

May 15, 2017

INSIDE



Others look to Utah

There can't be a great transportation system without great infrastructure. Abby Osborne, chair of the Salt Lake Chamber's Utah Transportation Coalition, says the state's leaders understand and are working to make our system a model for other states.

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Focus

TRUCKING & TRANSPORTATION



***Truckers Against Trafficking
puts millions of eyes on
the lookout for victims of
modern-day slavery***

Frances Johnson
The Enterprise

Truckers across Utah — and the country — might soon be adding a new title to their resumes: hero.

The Utah Trucking Association (UTA) has partnered with non-profit organization Truckers Against Trafficking (TAT) to join the fight against human trafficking. TAT presented training at the UTA's annual safety meeting last year. Five or six Utah trucking companies were represented, but the UTA hopes to provide

the training to all of its 600 member companies.

"It's an opportunity to say, 'Here is the problem and here is a mechanism to address the problem,'" said Rick Clasby, executive director of the Utah Trucking Association. "The reality is there are so many victims out and about in places like truck stops and rest stops and crossing state lines. We're the eyes and ears because of the sheer number of drivers. The more information [truckers] have and resources they have, the more they can help. And they want to help."

According to the TAT website,

"Human trafficking has been reported in all 50 states and the number of victims in the United States is estimated in the hundreds of thousands. While illegal, human trafficking is a booming business. Traffickers recruit out of our schools, online, in shopping malls, as well as the streets and other locations. A large percentage of the people trafficked are women and children. Many of them are used in the sex industry. They are the prostituted people on the street and in private homes and in

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TRAFFICKING

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legitimate businesses such as restaurants, truck stops and motels. They need to be identified and rescued.”

Truck drivers are particularly well-placed to identify victims of human trafficking because those victims often turn up in places such as truck stops and rest stops where truck drivers often are, as well. TAT provides truck drivers with pamphlets that outline the signs of human trafficking, as well as decals drivers can place in their cabs with a hotline number to call if they see something suspicious. The decal can also serve as a sign to victims that the driver is a safe person to make contact with, if the victim is able.

Since the organization's inception in 2009, truckers have made more than 1,660 calls to the National Human Trafficking Resource Center, generating 533 cases of sex trafficking involving 1,139 victims, 313 of whom were minors, making them one of the fastest-growing demographics of callers nationwide, according to the TAT website.

“Traffickers are transient. They go from place to place to place and that's what work looks like for a truck driver,” said Lindsey England Qualls, director of human resources for Utah-based trucking company Pride Transport. “They can see things that look unusual. If there's an Escalade with a bunch of young ladies, that looks odd. If there's a camper parked out back, away from where it should be, they notice that. They're in places

where the rest of us aren't.”

After hearing TAT's presentation at the UTA's meeting last year, England Qualls felt compelled to do everything she could to further the cause of fighting human trafficking. Today, every new truck driver hired by Pride receives a 30-minute human trafficking prevention training as part of their new-hire orientation.

“I really decided then and there that we had to do something at Pride to help fight trafficking,” she said.

In addition to reviewing the signs of human trafficking, England Qualls also talks to new hires about avoiding common behaviors and terms in the trucking industry, such as calling prostitutes “lot lizards,” that can be dehumanizing to women. TAT training also encourages trucking industry professionals to avoid other derogatory

language such as “prostitute,” “john” and “rescue” and instead use terms such as “prostituted person,” “survivor,” “overcomer,” “buyer,” “victim” and “recovered.”

Those terms and behaviors contribute to a bad reputation for truck drivers, Clasby said, but most don't deserve it. Joining the fight against human trafficking goes a long way to dispel that reputation. Truckers are part of the solution, not the problem.

“Of course, there are stereotypes of drivers and we work really hard to dispel those,” Clasby said. “But being part of the solution and taking such a strong stance against the problem, we as an industry are saying this is not acceptable and we are going to work to prevent it.”

England Qualls agrees. Talking about sexual exploitation is not comfortable for anyone, she said, but she has been impressed with how receptive truck drivers and others in the industry have been to the message of fighting human trafficking. When she first started her trainings a year ago, very few people in her orientations had heard of TAT; now almost everyone has.

“They don't deserve the reputation they have,” she said of truck drivers. “They are hard-working people who want to make a living and do what they can for causes like this. Truckers Against Trafficking has really given the industry a purpose and united the industry.”

Now that anti-human trafficking training is well-established at her company, England Qualls is determined to make sure the same thing happens at other trucking companies in Utah as well.

“It's just a matter of inundating our world and our communities with this information,” she said. And since TAT provides all the collateral materials a company needs to conduct the training, there is no financial downside to getting involved. “There is essentially no cost there. It's just being brave enough to talk about an uncomfortable topic.”

Expanding the training in Utah will go a long way to combatting human trafficking, Clasby said, since almost all cargo traveling from coast to coast comes through the state.

“The important message from our perspective is that the trucking industry is critical to Utah's economy and vital to moving our goods and we want to be good neighbors,” Clasby said. “We want to be part of the solution. We don't want to be seen as a problem. We're happy to help address these illegalities and take advantage of the many, many eyes that are on the road at any given time.”

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2017 State of Trucking Report



The swinging pendulum that represents our industry

As I tend to do before writing this article each year, I look at what I wrote last year. I generally don't make a lot of predictions, but I see that at the end of my article last year I predicted a moderate uptick in trucking metrics. At the time, I had no idea that we would have the political environment we currently have, but the indicators for a healthy trucking industry were there. Just as a broken watch is right twice a day, even I can be right about an industry that swings like a pendulum. The challenge is to know how fast we are swinging.

So, what is happening with trucking in spring of 2017?

Freight volume is up. The Freight Transportation Services Index, published by the Bureau of Transportation Statics, measures the amount of freight carried by for-hire carriers each month. Any number over 115 on the index is considered "good" and anything over 121 is considered "excellent." Last year, only February and March saw the index go below 121; it hit 120.9 and 119.7, respectively. Freight volume has been strong for the last several years. The experts who I read say that volume should remain steady for the next

several months with up to 6 percent growth.

More importantly freight rates are up. DAT (www.dat.com) tracks spot market freight rates, which is freight posted on a load board coming from a freight broker and hauled by mostly small carriers and owner operators. While these rates are generally lower than contract rates, they give us a good indication of where the market is. Dry van rates were at \$1.96 per mile two weeks ago compared to \$1.85 at the same time last year.

Experts say that rates should continue to increase 10 percent to 16 percent through 2017 based on the following reasons:

- Fuel prices will continue to edge up slightly, giving truckers a larger fuel surcharge, which they add to their rates
- Capacity is currently meeting demand. As a commoditized industry, supply and demand have the biggest impact on rate. Right now, there are basically the right amount of trucks on the road to haul the freight that needs to be moved
- Manufacturers' inventories are down. The Institute for Supply

Management's Inventory Index has risen slightly the past few months, but had been down for several months before that. With less inventory on hand, manufacturers rely on more frequent deliveries.

- Consumer confidence remains high. There was a slight dip in April, but the consumer confidence index has been rising since last year. That converts to people buying more stuff, which is good for trucking.

What are trucking companies thinking about?

The American Transportation Research Institute (www.atrri-online.org) annually publishes *Critical Issues in Transportation*. In the most recent version, the implementation of Electronic Log Devices (ELDs) rose to the No. 1 issue. Hours of service (HOS) regulations moved down to No. 2 and trucking regulations' cumulative impact on the industry moved to No. 3. Lack of parking was No. 4.

Electronic logs are supposed to be in all interstate trucks by December of 2017. The report was published in October 2016. Anecdotally, when I talk with trucking companies, the implementation of the ELDs is not as big of an issue. Almost all large fleets are already using electronic logs. Smaller fleets are adding the units. The market is forcing compliance as I am seeing freight brokers send out notices to their carriers that they will not work with carriers who do not have ELDs by a certain date. Originally when the ELD regulation passed, many thought it would create a capacity shortage since many truckers would not or could not comply. The average price of the ELD units is about \$600, so cost is not an issue. The Owner-Operator Independent Drivers Association (OOIDA) is still fighting this issue. They have asked

the U.S. Supreme Court to hear the case. In my opinion, I doubt the Supreme Court will hear the case and if they do, the regulation will be upheld.

Numerous studies have been completed on the adequacy of truck parking and these studies have some common findings, including an expected growth in truck activity, severe shortages of parking for trucks, lack of information on truck parking opportunities and challenges due to limited delivery windows and specific rest requirements. There is a National Coalition for Truck Parking that brings together stakeholders from transportation organizations, the freight industry and other groups to advance safe truck parking. While it may take time, I believe the market can solve the issue.

Outlook

Although slowly, the pendulum is still swinging to the positive side in 2017. Absent any major economic shifts, I believe the general strengthening of the trucking industry will continue for several more months.

Trucking is still an industry with relatively low barrier to entry. If capacity tightens enough and rates increase enough, current companies will expand or new companies will open.

I see that "Smokey and the Bandit" is returning to the big screen in honor of its 40th anniversary. If you are fortunate to be near one of the 700 theaters where it will play the weekend of May 22, go enjoy one of the movies that spotlights trucking.

Eric Myers is president of Diversified Transportation Finance in Park City. Diversified works with trucking companies of all sizes to provide working capital and equipment financing.





Utah fits mold for a good import/export container market

Michael Stockwell

We see them parked at distribution centers and out on the highways. We see them double-stacked on top of each other, making up a mile of train length running through Utah. What are they? They are ocean containers and they either came off

of — or are going to — an ocean vessel over 700 miles away at the ports of Oakland or Los Angeles and Long Beach. Simply put, import containers — in lengths ranging from 20 feet to 45 feet — are brought in directly from international sources, without the customs seal being broken, for either local use and consumption or for regional distribution from Utah. Export containers are these same import containers, re-used and returned to port after being stuffed with local freight for international delivery. The system works well in Utah because of the high volume of agricultural exports such as hay. In many areas of the country, with little export freight, this system works with much

less efficiency, which creates what the international steamship companies — whose business it is to fill their ships with containers going both in and out of U.S. ports — call an “equipment imbalance.” When this occurs, a steamship line is forced to make the decision to either reposition the empty containers back to a West Coast port or store them locally in a container yard depot in hopes of avoiding the cost of the repositioning.

In Utah, we are served only by the Union Pacific Railroad, which has a fairly new and efficient facility just west of the Salt Lake City International Airport. The rail yard serves both international freight in containers and domestic freight in trailers. Unlike import containers, trailers are moved into Utah from both coasts as well as the Gulf of Mexico with products that were produced in the U.S. or originally arrived in the country via an ocean vessel with the freight “trans-loaded” into a domestic trailer for delivery.

To complete and facilitate the process of international steamship lines, the railroad and the local trucking community working together to deliver imported goods and provide equipment for export, the container yard depots come into play. In Salt Lake City, there basically are three depots that contract with the various steamship lines to accept, inspect, provide maintenance and issue back out the containers for export use. In addition to managing the container equipment, they also have contracts with chassis provider companies that own the rigs used to move the containers as well as take them on and off the train.

While Utah is not considered a big market based on population, we are very well perceived in the transportation industry because we have a steady and consistent market that is not largely affected by trends that plague other markets. In additional, our ability to provide export products for the steamship companies to help offset the cost of having to reposition empty containers helps us remain a healthy inland location for both international and domestic transportation.

Michael Stockwell is co-owner of Mountain West Container Services, a local international trucking company as well as a container yard depot and chassis pool operator in Salt Lake City.





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Utah's transportation system becoming a model for other states

This week, the Salt Lake Chamber's Utah Transportation Coalition will join other leaders around the nation for National Infrastructure Week in recognition of the importance of infrastructure — especially Utah's state-of-the-art transportation system.

Our state legislature has proven time and again that Utah is committed to maintaining a strong transportation system. In the 2015 general legislative session, Utah passed HB362, "Transportation Infrastructure Funding Amendments." This comprehensive approach to infrastructure funding was a monumental effort to address part of the state's transportation funding shortfall. This year, the Legislature passed SB276, "Transportation Funding Modifications," to update this 2015 fuel tax reform so that revenues keep pace with inflation as was intended with the original bill. Additionally, the bill begins a process of reducing overall sales-tax earmarks by 35 percent of the new fuel tax revenues to ensure users bear the primary responsibility for funding Utah's infrastructure.

In 2016, Utah was the fastest-growing state in the nation and projections show this growth is not expected to stop anytime soon. Utah's business community works closely with the governor and legislators to prevent problems and tackle tough issues related to transportation infrastructure. This combination of careful planning and tenacious problem-solving keeps Utah ahead of other states facing similar challenges. SB174, "Public Transit and Transportation Governance Amendments," is another critical piece of legislation passed in the 2017 session designed to help Utah continue this success. The bill builds on the collaboration behind Utah's

Unified Transportation Plan with a new Transportation Governance and Funding Task Force. This group will evaluate best practices regarding multimodal transportation to support mobility, safety, economic growth and quality of life

throughout the state and collaboratively plan for investment in Utah's transportation system.

In addition to the aforementioned bills, another integral piece of transportation legislation was SB277,

"Highway General Obligation Bonds Authorizations," which approves a \$1 billion bond, or \$250 million per year for four years, for state transportation facilities. The bill protects the existing prioritization process set by the Utah Transportation Commission to determine projects that advance. Rep. Mike Schultz, R-Hooper, commented that this approach demonstrates Utah's exceptional fiscal responsibility, confirmed by our state being one of a select few with a AAA bond rating.

Despite some uncertainties, the road ahead looks promising, and now Utahns are reaping the benefits as one of the most fiscally conservative states in the nation choosing to invest heavily in transportation.

We are seeing first-hand the benefits of prioritizing transportation. UDOT has released the "Top 10 Projects of the 2017 Construction Season" and at the top of the list is the Bangerter Highway interchange in southern Salt Lake County, expected to be completed in late 2018. In total, UDOT will spend about \$1.3 billion on improvements in 2017, with more than 180 projects set to begin statewide. These projects will help advance UDOT's long-term goal to improve mobility now and in the future.

Other states are mimicking the Utah model — prioritizing transportation now to save money later — because good stewards know that good roads cost less. Even after this monumental year for Utah's

infrastructure, it can be easy to overlook the continued need for investment in our transportation system. With the expected population growth and critical need to remain competitive, Utah must continue to be at the

forefront of the nation's transportation.

Abby Osborne is vice president of government relations at the Salt Lake Chamber and is the director of the chamber's Utah Transportation Coalition.



A TIME TO BUILD

Roads, bridges, rails, ports, airports, pipes, the power grid, broadband — it is all infrastructure. It affects our daily commutes and our summer vacations. Infrastructure determines if we can drink water straight from our taps and flush our toilets. It brings electricity into our homes and factories.

According to a 2015 study, Utah faces an astounding \$60 billion to both maintain and provide infrastructure at every level over the next 20 years. While this is not unique to Utah, we are better positioned than most to make the kind of moves necessary to address these needs.

That is why, this week, the Salt Lake Chamber, in partnership with the Utah Transportation Coalition, is joining hundreds of organizations across the country to raise awareness about this critical issue by participating in Infrastructure Week 2017: *Time to Build*.

Every year America fails to adequately invest in our infrastructure, the United States becomes less competitive, our economy grows more slowly and families and businesses lose valuable time and money. The goods we manufacture cost more when they get stuck on congested highways, rerouted around structurally deficient bridges and stranded at outdated ports. World War II era radar technology and airports at capacity deter U.S. consumers from traveling, annually robbing the economy, tens of billions of dollars. Decades of underfunding and deferred maintenance have pushed our country to the

brink of a national infrastructure crisis.

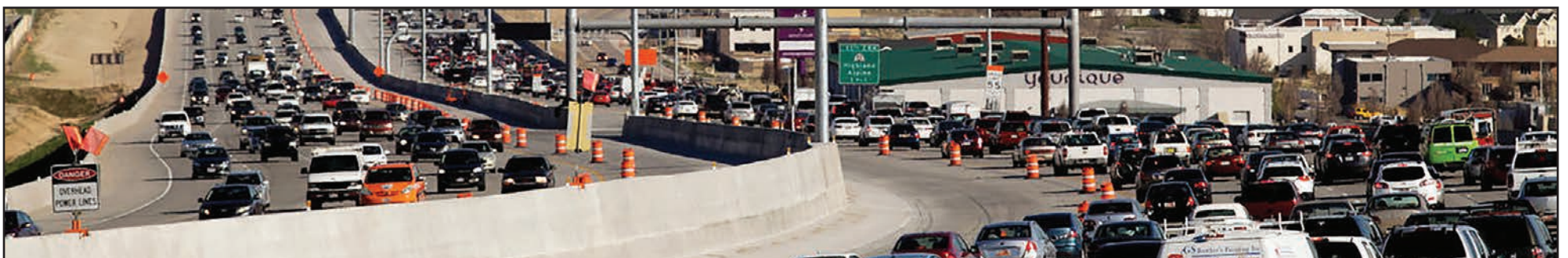
It is time to say, "enough." We can build something better than this. Examples here in Utah show us that it is entirely possible to build something better than this. Over the past several decades, Utah's elected officials have prioritized disciplined planning and investment that have become model for the rest of the nation.

Despite our progress, we still have a long road ahead. Innovations can bolster economic growth. On the other hand, failing to use them can adversely affect our prosperity if not properly addressed.

Projections indicate that Utah's population will reach nearly 7 million by 2060. Staying ahead of this tremendous growth by continuing to lead the nation in infrastructure decisions will be critical to future economic success.

We are going to need collaboration between the public and private sectors to create innovative solutions. And leaders at all levels need to commit to building a long-term, sustainable plan to invest in America's infrastructure.

The Utah Transportation Coalition collaborates with partners to make smart and sustainable transportation choices and to secure adequate, stable and long-term funding to support a high quality of life and economic growth in Utah. The coalition is a strong voice for continued investment in Utah's transportation system and is an advocate for community-led objectives and the identification of key infrastructure projects. For more information visit <http://utahtransportation.org/>.



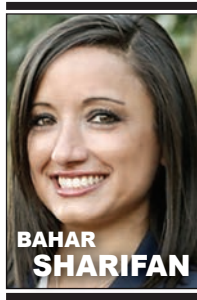
IT for the trucking industry in an ELD world

As the Dec. 18 deadline fast approaches for many carriers and drivers to meet the electronic logging device (ELD) mandate, many companies are — or should be — using this time to review internal IT practices. The mandate will result in companies previously trying to avoid additional technology integration to adapt and adjust.

“IT is really changing the trucking industry,” said Mike Probert of Wasatch I.T. Prior to joining Wasatch I.T., Probert worked in-house with a large, local trucking company. Probert saw first-hand how increased technology

integration makes the trucking industry “safer, more efficient and more honest.”

However, with the increase of technological dependence, Probert emphasizes the importance of proactively structuring or limiting technology usage in ways to best minimize potential vulnerabilities. Probert cites instances where drivers carried tablet devices with significantly limited functionality — often with only the ability to take and send photographs. “We disabled everything else,” Probert stated. “Not only did we limit functionality, but we had the abil-



BAHAR SHARIFAN

ity to remotely lock down and erase all contents in case of loss.”

Internal or outsourced IT is only one component of a well-rounded IT plan. As the trucking and transportation industry employs many remote employees, the importance of implementing and enforcing solid IT security measures and procedures is essential. Companies must create, release and enforce a variety of policies to systemize and guide network and hardware usage. Although there are numerous potential policies to implement, the following are useful policies to consider adding or refining in any organization:

- **Acceptable-Use Policy (AUP).**

This is also known as a fair-use policy and is an integral component of a company’s monitoring procedure. An AUP is designed by the owner of a network or website governing how the platform should and should not be used, explaining various monitoring strategies used to enforce such behaviors and the consequences for policy violations. One purpose of the AUP is to reduce legal liability by creating standards of behavior for employees using these platforms and providing notice to users of monitoring activities aimed to ensure adherence to the guidelines. It is here that a company can define what behaviors are unacceptable, such as excessive use of resources or time-wasting activities, distribution of confidential information, distribution of indecent or offensive data and other security measures surrounding virus transmission or dissemination.

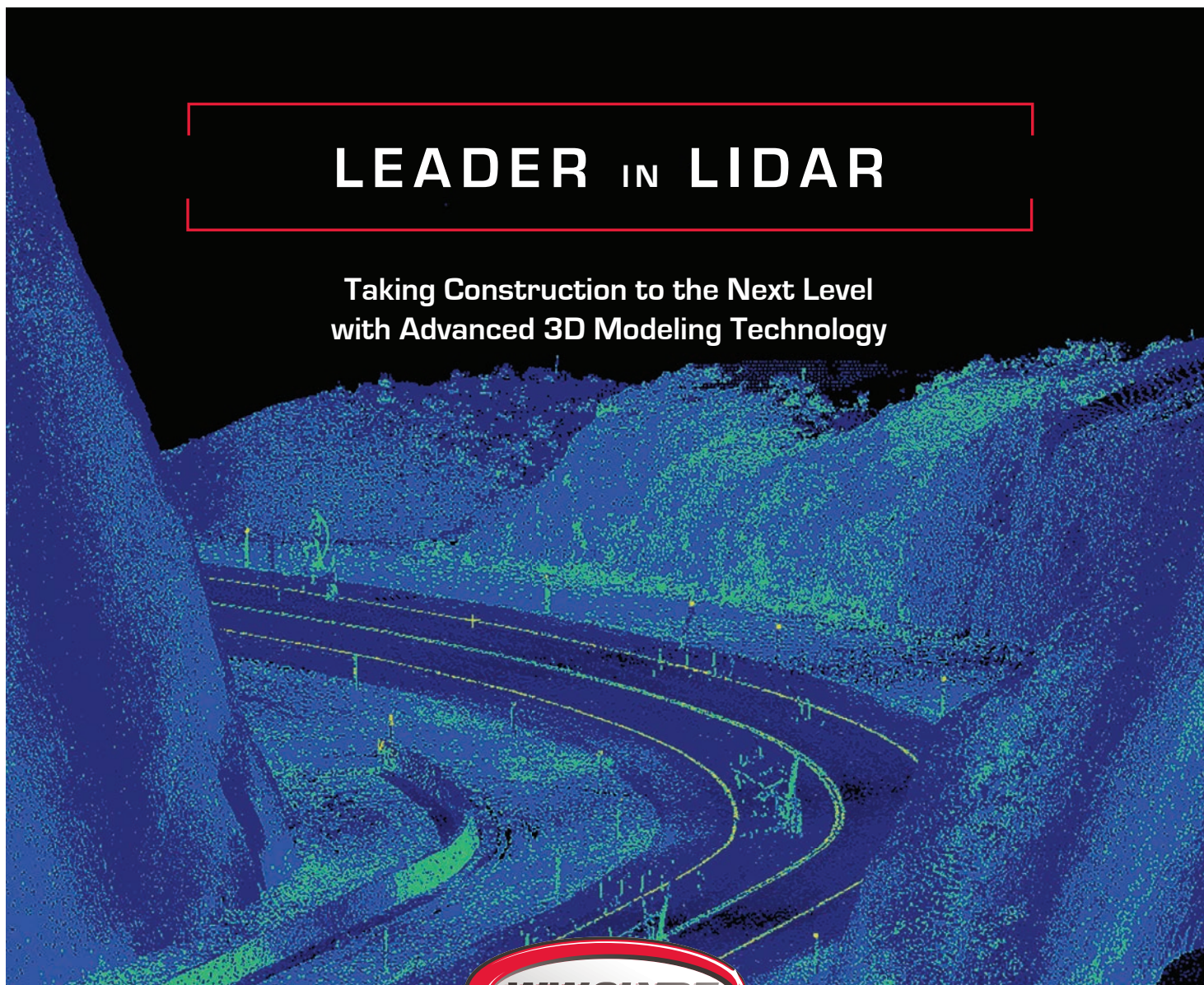
- **Internet Access Policy.** This involves the use or restricted use of various websites by an employee. Internet usage should be reviewed as the Internet connects to various assets such as the company server. Further, an Internet Access Policy can be designed to support the AUP by blocking various sites that are not central to the nature of the employee’s position to aid in reducing various time-wasting activities.

- **Email and Communications Policy.** A good policy shapes the parameters of what is acceptable regarding email and other communications. This policy covers everything from professionalism to protecting the confidentiality of client and company information through such transmissions. This policy should establish any email template requirements, required response times to received communications, personal email usage and texting guidelines. An email and communications policy serves as a great opportunity to remind employees that despite the ease of email, communicating from a company email may be viewed by the receiver as an expression of intention or fact by the company and caution must be used to ensure the correct message is relayed.

- **Network Security Policy.** These rules seek to protect critical company assets by establishing security controls governing use of these assets. Although there may be a variety of classes in an organization requiring different levels of access to the network, the guidelines in a network security policy are generally applied consistently across an organization.

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A network security policy should address the level of access allowed, what devices may connect to the network remotely, how authentication will occur, maximum user idle time before network termination and the potential penalties for policy violation.

• **Remote Access Policy.** This governs the usage of the company network when the employee is accessing the network from a remote location. It is important to establish a remote access policy that integrates with the network security policy to govern the transmission of data over untrusted networks. A remote access policy should outline the rules for both remote users to ensure document and network security and outline the maintenance of the network to provide for a safer transmission of information. This upkeep should include a policy for continual, proactive review to ensure adequate protection, such as firewalls and security patches, are installed and current.

• **Encryption Policy.** A good policy seeks to protect a company's digital assets (data, files, personal information, company resources, etc.) from theft or breach between communicating devices over the Internet. Many believe a strong encryption policy is a must-have for all mobile devices. It is important to clearly define the devices covered and keep the policy up to date. This policy should cover all email and attachments, files, external devices, mobile devices and recovery and backup in case of an emergency.

• **Bring Your Own Device (BYOD) Policy.** A BYOD policy covers the requirements governing employee's personal devices being used for on-the-job purposes. BYOD is often viewed as beneficial to employees as it allows for greater device and platform familiarity than may exist with company-issued devices. However, companies must strive to ensure such devices are accessing sensitive company information in ways to avoid unauthorized dissemination of information or the introduction of vulnerabilities entering the network. It is imperative that companies use the BYOD policy to establish password protection measures, automatic lockout requirements, anti-virus and encryption requirements, synchronization prohibitions and rights held by the company to review the device to ensure compliance.

As many of these policies are interrelated. It is important to create a comprehensive IT security structure that integrates the various policies. While there are a variety of policies that that may be applicable to assist in the protection of a company and

network, this is by no means a comprehensive list or to serve as legal advice. This article merely seeks to help plan by providing a basic understanding of

the importance and purpose of various policies to equip business owners with a basic understanding to begin or refine these policies.

Bahar Sharifan is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.







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Company Name Address	Phone Web	No. Power Units 2016	Gross Utah Sales 2016	No. Flatbeds	No. of Ref. Vans	No. of Dry Vans	Full-Load Carrier	Less-Than- Truckload Carrier	2016 Miles	No. of Utah Employees	Top Local Executive
1 Prime Inc. 3720 W. 800 S. SLC, UT 84104	877-859-2723 primeinc.com	5,707	\$30 million	1,025	10,773	10	Y	N	761.7 million	100	Brian Singleton Terminal Manager
2 C.R. England Inc. 4701 W. 2100 S. SLC, UT 84120	801-972-2712 crengland.com	4,000	\$1.3 billion	69	5,037	900	Y	Y	494 million	1,625	Chad England, CEO Josh England, President
3 Pride Transport Inc. 5499 W. 2455 S. SLC, UT 84120	801-972-8890 pridetransport.com	520	\$118 million	0	780	20	Y	Y	58 million	625	Jay England, CEO
4 L.W. Miller Cos. 1050 W. 200 N. Logan, UT 84321	435-753-8350 lwmler.com	140	\$113 million	0	87	0	Y	N	17.5 million	350	Larry W. Miller, President/CEO Kent Stratford, CFO
5 Godfrey Trucking 6173 W. 2110 S. West Valley City, UT 84128	801-972-0660 godfreytrucking.com	115	*	10	0	250	Y	Y	12.7 million	95	Scott Godfrey, CEO Kirk Greenhalgh, CFO
6 James H. Clark & Son Inc. 4100 S. 663 W. SLC, UT 84123	801-266-9322 jameshclark.com	100	\$118 million	0	135	2	Y	N	10 million	83	Gregory D. McCandless President
7 Sharp Transportation Inc. P.O. Box 3452 Logan, UT 84323	435-245-6053 sharptrucking.com	90	\$19 million	0	46	134	Y	Y	9.2 million	104	Zan Sharp President
8 Parke Cox Trucking Co. Inc. 4250 S. River Road., P.O. Box 911717 St. George, UT 84791	435-628-0886 coxtrucking.com	80	*	22	0	132	Y	Y	8.5 million	139	Donald L. Cox David P. Cox
9 Sinclair Trucking Co. 550 E. South Temple SLC, UT 84102	801-524-2700 sinclairoil.com	79	\$3.9 million	0	0	0	Y	N	6.6 million	27	Mark Petersen President
10 Double D Distribution Inc. 1550 S. Distribution Drive SLC, UT 84104	801-364-6565 doubleddistribution.com	36	*	2	1	86	Y	Y	3 million	40	Mark Droubay
11 Geodyne Transport 1235 S. 3200 W. SLC, UT 84104	801-575-1110 geodyne.net	31	\$7 million	0	12	0	Y	N	2 million	27	Jaden Kemp President
12 Bakston Freight Systems Inc. 1522 E. Commerce Dr. St. George, UT 84790	435-673-7971 bakston.com	14	\$2.5 million	0	0	45	N	Y	440,000	23	*





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List Development Laneace Gregersen | laneace@slenterprise.com

Company Name Address	Phone Web	No. Utah Full-Time Employees	2016 Revenue	Services Offered	Industries Served	Notable Clients	Year Est. in Utah	Owner
1 England Logistics 1325 S. 4700 W. SLC, UT 84104	801-656-4500 englandlogistics.com	345	\$406 million	We offer a vast portfolio of non-asset-based transportation solutions	We are a full-service logistics provider handling everything from parcel to supply chain management	*	1994	Wholly owned subsidiary of C.R. England
2 Prime Inc. 3720 W. 800 S. SLC, UT 84104	417-866-0001 primeinc.com	100	\$30 million	Refrigerated, flatbed, tanker & intermodal	Produce, meat, pharmaceutical, lumber, food-grade products	Walmart, Dole, Tyson, General Mills	2003	Robert Low
3 Godfrey Trucking 6173 W. 2100 S. West Valley City, UT 84128	801-972-0660 godfreytrucking.com	95	*	Full logistics and transportation of goods	All industries needing logistics or shipping	R.C. Willey, Post	1965	Scott Godfrey
4 Data2Logistics LLC 6056 S. Fashion Square Dr. Ste. 300 SLC, UT 84107	801-287-8400 data2logistics.com	75	*	Freight bill auditing, cost allocation, business intelligence, consultancy, payment services	We provide services to clients in essentially all industries	10 percent of Fortune 500 companies and SMB clients globally	1997	Platinum Equity LLC
5 Arrow Moving & Storage Company of Utah LLP 3960 S. 300 W. SLC, UT 84107	801-263-5342 arrowmoving.net	35	\$3.4 million	Warehousing, distribution, transportation, relocation, storage, packing	All	Hill AFB, GSA, State of Utah	2000	David Ottoes President Mike Ottoes Vice President
6 DST Distributors Inc. 444 W. Spring Creek Place Springville, UT 84663	801-491-3781 dstdistributors inc.com	30	\$6.4 million	OTR trucking, local trucking, inventory management, dependable storage trailers	Manufacturing, packaging, food products, storage and warehousing, dedicated trucking	Walmart, Costco, UPS	1986	D. Scott Tollestrup
7 Sharp Logistics Inc. P.O. Box 3452 Logan, UT 84323	435-245-6053 sharptrucking.com	7	\$17 million	Logistics services	Food, retail, packaging	Industrial Container, Aaron Packaging, Marco Polo	2003	Zan Sharp
8 DMC Logistics LLC 4980 W. Amelia Earhart Drive SLC, UT 84116	801-355-8991 dmclogistics.com	5	*	Same/next day, scheduled, on-demand, conjunctive, dedicated, distribution, line hauls, 3PL partnering	National retail, wholesale pharmaceuticals, payroll, finance & medical lab specimen industries	*	2003	Stephen A. Griego



Data management critical to success in transportation industry

Transportation plays an integral part in generating financial information that becomes part of the "cost of goods sold" section of your company's financial statements. To be in compliance with Sarbanes-Oxley Act



rules, companies are required to represent that their financial information fairly depicts the company's financial position. This includes the basic practice of recording transportation expense in the period when the expense incurred.

Where the cost center and general ledger numbers appear on the freight invoice or bill of lading, the charges can be distributed based on the weight of various SKUs or products on the same invoice. If it cannot be found on the bill, it can be derived based on other data elements that are found on the bill, such as origin, mode or type of shipment (warehouse transfer versus direct-to-customer). Once this rules-based, table-driven process is completed and all cost centers and general ledger codes for invoices received have been assigned, the information is then fed electronically to your enterprise resource planning system to record the expense incurred based on the company's monthly financial calendar.

Strictly speaking, it does not matter whether the invoice has been received or not. Once you have tendered a shipment, you incur an obligation to pay for the associated freight charges that should be recorded as an expense. To achieve this objective, many companies will create a file when a load is tendered. Sometimes referred to as a bill of lading file or a shipment authorization file, it is matched electronically to freight bills as they are received. Those records in the file that go unmatched at the end of the period have to be accrued or accounted for. They are rated to determine the anticipated cost of the freight charges for shipments tendered but not yet billed. This is typically done by division, cost center and general ledger.

There are other conditions that need to be accrued. These include freight bills in process but not paid yet. Companies also have to account for bills that are aging to terms; that is, invoices where the shipment has occurred but payment is not yet due based on the negotiated terms with your carriers.

Many companies seek to determine the total landed cost for a product. This helps them to determine if

they are sourcing their materials effectively and brings into focus the total transportation expense incurred. This can be done by capturing a unique identifier for a given product such as a sales order number and associated

transportation expense. The freight cost for each mode and leg are proportionately aggregated by product (sales order number) to determine the landed cost.

Data management is critical



to accurate transportation expense reporting. Strong analytics start with clean, normalized (harmonized) data. However, gathering data from multiple sources presents a significant challenge since carriers may refer to the same service, accessorial or other shipment attributes in different ways. You need processes in place to properly identify addresses/locations, service levels, currencies, modes and other shipment elements to account for transportation expense.

Harold Friedman is senior vice president for global corporate development at Data2logistics, with more than four decades of experience in the transportation industry. His company is a transportation logistics accounting and billing firm with offices in Salt Lake City; Mission, Kansas; Fort Meyers, Florida; and The Netherlands.



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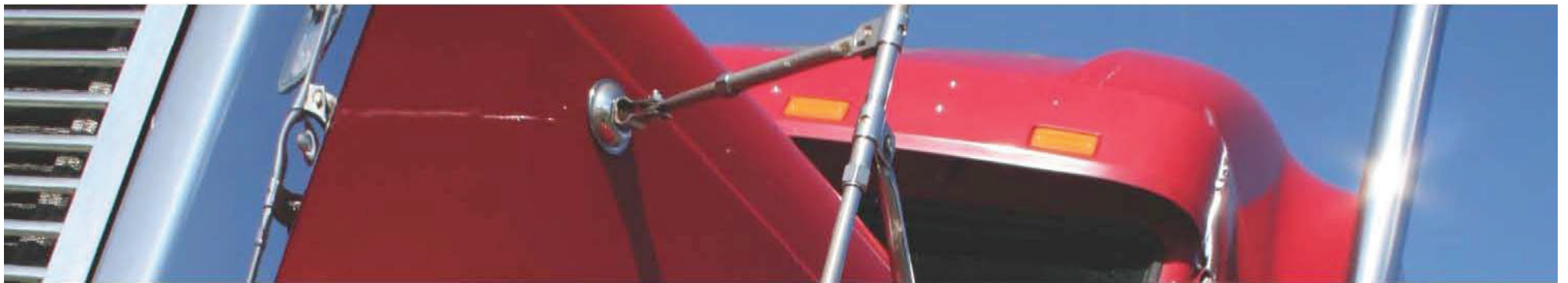
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Utah's *Voice in* TRUCKING

The Mission:

The Utah Trucking Association is committed to providing the leadership, representation and education necessary to support its members in fulfilling their mission in the secure movement of America's freight. Providing well-trained and safe drivers, running profitable companies, and being responsible citizens in the communities of Utah and the Nation.



Valued Services with Membership:

Discounts on UTA Hosted Seminars:

- Drug/Alcohol Supervisor Training
- DOT Compliance
- Log Book Training
- HazMat
- Brake Certification
- Quickbooks
- 401k Advisory
- Health Insurance Advisory

Discounts on Supplies/Forms:

- Log Books
- Vehicle Inspection Reports
- Federal Regulations Manuals
- Placards
- Medical Forms
- Emergency Response Guidebooks

Industry Publications and Website:

- Weekly Newsletter- "Truckin' Hot News"
- Bi-monthly magazine- "Utah's Voice in Trucking"

Advocating for the Utah trucking industry:

- Utah State Legislature
- Governor's Office
- Federal Congress and Senate bodies

Discounts on Services:

- Discount on Workman's Compensation premiums
- Association Employer Sponsored 401k Plan
- J.J.Keller Regulatory and Compliance Products
- Discounts on UPS Shipping
- Discount on Xilac Phone Systems
- Discount on NetWize, Hardware and Software Support

Events:

- Annual Management Conference & Expo
- Safety Awards Banquet
- Driver Awards Banquet
- Safety Management Council Meeting
- Trucking Driving Championship
- Monthly meetings in Southern, Northern and Basin Utah

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