partnered with Red Dog Equity LLC, an Atlanta-based private equity firm, to provide the company with growth capital.

Capital Express, founded in 1987 has been led by its founder Monte O'Hara, who grew the business into the Midwest's premier final mile logistics provider. O'Hara said, "We are thrilled with the prospects of combining the Capital Express and ADL Delivery networks and customer bases and view this as the first of many key growth initiatives in developing a leading final mile logistics provider."

Thomas Jowers, Chief Operating Officer of ADL Delivery, added, "This is a key inflection point for the industry, and we believe there are significant opportunities to leverage best practices, infrastructure, and expertise between ADL and Capital Express, to not only continue to grow within our existing territories, but also expand into new markets. With Monte [O'Hara], John [Benko], Randy [Edmonds], and the Red Dog team, the depths of knowledge and resources this team brings to the table is second to none."

John Benko, the new platform's President, stated, "We intend to be the partner of choice for final mile logistics entrepreneurs seeking growth capital or an opportunity to transition their businesses." He added, "We have a shared vision to build an industry-transforming final mile logistics platform that creates opportunities for our employees, customers, and contract drivers."

"These two great companies have combined territories covering the Midwest and Southeast and are led by two of the most respected and successful entrepreneurs in the industry [O'Hara and Jowers]," said Randy Edmonds, the platform's new Chief Commercial Officer.

[Red Dog Equity LLC](#), an Atlanta-based private equity firm, which, through its partnership with Monroe Capital LLC and Tom Pritzker's family business interests (advised by The Pritzker Organization), has equity capital available to fund the platform's future acquisitions. Red Dog's co-founder, Tom Connolly, was previously senior vice president of acquisitions at XPO Logistics, Inc. and has extensive experience in the transportation and logistics sectors. Monroe Capital also provided debt financing and an acquisition facility to the combined company. G2 Capital Advisors advised Capital Express. **CLDA**

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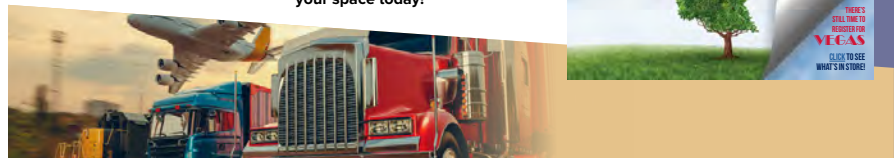
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Interested in contributing to our advocacy efforts? Andrew Brackbill
andrew@clda.org

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.