

DISRUPTION IN THE SUPPLY CHAIN

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across the country and around the world.**

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The increased volume of imports into the United States is creating challenges all through the supply chain including too many shipping containers around the world – not where they are supposed to be. See the article on page 12.

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GCCA Announces 25th European Cold Chain Conference

Over 120 decision makers in the temperature-controlled logistics sector are expected to attend to learn, network and view exhibits.

By Julie Hanson





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the addition of 30 + year industry representatives, Dean Soll and Yannik Soll of Open Concepts, to help expand Vapor Armour's growing market presence as building envelope experts.

Founder of SubZero Constructors, Co-Founder of TrueCore, now a Nucor company, Dean Soll brings decades of Cold-Storage construction experience to Vapor Armour. Dean has joined his son Yannik at Open Concepts and will be representing Vapor Armour. He states: "Vapor Armour is a brand that exemplifies efficiency, drive, honesty, and knowledge and we plan on bringing this solution to the territory. With these attributes we will succeed in achieving our long-term vision: To be the recognized Vapor barrier that Contractors prefer, Architects/Design Builders specify, and Building Owners/Users demand." Dean and Yannik, through Open Concepts, will represent Vapor Armour in California, Arizona, Nevada, Utah, Idaho and Hawaii.



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significantly, as it has throughout the pandemic. Consequently, it is no surprise the cold chain industry is continuing to grow domestically and globally. Based on GCCA member capacity, we have seen an increase of nearly 20% from 2020 to 2021. Our comprehensive global capacity study will be revised in 2022.

Not only has the industry's profile risen, but the supply chain has also demonstrated great strength and resiliency in responding to disruptions over the last 18 months. As evident in this issue's cover article on supply chain disruptions, member companies have adapted to these changing conditions. The agility to anticipate and respond to any challenge is going to be essential for future success. I expect we will continue to see some of the disruptions impacting ports and containers well into this year.

While there will most certainly be continued supply chain challenges in 2022, the increased public awareness of the supply chain gives us a lot of optimism. There is more recognition on the importance of the supply chain and, as a result, policy makers are playing closer attention to supply chain issues than ever before. The pandemic may have already put a spotlight on the supply chain, but we need to continue that focus to ensure that future policies move us in the right direction for the future.

GCCA has met with high level government officials in both the Administration and Congress to highlight the challenges and opportunities facing the food supply chain. We will continue to elevate supply chain policy as a major priority, and work with policy makers to strengthen the food supply chain so it can continue to withstand these disruptions and challenges as they come along in the future.

In 2022, increased automation in refrigerated warehouses will continue, especially as capacity continues to increase and technological advances are utilized more prominently in new facilities. Additionally, recruitment and talent are critical for the industry to keep the cold chain stable, safe and efficient, especially with the pandemic-related labor shortages. That is why we have training and leadership programs such as the WFLO Institute. It is also why we are continuing to develop programs to help our members with recruitment, retention, training, job task analysis and industry promotion.

As we learned throughout the pandemic, it is hard to predict what challenges may be coming around the corner. What I can assure is that GCCA will continue to elevate cold chain visibility and policy as a major priority for the industry. And in the year ahead, we will ensure that GCCA programs, services and advocacy efforts help to raise up the industry and serve the needs of all our member companies worldwide and provide a tangible return at the end of the day. 📞



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PRESIDENT AND CEO
GCCA

COLDFACTS

COLD FACTS magazine is published every other month by the **Global Cold Chain Alliance (GCCA)**, an organization that unites partners to be innovative leaders in the temperature-controlled products industry. The GCCA Core Partners are:

The **International Association of Refrigerated Warehouses (IARW)**, which promotes excellence in the global temperature-controlled warehouse and logistics industry.

The **World Food Logistics Organization (WFLO)**, which delivers education and research to the industry and empowers economic development by strengthening the global cold chain.

The **International Refrigerated Transportation Association (IRTA)**, which cultivates, fosters and develops commercial and trade relations between all those engaged in the transportation and logistics of temperature-controlled commodities.

The **Controlled Environment Building Association (CEBA)** represents the design and construction industry specializing in temperature-controlled facilities that prioritize product safety best practices. We are the source for best practices of building and maintaining the thermal envelope.

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VACCINATING THE UNVACCINATED

President issues controversial emergency temporary standard to curb COVID-19.

By Lowell Randel and Jordan Bonfitto

In September 2021, President Biden announced a six-pronged, comprehensive national strategy to put the nation on a path out of the pandemic. The strategy focuses on Vaccinating the Unvaccinated, Further Protecting the Vaccinated, Keeping Schools Safely Open, Increasing Testing and Requiring Masking, Protecting Our Economic Recovery, and Improving Care for Those With COVID-19. Perhaps the most controversial piece of this plan continues to be “Vaccinating the Unvaccinated.” Under President Biden’s directive, all employers with more than 100 workers will be forced to require coronavirus vaccinations or test employees weekly, affecting about 80 million Americans.

To achieve this mandate, Biden instructed his Occupational Safety and Health Administration (OSHA) to issue an emergency temporary standard (ETS) to minimize the risk of COVID-19 transmission in the workplace. The ETS, which was released on November 4, 2021, and published in the Federal Register on November 5, 2021, establishes binding requirements to protect unvaccinated employees of large employers (100 or more employees) from the risk of contracting COVID-19 in the workplace. OSHA has claimed that the ETS is necessary to protect unvaccinated workers from the risk of contracting COVID-19 at work.

Who Is Covered

The ETS generally applies to employers in all workplaces that are under OSHA’s authority and jurisdiction, including industries as diverse as manufacturing, retail, delivery services, warehouses, meatpacking, agriculture, construction, logging, maritime and healthcare. Within these industries, all employers that have a total of at least 100 employees firm- or corporate-wide, at any time the ETS is in effect, are covered. This includes temporary and seasonal workers hired by the company. Workers technically employed by a staffing agency are counted towards the employee count for the staffing agency and not theirs.

What the Rule Requires

The core requirements of the ETS are:

- 1. PTO for vaccination** – Up to four hours of paid time off, including travel time, at the employee’s regular rate of pay per dose for employees to get vaccinated (only for vaccinations that occur after the effective date of the ETS).
- 2. PTO to recover from vaccination** – A reasonable amount of time off and paid sick leave to recover from side effects experienced following any vaccination dose (other than booster shots) for recovering from adverse effects of the vaccines.



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3. Vaccination or testing to report to work

– A soft-vaccine mandate, under which an employee may only report to the workplace after demonstrating: Proof of being fully vaccinated or for employees who decline to get vaccinated or decline to share their vaccination status, proof of a negative COVID-19 test result from within the last seven days.

For the testing component of the rule, an employee who reports to a workplace where other individuals such as coworkers or customers are present, at least one day every seven days, must:

- Be tested for COVID-19; and
- Provide documentation of the most recent COVID-19 test result to the employer no later than the seventh day following the date on which the employee last provided a test result.

An employee who does not report to such a workplace during a period of seven or more days (e.g., teleworking for two weeks prior to reporting to a workplace with others) must:

- Be tested for COVID-19 within seven days prior to returning to the workplace; and
- Provide documentation of that test result to the employer upon return to the workplace.

If an employee does not provide documentation of a COVID-19 test result as required above, the employer must keep that employee removed from the workplace until the employee provides a test result.

4. Face coverings for unvaccinated workers

– In addition to producing a negative COVID-19 test, for employees who decline vaccination, the employer must ensure they wear a face covering that fully covers the nose and mouth at all times while working indoors and when occupying a vehicle with another person for work, regardless of the levels of community transmission. Consistent with current OSHA guidance, the face covering requirement does not apply when an employee is alone in a room with floor to ceiling walls and a closed door, for brief periods while the employee is eating or drinking or for identification purposes in compliance with safety and security requirements, or where the employer can show use of a face covering is infeasible or creates a greater hazard (e.g., when it is important to see

the employee’s mouth for reasons related to their job duties, when the work requires the use of the employee’s uncovered mouth, or when the use of a face covering presents a risk of serious injury or death to the employee). Surprisingly, the ETS does NOT require employers to pay for any costs associated with face coverings, unless required by other laws, regulations or collective bargaining agreements.

5. Removal from work of COVID-19 cases

– Requires each employee to promptly notify the employer when they receive a positive COVID-19 test or are diagnosed with COVID-19 by a licensed healthcare provider and immediately remove such employees from the workplace and keep them removed until the employee: (i) Receives a negative result on a COVID-19 nucleic acid amplification test (NAAT) following a positive result on a COVID-19 antigen test if the employee chooses to seek a NAAT test for confirmatory testing; (ii) Meets the return to work criteria in the CDC’s “Isolation Guidance”; or (iii) Receives a recommendation to return to work from a licensed healthcare provider.

Court Actions and Next Steps

Since OSHA published the ETS in the Federal Register, petitioners have filed more than 30 separate lawsuits challenging the legality of the ETS and moving to temporarily, and then permanently, enjoin implementation of the ETS. The Fifth Circuit issued a preliminary stay blocking implementation of the ETS. The cases were then consolidated and sent to the Sixth Circuit for consideration. The Sixth Circuit lifted the stay, which was appealed to the Supreme Court. After hearing oral arguments, the Supreme Court issued a ruling on January 13, 2022, to reinstate the stay, stating that OSHA had likely acted outside of its authority in establishing the sweeping vaccine and testing requirements for all businesses with over 100 employees.

It is important to note that the Supreme Court action is technically only a temporary stay of the ETS pending a full review of the legal challenges to the rule by the Sixth Circuit. However, the Court’s conservative justices sent an unmistakable signal that the high court’s conservative majority believes OSHA exceeded its statutory authority in issuing a workplace standard to address an issue of broad public health.

President Biden and the Department of Labor were quick to express their disappointment in the Supreme Court’s decision. They continue to urge businesses to require vaccinations for their employees. OSHA has indicated it will be evaluating all options to ensure workers are protected from COVID. OSHA went on to reiterate the agency will do everything in its existing authority to hold businesses accountable for protecting workers, including under the COVID-19 National Emphasis Program and General Duty Clause.

GCCA has been heavily engaged in communicating our concerns regarding the ETS through coalitions, grassroots campaigns, meetings with Congress and administrative officials throughout the process. GCCA is very pleased with the Supreme Court’s decision and will continue to work with policy makers and like-minded partners as the process moves forward. GCCA members are strongly encouraged to remain vigilant in implementing their COVID health and safety protocols in anticipation of possible increased OSHA enforcement activity in the wake of the ETS decision. 🌐

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By Alexandra Walsh



DISRUPTION IN THE SUPPLY CHAIN

Bottlenecks at ports create ripple effects across the country and around the world.

From choked ports on the West Coast to packed rail yards in the Midwest, the U.S. supply chain is straining under record-breaking demand because of growing e-commerce, worker and truck-chassis shortages and a shift to material goods as Americans avoided travel and social outings over the course of the pandemic.



Congestion at U.S. ports, particularly Los Angeles and Long Beach on the West Coast, and a shortage of truck drivers have left some foreign food manufacturers struggling to get their cargo abroad. Ships continue to take weeks, rather than days, to unload at the ports, and backed-up shippers are desperate to return to Asia to pick up more goods.

Space has been particularly hard to find near U.S. ports as shippers and logistics companies seek out warehouses to store containers and goods. The squeeze on distribution space is adding to the broader congestion in supply chains, from the tight container shipping capacity to backups at inland rail hubs, that has locked down inventory restocking efforts and dragged down economic recovery efforts during the pandemic.

The chokepoint on the West Coast of the United States is one of many bottlenecks in the complex global supply chain web that is contributing to delays, shortages of many goods and faster inflation worldwide.

At the Heart of the Jam

The Biden administration has been under pressure to clear logjams in the supply chain and ease inflationary pressures. Actions have included brokering agreements to shift to round-the-clock operations at the ports of Los Angeles and Long Beach – the biggest gateway for imports – and pledges from retailers to expand their own shipping.

In late October, the ports of Los Angeles and Long Beach, which account for 40% of sea freight entering the United States, announced new fees aimed at ocean carriers to abate the intensifying logjam of cargo ships. By early January, the ports had yet to implement the container dwell fee citing a combined decline of 47% in aging cargo on the docks and significant improvements in the supply chain.

“The current supply chain crisis has had many contributing factors, but it essentially comes down to a single cause – the COVID-19 pandemic,” says Port of Long Beach Executive Director Mario Cordero. “The contributing factors are the surge of cargo, high number of unscheduled vessel calls, a supply chain workforce impacted by COVID-19 and workplace accommodations throughout the supply chain that can limit capacity.” Cordero adds that the congestion is not unique to the twin ports as many of the current supply chain challenges were already occurring prior to the pandemic but are now magnified due to high cargo volumes.

“In spite of the best efforts of terminal operators and longshore workers – 50% more ships are being worked at once than before the pandemic – terminals remain beyond full capacity as evidenced by tall container stacks crowding the tarmacs and the backlog of ships at anchor,” says Phillip Sanfield, Spokesperson, Port of Los Angeles. Sanfield adds the situation will likely persist until the import surge subsides and the flow of containers out of the terminals to inland locations and store shelves improves.

In an interview with Bloomberg in mid-December, Harbor Trucking Association Chief Executive Officer Matt Schrap said restrictions on empty-container returns at major ports is the top issue that needs fixing to help ease U.S. supply chain bottlenecks. He said they are storing thousands of empty containers and chassis that cannot be used to move the imports.

According to port regulations, trucking companies have to make an appointment to pick up a container off the dock. Trucks need a chassis – which are hooked to the vehicles – to collect the import, but unless they bring an empty container to free up the chassis, they are unable to move the import, according to Schrap.

And he added that true round-the-clock port operations are not yet in place.

Too Many Containers Not Enough Chassis

“The Ports of Los Angeles and Long Beach have policies in place that have made a difficult situation worse,” claims Larry Rauch, President, Los Angeles Cold Storage. “For instance, chassis and containers are separated and kept in different locations and separate appointments are required to take each back. If you are not able to get one of those appointments, then you’re stuck with the container until you can get it back.”

Not being able to return containers creates challenges for all types of warehouses as drayage companies have no place to put containers and leave them at the warehouse dock or in some cases on city streets. When containers do become free at the ports, Rauch says often there are no doors to receive them at the warehouses. “Warehouse facilities are so backed up, containers have to be constantly shifted around to make room for incoming trucks.”

Another point Rauch makes is that the truck drivers get paid by the container. “Once a driver could make three trips on a good day from port to warehouse, but now it’s so congested the driver gets one turn,” Rauch says. “The drivers’ income is down and it’s disincentivizing at a time when we’re experiencing such a serious shortages of truck drivers.”

Rauch says solving supply chain disruptions by opening a port 24 hours a day works only in theory. “The hours may be extended but the problems are all the same – no chassis, backed up containers, driver shortages, driver hours of service. To operate effectively, all links in the supply chain – ports, warehouses, truckers, logistic companies, container and chassis storage yards – have to work in tandem. But the supply chain problems will not be fixed if only one link – the ports – is operating 24/7 when other links in the supply chain are not able to operate around the clock.”

The Ripple Effect

The increased volume of imports is creating challenges all through the supply chain including the difficulty in getting an ocean carrier booking. “The bookings are so hard to get and the warehouses overseas so full that when shippers can get a booking, they must take advantage of the opportunity. As the imports grow, so do the number of containers holding those imports and the number of ocean carriers needed to convey those containers of imports,” says Rauch.

All through the system, at every point, shortages and challenges of all kinds are created, Rauch notes, and says pallets are one example of the impact of supply chain disruptions on the warehouse. “There is a shortage of pallets throughout the supply chain and their price has gone up significantly driven by the increased demand and the rising cost of wood and labor.” Another example of supply chain shortages impacting warehouses is the cost of petroleum-based shrink wrap as the price of oil has gone up. Also, a shortage of liquid CO² led to a scarcity of dry ice that some warehouse operations use in shipping, Rauch says.

Like many other companies, Rauch says they are experiencing labor issues from retirements and team members leaving for other jobs. “We had a lot of longevity and might hire two people a year, but we hired more people in 2021 than in the past five years. We’re also supplementing pay because our people are working particularly hard.”

The ripple effect of the bottleneck at the California ports is being felt everywhere, including in the Pacific Northwest of the United States. “We have been providing break-bulk (palletized) ship loading and unloading services at record levels due to the containerized supply chain back-up issues around the world,” reports Doug Thomas, President and

“To operate effectively, all links in the supply chain – ports, warehouses, truckers, logistic companies, container and chassis storage yards – have to work in tandem. But the supply chain problems will not be fixed if only one link – the ports – is operating 24/7 when other links in the supply chain are not able to operate around the clock.”

LARRY RAUCH, *Los Angeles Cold Storage*

CEO, Bellingham Cold Storage in Washington State. “We are handling new and unusual cargos, many of which we have never accommodated before.”

He adds that to handle the volumes, the company has been working two 12-hour shifts, essentially seven days a week since early August 2021. He says a big problem currently is the lack of qualified forklift drivers that are interested in working. “We have the same team working more hours, so we are providing more pay, more incentives and more hot meals for the crews.”

It is not just West Coast temperature-controlled warehouses that are feeling the impact of the surge of container imports causing bottlenecks at the Southern California ports. In the key Midwestern freight hub of Chicago, Illinois, where many thousands of containers are switched each month, Union Pacific and BNSF Railway have limited container shipments into their overpacked freight-switching terminals. As a result, some cargo owners and logistics companies have sought to divert shipments by truck or rail to other Midwestern transfer points, raising costs and adding new complications to already snarled distribution networks.

“We believe every industry and household are seeing inflation in the goods and services they are purchasing, and we are certainly seeing costs and lead times increase in many of the services and goods we purchase,” says Scott Albers, President, Nor-Am Cold Storage, which has temperature-controlled facilities in the Midwest. “In response to this, our company must decide whether to alter pricing, adding to the inflation trend, or allow it to eat into margin.”

Albers points out their customers are fighting the same labor attraction and retention issues as they are. “If our customers cannot attract and retain sufficient labor for production, it will have a ripple effect in the inventories that we carry.”

Building in Resiliency

“Our dockworkers have kept this country’s supply chain functioning since day one of the pandemic. A well-trained workforce is the key to managing the unprecedented cargo volumes we are seeing today,” says Cordero of the Port of Long Beach. “Only a small percentage of the nation’s terminals are automated; ports must find a way to handle the cargo increases in the near term.”

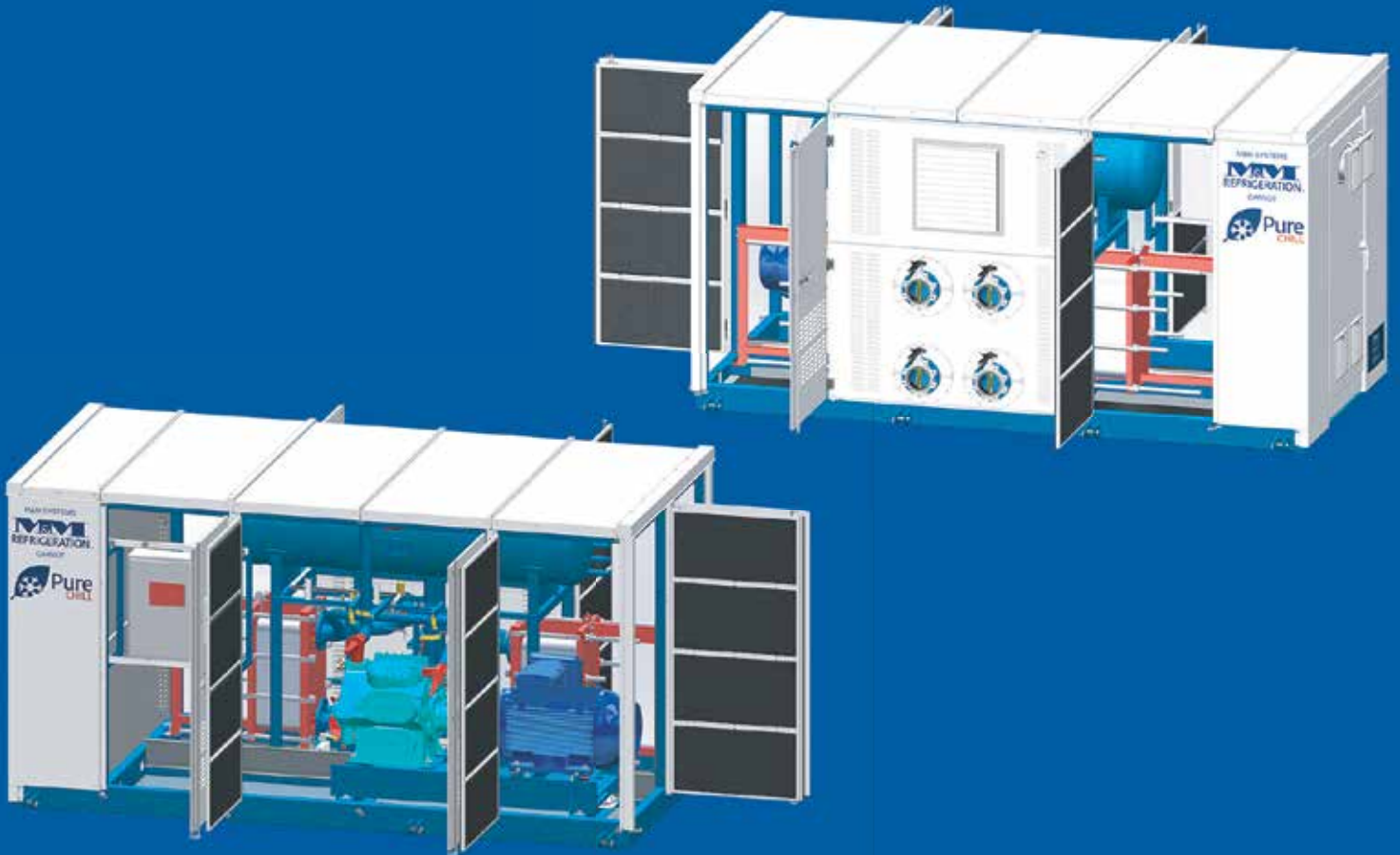
To address the systemic lack of available chassis, Sanfield with the Port of Los Angeles says measures to reduce terminal and street dwell times must continue, including facilitating empty returns, dual transactions and activation of on-dock, near-dock and off-dock sites that support decoupling of loaded and empty containers from chassis. The port will also work with chassis providers to inventory chassis in terminals and take measures to put out-of-service chassis back into circulation.

“Long term, we would like to see chassis included in the list of excluded products from Section 301 tariffs,” says Sanfield. “The port also supports increasing domestic chassis production by addressing workforce shortages, exploring use of the Defense Production Act and other supply side measures.”

To bring into effect full utilization of available gate hours making the port 24/7, Sanfield says enhanced coordination between cargo owners, marine terminals and carriers is



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needed to increase the rate of productive gate appointments per shift, including accommodating empty returns. He says the port recently announced a pilot program called Accelerate Cargo LA to accomplish this directly.

“The port supports bay-wide information sharing and will advance visibility of key data, such as empty return location and early return date,” Sanfield says. “Mid to long-term, the port will move towards enabling interconnectivity across all nodes and from origin to destination, integrate with national freight data architecture and use data to assist prioritization of public investment towards improvement of system performance and resilience.”

Thomas says three things will help mitigate future supply chain disruptions: automation, automation and automation.

“It would also be helpful if unemployment was harder to qualify for when there are so many good paying jobs available,” Thomas says. “Federal and state subsidies for rent, utilities and rent forgiveness have been exacerbating the problem of encouraging potential workers to get back on a job.”

Albers says in the Midwest, labor is also the key driver. “Currently, we show more open employment positions than are on unemployment records. There has always been

competition for labor, but now people have made adjustments in their lifestyles and their expectations of their careers,” he says. “The challenge is for employers to recognize this and respond in ways that are meaningful to people who are on the fence about returning to the workforce.”

Albers believes it may be a little choppy in the short term, but the supply chain is resilient and will adapt to the market changes to serve both customers and consumers.

The Horizon

Cordero says the ports complex has seen a surge of cargo that began in July 2020 and could see this persist into the beginning of 2022. “As we reduce long-dwelling import containers and empties for export on the terminals, the ports are swiftly making progress on catching up. However, the disruptions are affecting the entire supply chain, not just the ports, so that’s why we are pleased to see the U.S. Port Envoy and the Biden administration working on the issues that created this situation.”

Rauch does not believe anyone will see an improvement in the current supply chain situation until mid-2022, at the earliest. “As long as American consumers continue to purchase

imported items, the imports are going to continue to come, and unless the ports make significant changes, the supply chain bottlenecks will persist. The unknown factor in this scenario is inflation and how the consumer will respond to rising prices.”

“I’m estimating that we will continue to see this level of supply chain issues for at least 24 months,” Thomas says. “The upcoming long-shore negotiations will be interesting to watch as this could extend my estimate to 36 months or more if the unions continue to feel like they have the leverage to shut everything down.”

“When’s the million-dollar question,” Albers says. “If you listen to the market and the experts, they are predicting a recovery by the third or fourth quarter of 2022, but a lot can happen between now and then.”

Even if the optimists are proved correct in detecting a peak in the gridlock, the global trading system and the resilience of supply chains will continue to be stretched for months to come. ☎

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FISHER CONSTRUCTION GROUP RECIPIENT OF CEBA BUILT BY THE BEST AWARD



Shared campus provides best-in-cold solutions for customer Dole Fruit.

By Keith Loria

Fisher Construction Group, Inc. has received the 2021 Built by the Best Award for constructing the year’s most innovative and complex temperature-controlled facility.

The company’s recent design-build of the United States Cold Storage’s newest, fully automated and state-of-the-art cold storage and processing facility in McDonough-Medline, near Atlanta, Georgia, United States, was the project that earned this recognition.

“This was certainly an exciting project,” says Scott Guimond, Senior Project Manager for Fisher. “We were very proud and honored to be United States Cold Storage’s selected and trusted partner for this important project. I believe we were ultimately selected because

of our ability to provide transparency on financials and our expertise to deliver turnkey, design-build solutions for both temperature-controlled storage and processing spaces.”

Fisher added that the company’s extensive experience in the design and construction of high-rise, fully automated cold storage facilities helped, also.

The McDonough Medline campus was selected as the strategic location for United States Cold Storage to provide additional best-in-cold solutions for its customer – Dole Fruit.

The shared campus approach promotes and leverages synergies between processors and storage teams, says Fisher.

“Ultimately, the return on investment was maximized on the project by strategically positioning the facility adjacent to an existing conventional frozen space, thereby leveraging existing refrigeration, fire protection, storm and other vital infrastructures while utilizing the remaining expansion space to its full potential,” says Michael Adkins, Engineering Manager, United States Cold Storage. “It was our most significant expansion ever and included a processing center designed and built for Dole Fruit.”

The newly constructed facility on United States Cold Storage’s McDonough campus maximizes the site’s footprint of 110 feet with 14,944,285 cubic feet of storage. The



The 254,928-square-foot design-build expansion to the McDonough facility includes an ASRS cold storage and repacking facility for Dole Foods. (Photo courtesy of Fisher Construction Group.)

facility is designed to operate at temperatures ranging from -20 degrees F to 55 degrees F, as well as 32 degrees F to 55 degrees F in the processing space.

Key Challenges

The project began in late 2019, with completion scheduled for January 2021. The first challenge came when the COVID-19 pandemic hit early on.

“We had started construction and had been into it for a couple of months, when the whole construction industry was impacted,” says Juan Arellano, Fisher’s Project Manager for United States Cold Storage Atlanta. “Since the project was essential to the country’s food supply chain, we moved forward. We brought the team together and developed solutions to respond to this unprecedented situation. Though it was a challenge, and some people were unable to come to work, we kept the project moving by creating a safe workplace. There was no day that COVID stopped us from working. That’s something that we were all very proud of—we kept moving forward.”

Another challenge that needed to be expertly managed was that the expansion was on an active and operating site. It was imperative to be noninvasive and covert in the building process, yet effective. Specific logistical challenges included limited laydown areas, shared operational and construction entrances as well as management of a robust set of safety policies specifically intended to provide a safe interface between construction and United States Cold Storage operations.

Additionally, this project had a cost control variable that added to the project complexity. Specifically, this build required 100% financial accuracy and transparency. The United States Cold Storage engineering team in conjunction with Fisher had to identify and clearly communicate to all project participants the cost segregation required to correctly tabulate trending costs specific to the tenant processing (Dole) space from the cold storage and site (United States Cold Storage) spaces. This data was made accessible in real time and aided in critical project decisions.

Savvy Innovation

The McDonough-Medline facility has nearly 253,000 square feet of usable space built beside United States Cold Storage’s 236,000-square-foot temperature-controlled warehouse built five years earlier. The new addition accommodates 47,000 new pallet positions.

The construction technique used for the high-bay expansion is leading edge with the structure envelope supported by the storage racks to maximize product density and save costs by replacing structural steel for structural racks.

The hybrid direct expansion-refrigeration system by Innovative Refrigeration was well thought out and creative in numerous ways, according to Arellano. It employs mini-penthouses that provide a safe and serviceable installation on a more than 100-foot high-rise, rack-supported building. And the system offers strategic equipment locations as the facility’s cold dock has multiple conveyor systems across two levels with transfer fans strategically located to avoid dead air spaces. These fans are controlled and easily adjusted

by the facility to maintain the required operating conditions on the cold dock. The fans also utilize re-heat humidity controls for dehumidification on the dock during the hot and humid Georgia summers.

Additionally, the expansion is specifically designed to keep the overall ammonia charge below the 10,000-pound threshold.

“Despite ammonia’s dominance in the industry throughout the last century, many are looking to other options to minimize the hazard for facility staff while keeping regulatory bodies at bay,” Arellano says. “It is unheard of for refrigeration systems of this size primarily using ammonia to have charges below 10,000 pounds. However, the United States Cold Storage Medline facility has accomplished this.”

Regarding safety, the United States Cold Storage engineering team is credited with developing benefits for its customer by requiring a glycol heat exchanger to utilize only glycol refrigerant to their tenant space eliminating the risk to their customer of having ammonia equipment in their space.

The facility also utilizes the most advanced conveyor systems available, alongside nine 100-foot-tall cranes in the automated warehouse. The conveyor system allows United States Cold Storage operators to efficiently handle the product throughout the facility with minimal forklift interface.

Sustainability Efforts

United States Cold Storage’s mission is to provide the very best long-term solution for its customer by providing added value through managing their customer’s refrigeration system and being on-site to provide support along the way.

“The concept of the assignment to vertically integrate processor and cold storage operator on a single campus lays a foundation of sustainability at the core of the project,” Guimond says. “This scenario replaces interfacing truck trips between remote facilities with a simple and effective pallet transfer through a demising wall.”

By nature, ASRS facilities offer greater product density over less footprint. This drastically reduces the need for lighting and energy/heat infiltration. These factors, coupled with reduced opening sizes for product interface locations, have a measurable impact on the overall building’s overall energy consumption.



From truck to freezer, automated conveyors carry product throughout the conveyor tracks. (Photo courtesy of Fisher Construction Group.)



The conveyers are operated from a crow nest that can regulate product flow between the loading dock and freezers. (Photo courtesy of Fisher Construction Group.)

“Throughout the design process, Fisher and United States Cold Storage looked to leverage all existing infrastructures, where applicable, for both cost savings and sustainability advantages,” Guimond says. “The team sought to match new refrigeration equipment with existing to provide significant cost savings by keeping United States Cold Storage’s maintenance and training programs as simple as possible despite the large expansion.”

The team also achieved long-term energy savings as refrigeration penthouses and the new evaporative condenser are controlled by

VFDs (variable frequency drives) to maintain precise temperatures while increasing energy efficiency. Additionally, the project utilized all the standard energy savings measures implemented in most controlled environment facilities built today by using elements such as LED lights, high-speed doors and dock seals.

Partnership Key to Success

The United States Cold Storage Medline expansion project faced various challenges that were mitigated via teamwork between all stakeholders. Throughout the design and

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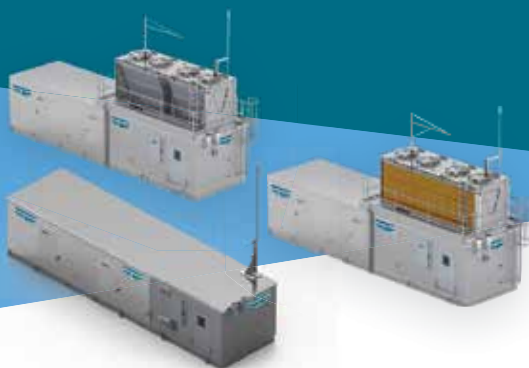
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construction of the project, communication and continual alignment of goals were of the utmost importance to ensure project success.

An excellent example of the team's management was spotlighted during the weekly schedule meetings, where the project's trades from the Northeast, Southeast, Northwest and Southwest came together to develop and update the pull plan schedules. The management team worked to bring all stakeholders together using open and honest communication, repeatedly emphasizing the larger common vision from management to field.

The Fisher team also stressed the importance of leveraging the expertise of United States Cold Storage's engineering team as being a key to the overall success of the project. Additional collaboration with the onsite United States Cold Storage operations managers provided valuable direction and leadership throughout the entire project.

"The collaboration between all parties was central to our approach," Arellano says. "Fisher worked hand in hand with United States Cold Storage to make team decisions. We ensured everyone was on the same page as we focused on making the very best decisions collectively, which ultimately brought a lot of value to the project. We were able to meet the schedule and budget." 📧

KEITH LORIA is an award-winning journalist who has been writing for major newspapers and magazines for close to 20 years, on topics as diverse as sports, business and technology.

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Top: Viewed from the mezzanine as products are conveyed from the freezers to Dole's process area. (Photo courtesy of Fisher Construction Group.)

Left: The 100-foot cranes efficiently handle product hand-off from conveyor tracks with little to no forklift interface. (Photo courtesy of Fisher Construction Group.)

2021 Built by the Best Award-Winning Supplier Profiles

These are the companies integral to the success of the winning project.

Ahern Fire Protection, a division of J. F. Ahern Co.

Ahern Fire Protection (AFP) offers a full range of fire protection system installation, inspection, and repair services. Whether you are building a new structure or need a sprinkler system retrofit or upgrade, the experts at AFP will handle your project quickly, efficiently, and with the utmost professionalism. Our friendly, knowledgeable technicians are on call 24 hours, seven days a week. Ahern Fire Protection has extensive experience in the cold storage industry and is a Quell® licensed fire protection contractor. We are also licensed to work in 48 states. Ahern Fire Protection is backed by a company with over 130 years of contracting experience, offices in six states (WI, MN, IA, MO, NE, and IL), and over 1,500 employees. Our depth of resources enables us to handle every job through design to construction and beyond - from installing the first sprinkler head to ongoing inspections and maintenance. We are truly a one-stop shop” for all of your fire protection needs!” <https://www.jfahern.com/>.

All Weather Insulated Panels

With over 90 years of combined industry experience, All Weather Insulated Panels is an innovator in the design, construction and advancement of insulated metal panels to meet the growing challenges facing the building industry. <http://www.awipanel.com>.

ASI Doors – Enviro

Manufactures a complete line of insulated steel reinforced fiberglass, galvanized and stainless steel door systems. Manual or power operated doors for all uses. Applications include: horizontal (bi-parting and single slide), swinging, vertical rise and high speed roll-up doors, along with the fully insulated, two-way impactable hard panel sliding horizontal door. The air door products allow you to travel in and out of freezers without the constant opening and closing of a door. Its unique system keeps the warm side warm and the cold side cold with no fog, ice or condensation. Nationwide sales and service available. <http://www.asidoors.com>.

AutoMak Assembly Inc.

Working in partnership with manufacturers and contractors, AutoMak is dedicated to delivering handling and installation solutions for metal insulated panels. We offer proven vacuum lifting equipment to delivery installation efficiency with practical health and safety benefits. We provide full contract rental and sales service covering the whole of the United States and Canada with complete technical support as well as after sales support, servicing, testing and certification. Operating from a modern distribution center and with a large dedicated rental fleet we are able to respond to customer requests and orders quickly. Our network of technical advisors provides full on the job product training and support services. <http://www.cladboyusa.com>.

Evapco Inc.

International manufacturers of low charge ammonia packages, evaporative condensers, evaporators, cooling towers, closed circuit coolers, heat exchangers, recirculation and transfer systems. Plants located in Taneytown, MD; Greenup, IL; Bryan, TX; Madera, CA; Lake View, IA; Milano and Sondrio, Italy; Johannesburg, South Africa; Kingsgrove NSW, Australia; Shanghai and Beijing, China; Tongeren, Belgium; and Flex coil a/s Aabybro, Denmark. <http://www.evapco.com>.

Fastener Systems Inc.

Specializing in fasteners for all types of cold storage, food processing and refrigerated warehouses. Stocking stainless, self-drilling, self-tapping, ZACS® and explosion release fasteners. FABLOKS®, long length teks and roofing screws in stock. Tools, accessories, INSTA-FOAM®, tapes, caulks and butyl. The originators of POLARFAST®, the concealed panel screw. Fast overnight delivery. <http://www.fastenersystems.com>.

Frazier Industrial Company

Frazier is producer of structural steel storage rack systems in North America with 10 manufacturing facilities strategically located to reduce lead times and minimize freight costs. Refrigerated warehouse professionals rely on Frazier storage systems for their durability and custom application engineering. This design provides you with our exclusive two-year warranty against fork-lift abuse. From standard pallet rack to complex pick towers and AS/RS installations, Frazier’s expert team of engineers will help each customer design the best, most cost-effective material handling solution. We provide the management resources needed to ensure the project runs smoothly and remains on time throughout the entire design-build-integrate process. Frazier’s structural steel pallet rack systems include: selective pallet rack, drive-in/drive-thru, push-back, carton flow & pallet flow, pick towers, rack supported buildings and AS/RS systems. <http://www.frazier.com>.

The Fricks Company

Industrial concrete floor contractor providing workmanship and customer satisfaction. The Fricks Company is in premium food facility, manufacturing and distribution facility floor construction. <https://www.fricksco.com>.

Innovative Refrigeration Systems Inc.

Design builder of refrigerated systems and spaces. Turnkey refrigeration engineering, piping, insulation systems, power systems design, power wiring, controls systems and control wiring, envelope design and installation. Background in large refrigerated package ammonia refrigeration for outdoor installation and stand-alone control packages independent of compressor manufacture. <http://www.R717.net>.

Jamison Door Company

Manufacturers of insulated doors for all cold storage applications: swinging, horizontal sliding, overhead, vertical sliding; manual and power; cooler, freezer, blast freezer; finishes include galvanized, aluminum, stainless, painted steel, fiberglass reinforced molded plastic and sheet plastic. Products also include high performance insulated Mark IV Versaflex Door and Mark IV InVision clear-paneled door, HCR Air Doors and BMP high speed rollup doors. Write for specific door suggestions for warehouses.

<http://www.jamisondoor.com>.

Kalman Flooring Company

Kalman Floor Company has produced industrial concrete floors since 1916. Working side by side with owners, architects, design-builders and contractors, Kalman Floor Company provides self-polishing, abrasion resistant floors for cold storage, dry storage, distribution warehouses, manufacturing plants, waste transfer stations and many other kinds of facilities.

<http://www.kalmanfloor.com>.

LTI Contracting

Since its start in 1958, LTI Contracting has been recognized as a subcontractor that specializes in the installation of low temperature insulated metal panels, underfloor insulation, vapor barriers, cold storage doors and complete roof package. We have compiled over the years a full-time knowledgeable and efficient project management, technical and field supervision staff to help aid in any problem and/or detailing on our projects.

<http://www.lticontracting.com>.

RHH Foam Systems Inc.

Manufacturers of VERSI-FOAM portable two-component, low-pressure spray polyurethane foam systems. Units available in a variety of foam densities and sizes; both disposable and refillable containers. Also VERSI-TITE single component foam sealant and VERSI-BLOCK Fire Block and sealant in aerosol cans. All units compatible with low temperature environments and for a wide variety of insulating, sealing, caulking, and patching applications.

<http://www.rhhfoamsystems.com>.

Rite-Hite

Rite-Hite® is in the manufacture, sale, and service of loading dock equipment, industrial doors, safety barriers, HVLS fans and more innovative products. We offer several products designed specifically for the cold storage industry, including high-speed doors, insulated curtain walls and loading dock equipment. Rite-Hite works closely with each customer to meet their needs. Our Global Distribution Network means there is a local representative nearby to provide solutions, service, and expertise at the loading dock, and inside the facility.

<https://www.ritehite.com>.

Rytec High Performance Doors

Rytec is a manufacturer of high-performance doors for industrial, commercial, pharmaceutical and cold-storage environments. Whether rolling, folding, sliding or swinging doors, high-performance doors are our only business. Rytec corporate offices and manufacturing operations are headquartered in Jackson, Wisconsin, a suburb



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<http://www.rytecddoors.com>.

SubZero Constructors, Inc.

SubZero specializes in providing refrigeration/thermal design and construction services on a nationwide basis for the low-temp and food processing industry.

<http://www.szero.com>.

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Twintec USA designs and builds steel fiber reinforced and engineered industrial jointfree floors. Our jointfree FREEPLAN engineered floors do not have saw cut joints, effectively minimizing if not completely suppressing maintenance and repair costs, while increasing the productivity in your cold storage. A specialized sub-contractor, Twintec USA offers design build services to a variety of clients in North America within the cold storage, distribution and heavy manufacturing industries. The parent company, the Twintec Group, has designed and installed 500 million square feet of engineered industrial slabs to date. Twintec USA will design and install your FREEPLAN slabs on grade, on piles (suspended slabs) and on insulation (such as for cold storage slabs). Twintec USA also offers turn-key design build services regarding structural FREEPLAN mat slabs, such as for fully automated, rack supported distribution facilities. Twintec USA is dedicated to the highest level of quality and durability in their industry and offers a unique five year guarantee on all their FREEPLAN engineered slabs.

<http://www.twintecusa.com>.

United States Cold Storage Inc.

Region V.P. - Mid-Atlantic, Jesse Hooks; General Manager, Leslie Burkholder; Chief Engineer, James Prussia; Superintendent-Veto Mendoza. 18,345 racked pallet positions; Temperatures ranging from -05°F to 40°F; 44 dock doors.

<http://www.5uscold.com>.

The advertisement features three photographs of industrial facilities, each with a '2021 BUILT BY THE BEST AWARD WINNER' badge. The top photo shows a large white cold storage facility with a blue roof, labeled 'United States Cold Storage, McDonough, Georgia'. The middle photo shows a modern white and blue facility, labeled 'NewCold Advanced Logistics, Tacoma, Washington'. The bottom photo shows a multi-story brick and white facility, labeled 'Lineage Logistics, Santa Maria, California'. Below the photos is a large banner with the text 'Performance-Driven Cold Storage and Food Processing Facilities'. To the right of the banner is a list of services: 'Design | Build Construction for Cold Storage Distribution, Food and Beverage Processing'. Below this is a list of project types: 'Greenfield • Retrofits • Additions, Sanitary Upgrades • Ready-to-Eat'. At the bottom right, contact information is provided: 'Call Dan Powers or Scott Guimond at 360.757.4094 or info@fishercgi.com'. The Fisher Construction Group logo is prominently displayed, consisting of a stylized 'F' and the text 'FISHER CONSTRUCTION GROUP'. At the bottom of the advertisement is a row of seven small images showing various food products: a bowl of mixed vegetables, a bunch of fish, a tray of carrots, a stack of cheese and meat, a pile of coffee beans, a piece of salmon, and a basket of fresh produce.

United States Cold Storage
McDonough, Georgia

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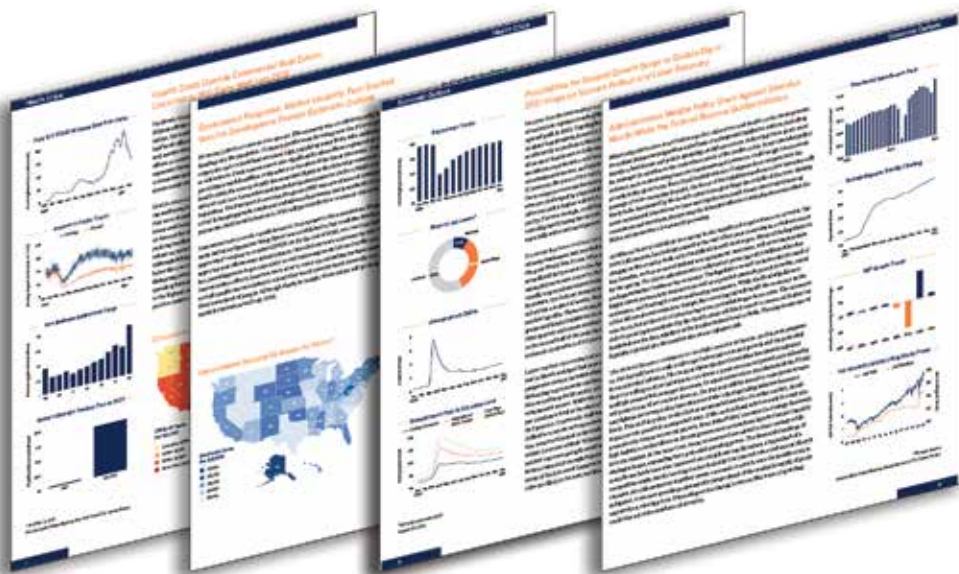
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TRY SITTING IN THE DRIVER'S SEAT

A point of view on warehouse-truck driver relations.



COLD FACTS magazine interviews Wesley O'Brien, Chief Logistics Officer of Frozen Logistics, to get his perspective on the state of warehouse/truck driver relations.

Frozen Logistics, based in Austin, Texas, formed in July 2020 and operates business to business and direct to customer. At the time of its launch, the company acquired Taylor Cold Storage, a family-run business in which O'Brien had been involved for years. Earlier in his career, he was a truck driver for the company.

COLD FACTS: The trucking industry is very challenged right now. What do you see as the top issues facing relations between cold storage warehousing and truck drivers?

WESLEY O'BRIEN: The answer is two-fold with both tied in importance. First is the volume of loads versus the number of drivers that are available to transport the loads. This has been an issue for a while.

The second is the literal relationship between truck drivers and warehouse operators, which can come across antagonistic and us versus them. This attitude affects all parties involved.

CF: Can you detail some of these points?

WO: First, the demand for moving goods is greater than the supply of trucks and truck drivers. The reason is complicated, and they're disruptive to getting perishables to end users. Speed to user is the idea of the food supply chain. When perishables cannot be moved, this creates a timeline issue. This is magnified when items have shelf timelines. When their movement is slowed, this creates an even shorter shelf life.

The second issue – warehouse/driver relationships – is a problem that needs to be addressed because every aspect of the food supply chain must work together to achieve the goal I just stated. Truck drivers need a warehouse to deliver the goods to. Warehouses need drivers to receive and ship out the goods. Every party needs the other. We are all cogs in the wheel. When there is an antagonistic or combative relationship, this almost always has a negative effect on warehouse operations. The situation creates a supply chain issue for everyone.

CF: Are there ways a temperature-controlled warehouse can be more welcoming to truck drivers?

WO: Like an onion, the relationship is multi-layered with different solutions. The primary thing is having the right mindset. This is the number one area where we can have control. But since warehouse operators are not truck drivers, we cannot control how the drivers act or react to situations. For example, a driver who shows up late might arrive with



the perception it will cost them hours of waiting for another time slot — or worse, be rejected. But if the warehouse operator doesn't question them about why they are tardy, but instead informs them of a time when a dock will open, a perceived negative can be turned into a positive.

The warehouse industry needs to try to control that perception. While we want truck drivers to understand how we are trying to get numerous things done in day, we must also understand that they are trying to get in a number of miles in a day and there are many factors that affect this. We must understand multiple factors exist. If we work with drivers, maybe we can create an environment where the drivers perceive the warehouse as friendly and that we are there to help. This is something every warehouse operation can control.

Then there is perception of the actual facility itself. Is it trucker friendly? Does it offer a vending area? Clean and easy to access rest-rooms? What other driver amenities are offered? Is there a free air compressor they can use? Are there vacuums with long hoses so drivers can clean their cabs while they wait? Such amenities can make drivers feel welcome at a facility.

A third item is technology. What technology is available so warehouse managers can get in front of issues before they become problems?

There must be a software program available or under development to let us know if a truck is going to be late as soon as the driver knows they cannot physically make it to the warehouse at the given time slot. Is there some software where we can link to these trucks to know where they are, or vice versa, so they know our situation at the warehouse? There could be a situation where we've gotten five trucks out, there's a window of time that is free, and we can contact incoming trucks that are bidding their time at a truck stop until their time slot comes available. In this scenario, they could get in early and get out ahead of their appointment. This would be beneficial to both the truck drivers and the warehouse.

CF: Can technology help with appointment times for loading/unloading or training?

MO: Warehouses have their own portals for scheduling. Truck drivers who have a 15:00 appointment but know they cannot arrive the

warehouse until 18:00 can let the warehouse know via the portal. But warehouses can also offer an incentive by reducing missed appointment fees.

It would also be useful if the warehouse could use an app or the truck driver's electronic logging system to see where that driver is. By knowing if a driver is too many miles away to make the appointment slot, we could make internal adjustments. This way we would not need to count on the driver to make these adjustments.

Consider all the moving parts. If I have a 20-pound load ready to stage in the freezer and want to get it out 30 minutes before loading, if the driver doesn't show, we have to put that load back. But if we know he is not going to make that appointment, we wouldn't have to take that load out of the freezer in the first place. We can make adjustments and the driver doesn't have to worry about getting a speeding ticket to make the time slot.

Regarding training, there is nothing more vital. Right now, you can train workers to have the right mindset and procedures to help situations. And training is something everyone can do. All it takes is effort and organization, no capital investment.

I know finding time for training is hard because everyone is very busy. Things can get stressful and chaotic. But when operations has a team member with a bad attitude, it's difficult to have the mindset to turn that situation around. It's human nature to think you are right and they are wrong. But by training people how to communicate, you can achieve positive outcomes. I always say you get more flies with honey. If your approach is positive, the perception will also be positive. And who knows, it might result in more drivers calling at your facility.

It's always important to remember that one side doesn't know what the other is up against, they only know what they are facing. 🍯

GCCA ANNOUNCES 25TH EUROPEAN COLD CHAIN CONFERENCE

Over 120 decision makers in the temperature-controlled logistics sector are expected to attend to learn, network and view exhibits.

By Julie Hanson

The Global Cold Chain Alliance will host the 25th European Cold Chain Conference on March 23-25, 2022, in Rotterdam, The Netherlands.

The European Cold Chain Conference is an exclusive forum where cold chain logistics professionals meet industry peers from across Europe and other regions, learn about latest industry and technology developments and share and promote best practices.

Approximately 120 decision makers from warehousing, all-mean transportation, construction, equipment, technology and service

will gather in Rotterdam to participate in this event. Rated by attendees as a highly valuable experience, the conference focuses on providing delegates with a better understanding of market and future trends, sector challenges and business solutions, while showcasing technological innovations with its adjacent “expo”.

Attendees will also have ample opportunities to network, connect or re-connect, and

exchange their views with professionals from throughout Europe and around the world. Attendees have represented up to 19 countries at past conferences.

Plenary Sessions

The conference’s keynote speakers are leaders in their industries – whether that is logistics, automation, economics or talent management. Their stories will inspire attendees to think outside the box and widen their perspectives. With the support of the European Advisory Committee, GCCA is building a program that aims to be transformative, innovative and practical.



European Warehouse Forum

The GCCA European Warehouse Forum is a unique set-up for cold chain logistics operator members to hear about various market updates and typical sector issues at the country level. Participants will get unique insights from industry peers and can exchange views on current challenges and the future of the sector. This function is organized before the opening of the conference, on Wednesday March 23, in the afternoon. The European Warehouse Forum is open to all GCCA operator members, regardless of their participation in the conference.

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Learning Opportunities

The conference education program will offer sessions on industry innovations and technological development inspiring attendees to think outside the box and widen their perspective. Topics include understanding customer challenges, intensifying automation, sustainability and the way to a carbon neutral cold chain, market benchmarking, economic update, building performance, insurance, driver shortages and more. The session formats will provide attendees with a chance to share ideas, ask questions and solve problems with their peers.

Cold Chain Café

Rated as one of the most powerful features of the educational program, the Cold Chain Café is an integral part of the conference. The Café is an open forum where attendees can partake in roundtable discussions with their peers on specific topics. It is a unique way of sharing views and triggering new ideas. By the end of the session, groups will share the outcome of their table conversation.

Cold Chain Exhibits

Partnering and working with leading companies in the cold chain industry is essential in providing a complete range of solutions and services to customers. The conference expo will feature the latest technologies, solutions, products and services from some of the most respected companies in the cold chain industry. The following product categories and services will be showcased in the expo:

- Automation
- Battery and Power Systems
- Clothing
- Construction
- Doors
- Energy Efficiency Solutions
- Fire Prevention
- Flooring
- Insulated Panels
- Lighting
- Material Handling
- Racking/Materials Handling
- Refrigeration Equipment
- Roofing
- WMS/TMS solutions



Alejandro Delgado Tarin, recipient of the 2021 GCCA European Cold Chain Future Leader Award.

Recognizing NextGen Talents

GCCA has a longstanding commitment to developing talent in the cold chain industry, which needs a constant influx of young people to represent the next generation of cold chain leaders.

To promote talent development, GCCA presents the European Future Leader Award Competition that recognizes outstanding young professionals in the European cold storage industry and who show potential for future career advancement. The recipient

of the European Award will automatically qualify for the Global NextGen Future Leader Competition during which she or he will compete against other regional winners. The European competition consists of an application review, interviews with a jury of industry professionals and a presentation at the conference. If you know of a company talent who is no older than 35, we encourage you to enroll them for the competition. More details about eligibility criteria and procedure can be found at <https://www.gcca.org/about/europe-future-leader-award>.



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The recipient of the 2021 GCCA European Cold Chain Future Leader Award was Alejandro Delgado Tarin, Solutions & Project Manager, Europe with Americold Logistics.

Facility Visits

Immediately following the formal educational program on Friday, March 25, interested delegates will be transported to visit an industrial facility showcasing innovation in operations, high automation or other specifics of interest to attendees.

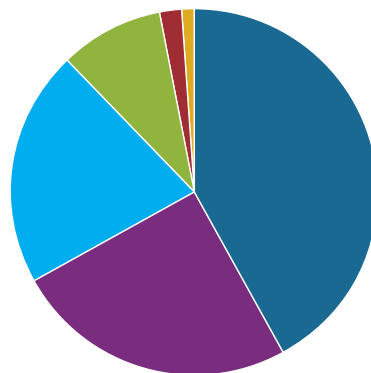
Networking and More

The conference offers participants numerous networking opportunities to make new connections with international colleagues and strengthen existing relationships. Networking functions include a group activity and an Early Arriver’s Dinner on Wednesday, March 23. A Welcome Reception and Dinner is planned for Thursday evening, March 24. Throughout the event, attendees will have multiple occasions to mingle with peers during the Cold Chain Café, coffee breaks, expo time and a happy hour.

Sponsoring and Exhibiting

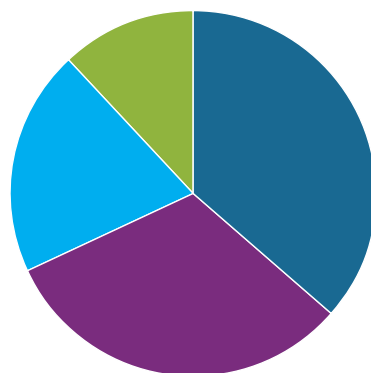
The European Cold Chain Conference is a supplier’s best venue for reaching temperature-controlled warehousing and logistics executives throughout Europe, and even beyond. Vendors can increase their brand and visibility at the event through a sponsor-

2020 ATTENDEE DEMOGRAPHICS



- 42% Warehouse
- 25% Supplier
- 21% Transportation
- 9% Trade Associations
- 2% Press
- 1% Construction

ATTENDEE DEMOGRAPHICS BY TITLE



- 37% Director or Manager
- 32% Executive: CEO, President, Owner
- 20% Other
- 12% Executive Team: Senior VP, VP, C-Suite

ship plan tailored to spotlight their company throughout the entire conference and exclusively at specific events. Exhibiting at the conference is a great add on to showcase the power and benefits of your products, technology or services.

Location

The conference will be held at the Hilton Rotterdam. For more information on the conference visit www.gcca.org/europeancold-chainconference. 

For any general, sponsorship or exhibiting inquiries, please contact

Julie Hanson, Director of Europe at GCCA

EMAIL: jhanson@gcca.org



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COLD CHAIN DEVELOPMENT

NEWS ABOUT WFLO INTERNATIONAL PROJECTS

This column features news about key projects of the World Food Logistics Organization (WFLO), a GCCA Core Partner, and its work with members, aid organizations and international development partners to help emerging economies and lower-income countries meet the challenges that arise when growing a safe and efficient global cold chain.



Consultants from Emerging Consulting in Tunisia after completing a key informant interview.

poultry products. WFLO is working with local cold chain experts and consultants, including Khalid Lefnaoui, James Eason, and consultants from Emerging Consulting, to better understand the cold chain in Morocco, Egypt and Tunisia, respectively. Concurrently, WFLO's international development team has performed literature reviews of the cold chain systems in Algeria and Libya. With the information gained during the skills gap analysis, WFLO will recommend and provide relevant trainings and resources in the region to enhance cold chain logistics across all levels of the supply chain. Ultimately, this project seeks to encourage the safe importation of American poultry and poultry products to these five countries.

Bangladesh Trade Facilitation (BTF) Project, 2020 – 2025

Partnered with Venture37 and LixCap

The conclusion of year one of the BTF project was celebrated in October 2021. In the past year, WFLO has supported cold chain development in Bangladesh by advancing the legal framework for warehouse operations, streamlining warehouse processes through updated standard operating procedures, and engaging the private sector on cold storage infrastructure. In year two, WFLO will continue to build on these activities and develop an operational auditing system.

Cambodia Cross-Docking Bid Evaluation, 2020 – 2021

WFLO has successfully completed the cross-docking bid evaluation for the LM-17 Port in Cambodia. The bid review committee included Richard Dowdell, retired, Richmond Cold Storage; Manuel Cabrera Kabana, IARW; Matthew Meredith, LixCap; Tim Nguyen, ESI Group USA; and Cary Ralls, Americold Logistics. A follow-on activity to support the design build of the facility has been proposed.

ACTIVE PROJECTS

North African Cold Chain Skills Gap Analysis and Trainings, 2021 – 2022

Partnered with USA Poultry and Egg Export Council (USAPEEC)

In the North African countries of Algeria, Egypt, Libya, Morocco and Tunisia, WFLO is supporting a cold chain skills gap analysis to identify weaknesses in the cold chain and opportunities for development. The value chain focus of this project is poultry and

**Dominican Republic TraSa Project,
2021 – 2025**

Partnered with *International Executive Service Corps (IESC)*

Following the cold chain assessment, investment opportunities for enhancing the cold chain and trade between the United States and Dominican Republic have been identified. A webinar on the findings was held on December 9, 2021, led by GCCA member LixCap. These investment recommendations are part of a cold chain project in the country funded by the United States Department of Agriculture.



Pictured center, Michael Parr, Chief of Party for BTF, participates in site visits to cold storage facilities in Bangladesh.



HIGH-BAY WAREHOUSE FOR DEEP FREEZE INTRALOGISTICS AT ITS BEST

In Burley, Idaho, NewCold celebrated the grand opening of one of the largest frozen storage facilities of its kind. This impressive project includes a high bay warehouse with 90,000 pallet positions supplied by SSI SCHAEFER.

The demand for deep-freeze products continues to grow. As volumes increase, requirements placed upon deep-freeze logistics are getting more complex. SSI SCHAEFER offers flexible, modular, and scalable solutions that optimize storage, picking processes, and profitability within cold storage facilities.

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**Georgia Agriculture Project,
2018 – 2023**

*Partnered with Cultivating New Frontiers in
Agriculture (CNFA)*

In Georgia, WFLO has partnered with CNFA to enhance the cold chain. WFLO is supporting cold chain association development and cold chain technical assistance. Training that will follow on to the recently completed foundational cold chain courses is planned for late 2021 to early 2022. Focusing on stone fruits, the training will cover courses on best practices for harvest; grading, sorting, and packing; business models; marketing channels; and deep dives on storage, design build and ethylene management.

RECENTLY COMPLETED PROJECTS

**Central Asia Competitive Trade and
Jobs Project, 2018 – 2021**

Partnered with DAI

The Central Asia Competitive Trade and Jobs (CTJ) project concluded in 2021. The project included webinars on various cold chain best practices, virtual tours of cold storage facilities, remote consultations and mentoring. The WFLO international projects team thanks all the GCCA members who supported this project with their cold chain knowledge and expertise.

**Indonesia Market Assessment of
Temperature-Controlled Logistics
Services, 2021**

Partnered with ARPI and LixCap

With LixCap, and GCCA affiliate partner, the Indonesia Cold Chain Association (ARPI), WFLO has successfully completed the Indonesia market assessment of third-party and temperature-controlled logistics services. The project deliverables, including a report and workshop, were well-received by the project donor. “I am very pleased with the rigor, the

attention to detail and the readiness to answer that the team has brought to the discussion. Job superbly done. I am glad to work with you in this and you have set a bar very high for future projects to work together,” a project representative said of the WFLO-LixCap-ARPI consortium.

**Egypt Market Assessment of Third Party
and Temperature-Controlled Logistics
Services, 2021**

Partnered with LixCap

With LixCap, WFLO has completed the Egypt market assessment of third-party and temperature-controlled logistics services. The team has performed several key informant interviews to gather data. This project closed following the submission of a final report and workshop presentation, which included investment recommendations and an implementation roadmap to the client. ☺

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This column highlights a cold chain question and answer submitted through the GCCA Inquiry Service to the team of experts on the WFLO Scientific Advisory Council (SAC).

To get instant advice from a private, online community of over 4,000 cold chain professionals, simply post your inquiry in the GCCA Online Community. All GCCA Members and their employees can access the GCCA Online Community at community.gcca.org/home. There are active forums for Construction & Engineering, Government Affairs and Third Party Logistics.

If you are not a GCCA member, or are unsure how to post in the GCCA Online Community, contact the GCCA Inquiry Service at www.gcca.org/inquiry. GCCA Members can also browse the full archive of inquiries and responses in the GCCA Inquiry Service Archive. Access to previous inquiries is restricted to members of GCCA core partner organizations.

Q: Our company just finished building some new cold rooms. What is the recommended method or system for gradually lowering temperatures in these refrigerated warehouses that will operate at -10 degrees Fahrenheit? This is a new warehouse larger than 50,000 feet that will be cooled or turned on for the first time.

A: First, allocate sufficient time to bring down the temperature of a freezer room to its design temperature. This means that the temperature is brought down by operation of the refrigeration system in small temperature increments so that all the components – especially the concrete – are acclimatized to the low temperature. This process may take a month or more to accomplish and should be built into the facility's commissioning. If pull-down is rushed, the floors may buckle. The concrete slab will contract during pull-down which in turn causes the slab-wall joints, contraction joints and other construction joints to open. As the temperature decreases, moisture from the concrete and construction will be drawn out and collect on the evaporator coils. Consequently, when reaching the temperature of 35 degrees F (above 32 degrees F), hold this temperature until no water drains from the coils or, in other words, no more frost appears on the evaporator coils. Holding the temperature at 35 degrees F may take a week or more of continuous refrigeration operation to remove the moisture. When the coil no longer draws

moisture from the room, then the moisture in the concrete is sufficiently low such that the pull-down may continue. Significant damage to the concrete will occur if the moisture is not removed during the 35 degrees F holding time. The most important step during pull-down is holding the temperature at 35 degrees F until all the moisture is removed.

After the freezer room coils remain dry during holding the temperature at 35 degrees F, the freezer temperature may be further reduced in reasonable temperature increments. Decrease the temperature slightly below freezing and hold that temperature until frost no longer appears on the coils. After this, experience indicates 10 degrees F per day is a reasonable pull-down rate, but smaller increments are acceptable. The idea here is allowing sufficient time for the room to equilibrate to the lower temperature before lowering the temperature to the next increment. Then inspect the joints, concrete, vapor barrier, etc. for problems and adjust accordingly before continuing the pull-down. Realize that the structural members in a freezer, due to the low temperature, will contract during pull-down causing adjustment of joints. Damage to component finishes is likely when the freezer temperature is lowered too quickly. The concrete must be fully cured before the freezer room begins pull-down using refrigeration. If the freezer is airtight, swinging doors should be left partially open to allow the internal air pressure to relieve or vents allowing the movement of air should be provided. When frost no longer appears

on the evaporator coils while holding the temperature at 35 degrees F, examine the freezer room construction joints and perform caulking (or re-caulking) as needed. Also, observe the integrity of the vapor barrier making sure leaks are not present.

Answer was provided by WFLO Scientific Advisory Council Member Dr. Donald Fenton, Kansas State University and expert in refrigeration engineering. 📧

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University of Illinois, Expertise:
Refrigeration Engineering

GCCA GLOBAL EDUCATION AND NETWORKING EVENTS

(as of January 2022)

10 MARCH, 2022

GCCA Fire Risk Insurance Seminar

In-Person Meeting / Johannesburg, South Africa

23-25 MARCH, 2022

GCCA European Cold Chain Conference

In-Person Meeting / Rotterdam, The Netherlands

2-4 JUNE, 2022

WFLO Institute West

In-Person Meeting / Tempe, Arizona, United States

7-9 JUNE, 2022

GCCA Cold Chain Policy Forum

In-Person Meeting / Washington, DC United States

11-14 JUNE, 2022

WFLO Institute East

In-Person Meeting / Atlanta, Georgia, United States

11-13 JULY, 2022

WFLO Institute Latin America

In-Person Meeting / Mexico City, Mexico

25 AUGUST, 2022

GCCA South Africa Cold Chain Conference

In-Person Meeting / Cape Town, South Africa

TBD SEPTEMBER, 2022

131st IARW-WFLO Convention

In-Person Meeting / TBD United States

TBD OCTOBER, 2022

WFLO Institute Australia

In-Person Meeting / Melbourne, Australia

TBD OCTOBER, 2022

GCCA Brazil Cold Chain Congress

In-Person Meeting / Sao Paulo, Brazil

TBD NOVEMBER, 2022

42nd CEBA Conference & Expo

In-Person Meeting / TBD United States

TBD NOVEMBER, 2022

GCCA Latin America Cold Chain Congress

In-Person Meeting / Punta del Este, Uruguay

*All events are subject to change due to
COVID-19. Visit www.gcca.org/events
for updates.

A MESSAGE FROM SAC

My name is Michael Jahncke, I am the Chair of the World Food Logistics Organization (WFLO) Scientific Advisory Council (SAC) of the Global Cold Chain Alliance. The SAC is comprised of 17 scientists, who provide scientific and technical support to GCCA member companies. This unique resource is available to ensure that GCCA member warehouses continue to provide the safest and highest quality food products in the world. If a member warehouse has a question about product handling, storage, shipment, cross contamination, ammonia leaks, smoke damage etc., the company first contacts the GCCA headquarters either by telephone or email or by submitting an inquiry online. Madison Jaco is the SAC liaison at the GCCA headquarters. After contacting the GCCA, the appropriate SAC scientists provide scientific and technical

guidance to the warehouse on how best to address the issue or issues. This is a robust and confidential service to GCCA member warehouses.

In 2021, the GCCA/WFLO received more than 70 member inquiries ranging from a wide variety of topics on commodity storage and handling, food safety audits, transportation and logistics, market research trends, refrigeration and engineering, smoke and ammonia damage issues, and more. Most notably, this past year information was also provided by SAC scientists that addressed science-based strategies and practices to reduce the public health and economic impacts of COVID-19 on food, food containers and packaging. The online Time to Freeze/Cost to Freeze/Tempering software support program was updated to a new format that operates on the GCCA website. The calculator has been converted into Java Script. The 2021 Global Cold Storage Capacity Report was also published. In addition,

SAC scientists continually verify that the most current information is included in the Commodity Storage Manual, and a SAC scientist is also the lead co-author on the Refrigerated Transportation Best Practices Guide. SAC scientists provide training and support on international GCCA projects and teach at the WFLO Institute in Atlanta, Georgia, Tempe, Arizona and Mexico City.

I have worked with the SAC for 22 years and each year we aim to become a better resource to GCCA members. We hope to see you all at more in-person events in 2022 and support your businesses with timely, up-to-date information to keep our food safe. I thank the scientists of the SAC for their diligence and commitment to maintaining the cold chain at every link. 🌐

DR. MICHAEL JAHNCKE
Chairman, Scientific Advisory Council,
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Never before has our industry faced such uncertainty and vulnerability from America's policy makers, both in the White House and in both chambers of Congress. **The current Administration and Congress present new challenges and opportunities that we will need to face as an industry, together.**

The Biden Administration and Democratic controlled Congress could implement burdensome regulations and increase oversight over our industry in a number of ways. This includes:



OSHA COVID-19 STANDARDS

- Enacting a national emergency temporary standard for industry
- Sets the stage for permanent regulation on infectious disease control in the workplace



CLIMATE CHANGE

- Pursuing aggressive policies to address climate change, through both executive action and legislation
- Rejoining the Paris Climate Agreement, eliminating greenhouse gas emissions, and implementing the Green New Deal



TAXES

- Rolling back the Trump tax cuts
- Increasing the corporate tax rate from 21% to 28%, phasing out deductions for pass-through entities
- Raising the top marginal income-tax rate from 37% to 39.6%
- Less money in the pockets of businesses means less jobs available for hardworking employees



LABOR

- Strengthening worker organizing, collective bargaining and unions through executive action and legislation such as the PRO Act
- Labor initiatives, like 'micro-unit' organizations and joint employer policies could quickly be reinstated



ADDITIONAL REGULATIONS

- Revisiting EPA's Risk Management Program (RMP) regulation and making additional requirements
- Changes to Process Safety Management

A Democrat controlled White House and Congress will only mean more rules, regulations and burdensome policies.

THERE IS SOMETHING YOU CAN DO.

To learn more about how you can contribute contact Lowell Randel (lrandel@gcca.org) or visit advocacy.gcca.org.
Visit ADVOCACY.GCCA.ORG for more information.

MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS



Paul D'Agostino



Brian Rosabal

Coldbox appointed Paul D'Agostino to Chief Operations Officer (Canada and United States) and Brian Rosabal to President, Coldbox Canada.

D'Agostino started at Coldbox as a project manager and has held progressively senior roles over his 10-year career, most recently as Director of Design Build. Rosabal started as a site superintendent and has steadily assumed more responsibility in his 11-year career with Coldbox. He most recently filled the role of Director of Project Development.



Emergent Cold Latin America acquired Friopacífico, a cold storage business in Chile and an integral part of the country's fishing and fruit industries. This acquisition marks Emergent LatAm's entry into Chile. Joaquin Del Campo, General Manager of Friopacífico, will continue to manage the business as part of the Emergent LatAm leadership team.

Emergent Cold Latin America announced the acquisition of DMX Logística, a premier transportation company supporting Brazil's protein industry. This acquisition is Emergent LatAm's first investment in Brazil. Based in Itajaí, Santa Catarina, DMX Logística operates a modern fleet of more than 400 trucks and trailers across 13 locations, in addition to rail, cabotage and other modals, serving the largest reefer ports in South Brazil.

Friopacífico operates over 47,000 pallet positions across three facilities located in Talcahuano and San Pedro de la Paz, close to the main ports in Chile's Eighth Region of Biobío. The company provides a full range of storage and value-added services, including product haulage, reefer connections, online stock monitoring and photographic reporting.

RLS Logistics, through its affiliate RLS Partners, announced RLS Gress has earned the top food safety certification for cold storage warehousing and distribution through the British Retail Consortium Global Standard (BRCGS), garnering the highest AA rating. Part of BRCGS Issue 4 new audit protocol requires the cold storage warehouses to agree to unannounced audits. Surprise audits hold a company accountable for adhering to the BRCGS most current standards and ensures the company remains a trusted cold storage warehouse and shipping company.

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MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS

Ray Tarnowski, retired president of Philadelphia Warehousing & Cold Storage, has been inducted into the 2021 Frozen Food Hall of Fame announced the National Frozen & Refrigerated Foods Association (NFRA) and the American Frozen Food Institute (AFFI). Tarnowski is chairman of the IARW-WFLO Past Chairmen's Council.




United States Cold Storage, GridMarket, and renewable energy service provider and independent power producer Catalyze announce a cold storage facility solar microgrid project in McClellan, California.

United States Cold Storage launched its partnership with GridMarket in 2019 to achieve corporate sustainability goals of 30% renewable energy supply by 2030 and carbon neutrality by 2050.



Vertical Cold Storage, a developer and operator of temperature controlled distribution centers sponsored by real estate asset manager Platform Ventures, is acquiring **Liberty Cold Storage** from West Liberty Foods.

Liberty Cold Storage opened its nearly 300,000-square-foot warehouse near Chicago in Bolingbrook, Illinois, in 2016 to service both the nearby West Liberty Foods processing facility and other regional customers. The building features 36,000 pallet positions and 265 blast freezer positions, LED motion lighting, a 63-foot refrigerated dock and drop trailer flexibility. West Liberty Foods, a meat processing company owned by the Iowa Turkey Growers Cooperative, will remain a major customer of the distribution center. 



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IARW ASSOCIATE MEMBERS

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Hannibal Industries, Inc.

Los Angeles, California, United States

Indústria Comércio

Evaporadores Refrio

Hortolândia, Brazil

Marcus & Millichap

King of Prussia, Pennsylvania,

United States

OAJ Consultoria Empresarial

Sao Paulo, Brazil

CEBA MEMBERS

Cold Storage Buildings Midwest, Inc.

Port Huron, Michigan, United States

Hannibal Industries, Inc.

Los Angeles, California, United States

Hormann High Performance Doors

Burgettstown, Pennsylvania,

United States

Unitherm Inc.

Charlotte, North Carolina, United States

IRTA MEMBER

Lomo Cold Storage LLC

Live Oak, California, United States



Furkan Kodakoglu, Ph.D.

Furkan Kodakoglu, Ph.D., has joined the firm of Bonar Engineering & Construction Company. Furkan's responsibility is research; he was previously involved as a graduate student at the University of North Florida with a linear expander generator utilizing low pressure, environmentally-thermo differential. He is currently working on a solar refrigerator that operates without electrical or mechanical components utilizing a fluid amplifier, which could be used for developing countries.

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ASSOCIATION NEWS

NEWS ABOUT GCCA CORE PARTNERS

GCCA held a Cold Chain Connection and European Warehouse Forum on 18-19 November in Antwerp, Belgium. Nearly 50 professionals gathered in one of Europe's most important trade hubs to address the current challenges of both temperature-controlled warehousing and transportation, as well as general market trends and opportunities. During an executive workshop on "Disruptions in Cold Supply Chains & Outlook for The Future," presented and moderated by Dr. Bob Castelein, Project Leader Supply Chain at Wageningen Food & Biobased Research, the participating cold chain experts shared their thoughts on the disruptions affecting their sector, the supply of perishables and pharmaceutical products and global trade. Forum participants discussed cold storage labor recruitment and retention, driver shortage in transportation, energy cost,

insurance, carbon footprint and sustainability and the Brexit effect on import and export. In addition, they addressed the continued consolidation occurring across Europe, increased storage capacity as a result of new buildings, automation intensifying and the substantial rates of reefer containers.



Visits to **IARW** member facilities during the Warehouse Forum gave attending professionals a unique opportunity to experience innovative technology and operations within their field. The group was hosted by Luik Natie, in the port of Antwerp, which was recently equipped with a Tesla Megapack to run its refrigerated facilities. This huge battery helps save a significant amount of energy and considerably reduce annual carbon footprint.

At Yusen Logistics Europe, also located in the port, the group was shown how pharmaceutical products are handled in a smart way through various types of automation and cutting-edge management systems. The Port of Antwerp gave an impressive showcase of its reefer terminals handling nearly one million TEUs annually, with cargo ranging from fresh fruit to life science and health care products.



WFLO is working with Land O'Lakes/Venture 37 and LixCap on a Bangladesh Trade Facilitation project. Year One of the project (2021) included a comprehensive cold chain assessment, while Year Two (2022) will focus on training, SOP development, and support of an operational audit system. WFLO has also engaged Harshal Surange, a design-build

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expert based in Pune, India, to assist with facility designs for the Chittagong Port and Dhaka Airport. Surange is collaborating with IARW Vice Chairman Manuel Cabrera Kabana and WFLO partner, LixCap, on these designs.



Fisher Construction Group is the recipient of the 2021 **CEBA** Built by the Best Award for their project with United States Cold Storage. The award recipient was unveiled during the Closing General Session of the 41st CEBA Conference and Expo held in November 2021. The United States Cold Storage McDonough-Medline is the company's newest fully automated, state-of-the-art warehouse. The ASRS high bay footprint is approximately 147,000 square feet and is comprised of two areas

separated by a five-inch IMP demising wall, allowing each space to operate independently. It is designed for -20 degree F to 55 degree F in the storage spaces and also has a 32 degree F to 55 degree F processing space. The project contains approximately 253,000 square feet of space offered to local operations teams and comprised of various mezzanines, specialty spaces and docks depending on end-user needs. This includes 14,944,285 cubic feet of storage and 47,000 pallet positions. Additionally, the facility includes nearly 67,000 square feet of leased processing space, 11,000 square feet of new office space along with a production mezzanine and palletizing and bagging areas. For more information, see the article on page 18.



Also announced at the **CEBA** Conference and Expo were the new CEBA Officers as well as renominated Board Members. Marko Dzeletovich, Coldbox, moved into the Chairman position; Sam Tippmann, Tippmann Innovation, moved into the Vice Chairman position; Scott Guimond, Fisher Construction Group, was elected Treasurer; and Vince Free, FREEZ Construction, transitioned into the Immediate Past Chairman role. Board members re-elected to three-year terms include: Tim Nguyen, ESI Group USA; Dwight Clark, Jamison Door Company; Peter Clayton, CEBA UK Representative; Chase Deaton, Rytec High Performance Doors; Curt Edmisten, MTC Logistics; Wade Hudson, Cold Storage Construction Services; Jim Romine, Lineage Logistics; and Jake Stefan, ARCO Design/Build. ☎



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TAMARA PALEFSKY

Tamara Palefsky, Continuous Improvement Manager, United States Cold Storage, is the recipient of the 2021 Don Schlimme Future Leader Award, which recognizes talented young professionals in North America who have the potential to become future leaders and make a positive contribution to the development of the temperature-controlled warehousing and logistics industry.

CF: What does winning the Donald V. Schlimme Future Leadership Award mean to you?

TP: It reminds me that what I'm doing every day makes a difference. What I love about my job is that I can connect with so many different areas of our organization. Being able to see how every department, person and technology work together to make it all possible drives my passion for our industry. It makes me want to continuously find ways to improve, not just for the industry itself, but for the truck driver at our dock door waiting to take a late load across the country, or the warehouseman clocking in for another 10-hour shift.

Similar to Don Schlimme, I love what I do, and I am lucky and humbled to be able to teach and help others who are working to keep our families and loved ones fed.



Being able to see how every department, person and technology work together to make it all possible drives my passion for our industry."

CF: Describe your role as Manager of Continuous Improvement.

TP: My job is always changing, dependent on what our needs are as a company. A big part of my role is to work with our associates, cold crew members and customers to provide support and ensure operational excellence. This often includes process improvement, training, customer onboarding and system conversions. I also work to ensure excellence in our systems and data, which has become pivotal as we use technology to change and innovate the way we run our business. In the world of algorithms and automation, it's imperative that we understand the data being utilized, and make sure that the data itself is working towards the resolution, and not against us. Often, I can connect our people with the data they are using, which frequently leads to more accurate and sustainable solutions.

CF: You said you grew in a job suited to your natural interests. Can you explain?

TP: I've always been a people person and liked to find solutions and my job really combines both aspects. Dealing with different departments and problems is always exciting because it means I'll get to meet someone new, help identify how to make things better or learn a new process. Bringing tangible change is an extremely rewarding experience and often doesn't even feel like work!

CF: How would you like to see yourself contributing to your profession in the future?

TP: Teaching the fundamentals of our industry and how to make sustainable change. It's truly something that I feel we are growing further away from as we onboard so many new technologies so quickly. There is a huge influx of amazing and innovative solutions, and this often changes the type of specialist that is needed to help make the overall organization run smoothly. It's not about just understanding the new but understanding the fundamentals as well and how to make it all connect in harmony for a greater output. We do this at United States Cold Storage by cross-training future leaders in different areas of the business at USCS University. I've been lucky enough to teach several tracks at our university program and hope one day to teach beyond United States Cold Storage to continue to expand the knowledge of other future leaders.

CF: Can you describe why United States Cold Storage is a family affair for you?

TP: There are many reasons, but my father does literally work for USCS. He started when I was 10 and I got to know the people who worked with him. At 18, I was lucky enough to fill a position in the shipping and receiving office. Working under my father was a great experience and taught me the fundamentals of the industry and what a great leader is, which in turn helped create a lot of my drive and passion.

Thirteen years later, I'm extremely honored that USCS has become my family. I continue to meet so many people who have inspired me, taught me and amazed me with their talent. Many I consider family and that's truly what makes working for United States Cold Storage and in the temperature-controlled logistics Industry special. 🍷

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