

A COMMITMENT TO TRAINING AND SERVICE



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The CO₂ Training Center México team and the SRT design-build team arrive to train engineer technicians in CO₂ refrigeration systems at the new Mexideli distribution center in Mexico City, Mexico. (Photo courtesy of Sistemas de Refrigeración Totales.) See article on page 12.

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GCCA Latin American and Brazilian Cold Chain Congresses

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MESSAGES FROM GCCA LEADERS

IT IS AN HONOR TO BE SERVING AS CHAIRMAN OF WFLO BECAUSE THIS ORGANIZATION MEANS SO MUCH TO ME.

The noble cause of expanding and improving the global cold chain is something I hold near and dear, and which is a goal we should all be proud to support. WFLO is a prime example of how those of us in the cold chain can give back to our industry and to society, and that is why I have personally spent a substantial amount of time supporting projects around the world.

The guidance of WFLO's Scientific Advisory Council (SAC) during the pandemic has been remarkable. From answering standard inquiries related to commodity storage and crisis response, to providing expert credibility in the age of COVID and preventing falsehoods from becoming accepted "facts," the SAC responded. SAC experts remained available around the clock to both our membership and GCCA staff.

WFLO's technical advice is well-respected worldwide for both its content and its application to international development projects. While international travel hasn't been possible during the pandemic, WFLO has creatively sought new approaches to deliver services and perform our contracts through market studies and virtual training. The innovative training initiative in Central Asia will soon be replicated in the Republic of Georgia. We have also started collaborating with donors who are actively interested in developing cold storage assets in emerging markets such as Bangladesh, Cambodia, Benin, Burundi, and the Dominican Republic – in other words, truly developing the cold chain where it does not yet exist.

In a rare instance where travel was possible, WFLO hosted eight officials from the Dominican Republic at the Cold Chain Policy Forum this past July in Washington, D.C., United States.

This year through September, WFLO has supported 17 development projects in 24 countries, our highest number since 2017. The breadth of these activities is increasing WFLO/GCCA brand awareness among both donor organizations and future members. Read the Cold Chain Development department in each issue for the latest news about active WFLO/GCCA international projects.

Within the United States, our industry's biggest challenge is unavailability of qualified labor. WFLO's flagship program, the Institute,

was the last association event to happen face-to-face before COVID disrupted how we live and work beginning in March 2021. While we haven't been able to safely resume the program since, we are incredibly excited to welcome students back to WFLO Institute East and Institute West in January 2022.

In the meantime, WFLO training has met our education and talent development needs in a digital environment. Through our webinar series and last fall's Virtual Innovation Program, WFLO has delivered more than 100 hours of online education.

Our training reach hasn't been limited to any one region. Over the past year, member companies in Brazil and South Africa (GCCA's two newest regional offices), were able to upskill their workforce through WFLO sponsored short courses.

WFLO and GCCA have also announced our latest global talent development initiative, the Cold Chain eCampus. This is a big development – our eCampus is now the industry's central hub for self-guided learning. GCCA member companies can take advantage of a rapidly-growing library of courses related to automation, food safety, manager development and more to enable the professional development of their high-potential talent. All this content is now provided in one easily accessible location with the ability to follow your employees' educational progress.

For an example of outstanding high-potential talent, see this issue's Cool People column that features Mandisa Pakamisa, Accounts Receivable Manager at CCS Logistics and the recipient of the 2021 GCCA Africa Future Leader Award. In North America, we celebrate Tamara Palefsky with United States Cold Storage for her achievement winning the Donald V. Schlimme Future Leadership Award – an accomplishment made all the more difficult in light of the extraordinary competition she faced from four other challengers at the GCCA Convention in Austin, Texas. If you missed their terrific presentations ... *that's your loss!*



DANIEL KAPLAN
WFLO CHAIR

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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TIME TO BUILD

Congress passes bipartisan Infrastructure and Surface Transportation Reauthorization.

By Lowell Randel

Policy makers from both sides of the aisle have been pushing for infrastructure investments for several years. President Trump proposed an infrastructure package but was unable to get Congress to pass infrastructure legislation and send it to him for signature. President Biden has also made infrastructure a priority for his presidency and recently saw the successful enactment of a \$1.2 trillion package signed into law on November 15.

Because infrastructure is generally supported by both Democrats and Republicans, it is one of only a few issues that has the potential for bipartisan support given the current atmosphere in Washington, D.C. During the summer of 2021, President Biden worked with a bipartisan group of Senators to craft a package that would invest in the nation's physical infrastructure. The bipartisan agreement also garnered strong support from business and industry groups.

Infrastructure is essential for a strong and efficient cold chain, and GCCA is continuing to engage with policy makers on the importance of infrastructure investments. GCCA, along with coalition partners such as the Chamber of Commerce and National Association of Manufacturers, has expressed strong support for the bipartisan legislation and urged swift passage in Congress.

An important component of the legislation is the inclusion of the Surface Transportation Reauthorization Act of 2021, which provides ongoing authority to support the nation's surface transportation programs through fiscal year 2026. This legislation enjoys broad bipartisan support and authorizes the

Highway Trust Fund and covers activities of the Federal Highway Administration, Federal Transit Administration, National Highway Traffic Safety Administration and Federal Motor Carrier Safety Administration.

Major investments in the bipartisan package include the following.

Funding for Roads and Bridges

The White House estimates that 20% of the nation's highways and major roads, representing 173,000 miles, are in poor condition, as are 45,000 bridges. To address this challenge, the legislation invests \$110 billion for roads, bridges and major infrastructure projects.

Within this amount is \$40 billion for bridge repair, replacement and rehabilitation. According to the White House, this would be the single, largest dedicated bridge investment since the construction of the interstate highway system, which started in the 1950s.

\$16 billion is dedicated for major projects deemed too large or complex for traditional funding programs.

Also included in the package is \$11 billion to promote highway, truck and pipelines and hazardous materials safety efforts.

Transit and Rail

The legislation provides \$39 billion to modernize public transit including funds to repair and upgrade existing infrastructure, make stations accessible to all users, bring transit service to new communities and modernize rail and bus fleets, including replacing thousands of vehicles with zero-emission models.

\$66 billion will go to upgrade passenger and freight rail and \$12 billion in partnership grants for intercity rail service, including high-speed rail.

Broadband Upgrades

The bill dedicates \$65 billion in investments to improve the nation's broadband infrastructure and expand access to underserved areas. The legislation also includes provisions aimed at lowering the price households pay for internet service, creating price transparency and boosting competition in underserved areas.

Airports, Ports and Waterways

The package includes \$17 billion to improve port infrastructure and \$25 billion to address repair and maintenance backlogs and reduce congestion and emissions near ports and airports.

Electric Vehicles

The bill provides \$7.5 billion for zero- and low-emission buses and ferries, aiming to deliver thousands of electric school buses to districts across the country. An additional \$7.5 billion is allocated to build a nationwide network of plug-in electric vehicle chargers.



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Power and Water Systems

The bill includes \$65 billion to rebuild the electric grid and calls for building thousands of miles of new power lines and expanding renewable energy. \$55 billion will be spent on upgrading water infrastructure and expanding access to clean drinking water. \$50 billion is designated to strengthen the resiliency of power and water infrastructure to protect against threats such as drought, floods and cyberattacks.

There were concerns that Congress would look to tax increases to fund the investments in the bipartisan package. However, negotiators were able to reach agreement on funding mechanisms that avoided the need for tax increases such as raising the corporate rate or eliminating the pass-through deduction (both of which had been discussed and are under consideration to pay for other policy priorities under the broader

budget reconciliation package). Instead, Congress is drawing on unused COVID relief funds, savings from delaying change in how drugs are priced and paid for in Medicare and Medicaid, and the assumption that the package itself will result in economic growth and yield a significant return on investment on the long-term projects.

Maintaining a strong and modern infrastructure is critical for the ongoing success of

Maintaining a strong and modern infrastructure is critical for the ongoing success of the cold chain. GCCA will continue to work with policy makers and like-minded partners as the bipartisan infrastructure package moves to implementation.

the cold chain. GCCA will continue to work with policy makers and like-minded partners as the bipartisan infrastructure package moves to implementation. ☎

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A COMMITMENT TO TRAINING AND SERVICE

What one food company looks for in its design-build partner.



OLD FACTS magazine interviews Gerardo Cárdenas, Ing. (Eng.), Commercial Director of Mexideli, a food company based in Mexico, about customer service and what the company looks for in a relationship with a design-build firm.

The SRT team meeting with the Frigo-Consulting team. Frigo-Consulting collaborated with SRT in the development of the system concept, engineering, technical support and start-up of Mexideli's new distribution center in Mexico City, Mexico. (Photo courtesy of Sistemas de Refrigeración Totales.)

Mexideli completed a new distribution center in Mexico City, Mexico, that includes process areas, storage warehouses for frozen and refrigerated products, and a warehouse for dry products and household goods – all in a single location. The distribution center was designed and built by CEBA member Sistemas de Refrigeración Totales (SRT). To learn more about this 2021 Built by the Best finalist project, see page 26.

COLD FACTS: Describe any emerging trends or pressures for your food company.

GERARDO CÁRDENAS: Mexideli is a marketer and importer of gourmet products, refrigerated and frozen, with more than 30 years in the national market. The continuous growth in this sector of gourmet food in Mexico has been considerable due to several factors such as the opening of Mexico to the world and globalization.

It is because of this growth that Mexideli decided to invest in a new distribution center where all the activities carried out by the company could be contained in one place. In the past, the company had rented corporate offices in the center of Mexico City, a refrigeration warehouse and freezing warehouse in the east of Mexico City and a cutting and packaging plant in the west of Mexico City. Over time, this would have collapsed our operation and rendered it inefficient because of a very expensive logistics operation, both in time and resources.

We required more modern facilities, with more up-to-date quality assurance systems, ensuring the maximum cold chain. We wanted a modern, sustainable and environmentally friendly system and one where our collaborators would feel more comfortable, in a larger space, with a safe and comfortable work environment.

This led us to start this great project that has also been a dream and many years of work and effort, preparing ourselves for new global challenges and preparing for long-term growth.



David Ríos, Managing Director, SRT, trains technicians and engineers in CO₂ refrigeration systems at the CO₂ Training Center Mexico and at the Mexideli facilities. (Photo courtesy of Sistemas de Refrigeración Totales.)

CF: What do you look for in a relationship with a design-build firm?

GC: For this project, we were looking for construction companies that had experience and, most importantly, were versatile. Companies that would give us the ability to be able to make installations according to our needs.

CF: What are the most important factors in selecting a design-build partner?

GC: One of the highlights of this project was a Transcritical CO₂ natural cooling system—the only one in Mexico City—to offer better energy efficiency.

The factors that mattered most to us when selecting the companies that participated in the project were experience, recognition in the industry, history of previous projects, availability of management and direction, fair prices, system options, the ability to adapt and preparation, especially as this would be the first Transcritical CO₂ project in Mexico.

We also looked for the commitment to specialize in this new system and the ability to set up a training center to train a new generation of technicians specializing in CO₂.

CF: Do you discuss long-term company plans such as inventory strategies or footprint or automation considerations with a design-build firm as part of a new build, addition or renovation?

GC: Definitely, our design-build firm knew our project was to be for the long term, and we wanted to use the latest in technology, modern, sustainable, always seeking to have a system that will no longer affect the ozone layer, always considering the use of clean, natural and renewable energies. The design-build firm also knew we wanted to take all security and efficiency measures to seek long-term savings in energy consumption, and that we always try to protect both our employees and our neighbors from dangerous situations.



SRT and Mexideli team members in the loading dock at the new Mexideli distribution center. (Photo courtesy of Sistemas de Refrigeración Totales.)

CF: How do you define customer service?

GC: Customer service for us is paramount, and it is one of our most important premises since we think that our success in the business has always been based on providing quality products with excellent service and fair prices.

Therefore, excellent customer service is a requirement of ours from our service providers, and with our design-build firm, this was always very evident. They responded to us in every situation that we requested. And that's why I think that our design-build provider enjoys a reputation for high-quality customer service.

CF: Has the project improved your business and operations?

GC: This project has improved our business, making us more efficient, in a larger, more modern space, all in one place. It gives us prestige to be a totally non-polluting company and the clients applaud and appreciate this.

This project has undoubtedly made us one of the most important companies in the gourmet product industry, opening additional business possibilities to us. And

most importantly, this new distribution center provides for unlimited grow and will allow us to remain an industry leader for many more years. 🌱



Technicians and engineers carry out maintenance practices on a CO₂ system already in operation in the machine room in Mexideli's new distribution center in Mexico City, Mexico. The training was carried out by the CO₂ Training Center Mexico and SRT team members. (Photo courtesy of Sistemas de Refrigeración Totales.)

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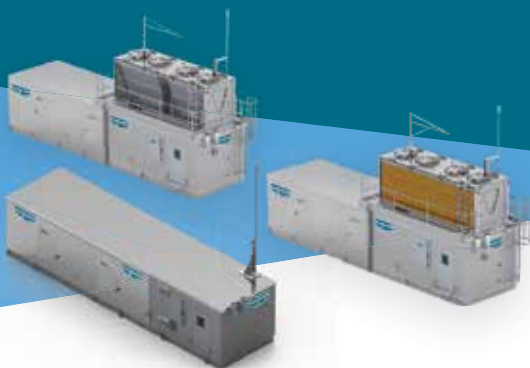
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ENGAGING EMPLOYEES TO STRENGTHEN SAFETY PROGRAMS

Recognize facility differences and involve all employees.

By Sheryl S. Jackson

There are few people in the cold chain who do not understand the importance of safety but keeping safety programs fresh and appealing to employees is a constant challenge for safety and compliance teams.

Five steps that enhance the engagement of employees in safety efforts and create a successful, sustainable program are:

1. Create a culture of safety.
2. Have leaders who champion safety.
3. Positively reinforce safe practices.
4. Allow employees to actively participate in development and implementation of programs.
5. Use employee feedback to improve safety programs.

Two companies – United States Cold Storage and Lineage Logistics – have relied on these five principles to develop engaging, effective safety programs that work in all facilities across their company.

Friendly Competition Encourages Workplace Pride

One of the more difficult challenges for safety directors is engaging employees in safety programs that may not be required by regulators, says Lisa Battino, Vice President of Compliance and Safety at United States Cold Storage Inc. “We have a lot of required programs due to regulations, but we also implement programs that help reduce incidents and enhance the safety of our workplace,” she says.

Because these best practices are not mandated by regulations, Battino’s team is always looking for ways to encourage sustained adherence to safety protocols by engaging employees and emphasizing their importance.

Off to the Races

“Fun” is the approach United States Cold Storage took to engage employees company-wide in all safety programs. The “Innovators Grand Prix, The Race to Safety” contest awards points to facilities for promoting health and safety while increasing employee engagement. Fork trucks representing each facility on the contest’s racetrack dashboard move forward based on points earned for safety and health activities. Quarterly winners for each track – 2020 tracks were defined as the company’s four regions, but 2021 tracks were changed to four size categories – are named with the overall winner, based on annual cumulative points, at the end of the year.

“The points are reset at the end of each quarter, so every facility has a chance to win the next quarter, because we did not want to discourage a facility that had low points one quarter to give up,” Battino explains. “We changed the definitions of the tracks in 2021 due to feedback from smaller facilities that may not have the resources to implement as many

programs as larger facilities.”

The 2021 Innovators Grand Prix has a small, medium, large and extra large track to group similarly-sized facilities together.

Flex Points

There is a lot of flexibility in the approach that each facility can take to earn points. A list of best practices along with points that can be earned for each activity is provided, and facility leadership and employees choose how they will earn points and even suggest some of their own ideas.

Some ideas include health-focused goals such as lunchtime walking groups or a weight-loss challenge, and other ideas relate to workplace safety such as stretching classes that are specific to tasks performed. “If a facility has a stretching period every morning prior to the beginning of the shift, a photo is uploaded to document the activity, and points are

awarded,” says Battino. “We also award points for supervisors who observe performing an activity incorrectly – such as not lifting with your legs – then coach the employee on the correct procedure.”

Going Beyond

Some required activities do earn points, such as holding required safety meetings and submitting minutes on time. But even with safety meetings, there is an opportunity to go beyond what is required. Because general managers are not required to attend monthly safety meetings, extra points are earned if the GM attends.

Another example of going beyond what is required are monthly self-audits by warehouse personnel for different food safety practices. “Even though following guidelines is required to maintain certification, the monthly self-audits are an additional assurance to our customers that we are continually monitoring

our performance to protect their product,” Battino adds.

There is, however, one performance indicator that does not earn points. “No one gets points for not having an injury because the purpose of the program is to proactively prevent injuries through best practices,” says Battino. If all employees are actively engaged in promoting health and safety in the workplace, incidents naturally decrease, which was proven in the first two years of the Grand Prix, she says. “In 2020, the top 50% of point earners collectively reduced lost-time injury rates by 76% compared to the other facilities, and in 2021 the top 50% has seen 44% fewer lost-time injuries.”

Changes to the contest will continue to be made based on feedback from general managers, safety team members and employees, says Battino. “In fact, this year we developed Slam-Dunk, a small tablet that fits in every-

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one's pocket with a form that can be used quickly to document unsafe conditions and employee proactive improvements," she says. "We also had one annual winner who won a large celebration at their facility in 2020, but 2021 has three winners – a grand prize winner and second and third place winners who will have smaller celebrations at their facilities."

The success of the Innovators Grand Prix is a mix of healthy competition and a focus on proactive practices, Battino says. "Our crew members are more engaged and passionate about safety, and the program creates a sense of pride in their facility and their workplace," she explains. "This pride leads to a safer, cleaner, more efficient facility, which means better service to our customers."

Cross-functional Teams Build Engagement

One way to ensure employee engagement in safety programs is to design the program with input from areas for whom the class, training or safety protocol is being developed, says Dominic DiCarlo, Vice President of Safety and Compliance at Lineage Logistics.

"We use cross-functional teams that include the warehouse floor, maintenance and operations to develop our programs because they better understand how a specific regulation or safety protocol can be implemented in the field," DiCarlo says. "We also look across the company to see how implementation might differ from location to location based on the specific facility."

One Size Does Not Fit All

Considering different facilities when developing a safety program is necessary to avoid creating a protocol that is overly prescriptive. A facility should have the opportunity to tailor the safety program to its specific situation while still meeting the goal of the program.

"A good example is our requirement that steps be taken to prevent a truck at the dock for offloading or loading from moving before the process is complete and all warehouse employees are away from the truck," says DiCarlo. "Initially, we had one standard way to prevent that from happening. But as we grew, facilities that we acquired or built had different capabilities." Although some facilities had dock locks, others used wheel chucks, locked brakes, took keys from drivers or locked the truck. "We realized that we could not produce a one-size-fits-all policy and still get buy-in for the safety

"Our crew members are more engaged and passionate about safety, and the program creates a sense of pride in their facility and their workplace. This pride leads to a safer, cleaner, more efficient facility, which means better service to our customers."

LISA BATTINO, United States Cold Storage

program because there was no way to make a global policy that worked in all situations," he says. Creating a program that used a standard method to prevent a truck from moving, offering facilities options and allowing tweaks approved by the safety department still accomplished the goal across the company, while getting buy-in from all facilities.

Offering options when possible creates a stronger trust between team members and safety personnel that leads to stronger engagement in safety programs, says DiCarlo. "There are some regulations that don't provide flexibility, and we explain that to team members," he says. "If we have built good relationships, then people trust us when we say that we can't be flexible."

Self-Sustaining Safety

With 385 locations around the globe and a safety staff of only 50 people, DiCarlo's team relies on onsite personnel to implement and sustain safety programs. "Our behavior-based safety program relies on key performance indicators that set expectations, along with routine audits and observations of employee actions," he explains. "Peers are ensuring ongoing compliance, rather than outside observers."

When DiCarlo's department conducts safety inspections that include members of the safety and compliance team, people from facilities other than the one being audited are included on the team.

"We'll take warehouse employees from other locations to help us perform inspections," says DiCarlo. The inclusion of facility staff in inspections accomplishes several goals. First, warehouse floor activities are reviewed by someone who works on a warehouse floor, which adds credibility to the inspection. Plus, inspectors share best practices from their own experience with the facility being inspected.

"We also find it is an educational experience for the employees who join the inspection team because they have an opportunity to observe and learn new best practices," DiCarlo adds.

In addition to making safety programs and protocols flexible, it is also important to make them dynamic to allow for updates as information changes, suggests DiCarlo.

COVID in Real Time

A good example of a dynamic program is the COVID playbook developed by a cross-functional team at Lineage. "At first, there was not a lot of flexibility because no one was sure about how the virus was transmitted so we followed health official guidance closely," DiCarlo explains. As time progressed and more feedback, data and science became available, the protocols became more dynamic and were continuously revised to reflect new situations. "You cannot just create a process and stop – it must be constantly revised and updated."

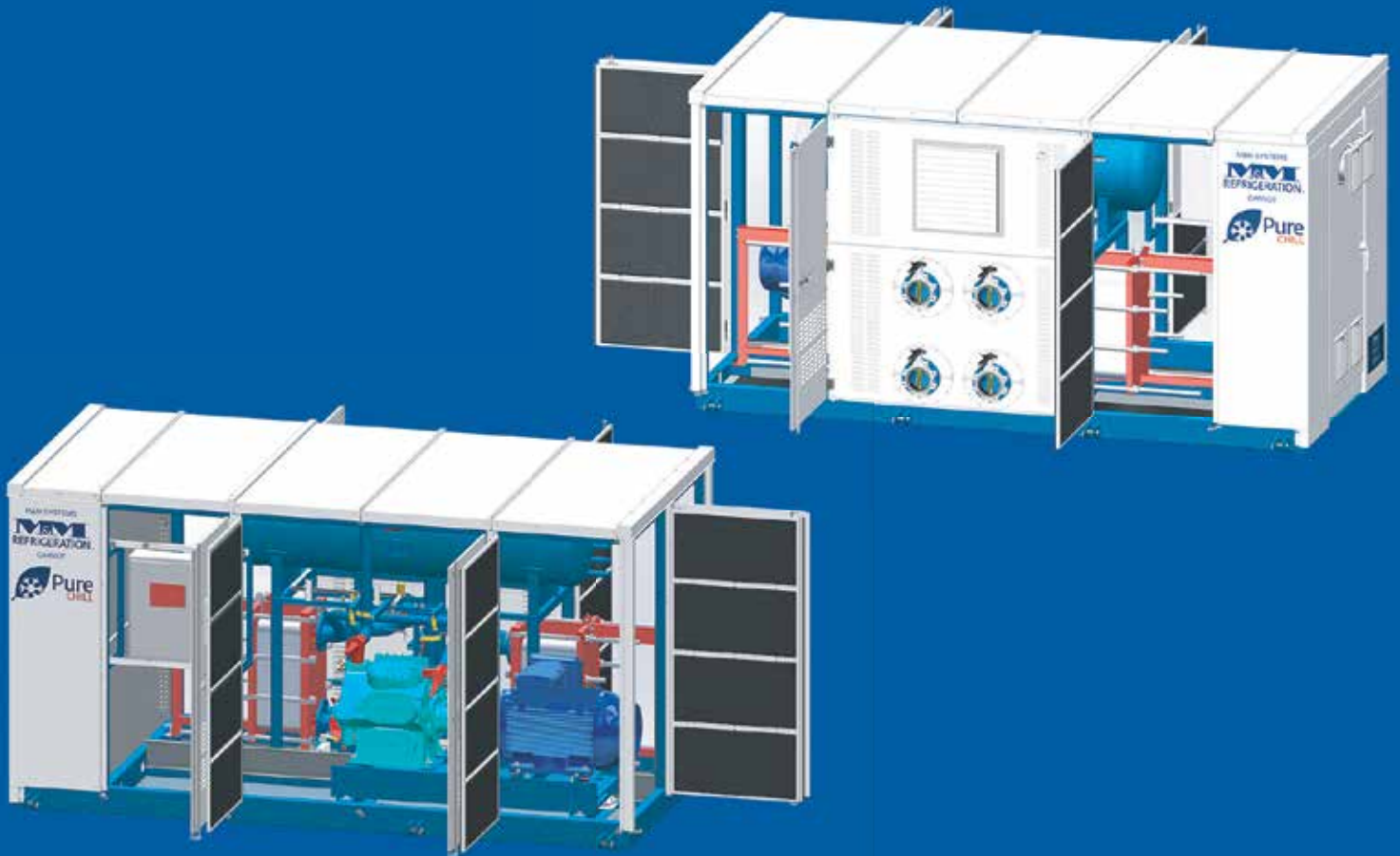
In every annual review of safety programs, employees are engaged with cross-functional development teams, employee inclusion in inspection teams and safety discussions at every level of leadership, says DiCarlo. "Although my department's customers are our employees, we also ensure good customer service to our other stakeholders by ensuring that our safety protocols don't result in a situation that impacts a customer's product, delivery schedule and bottom line." 📧

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THE BEST
AWARD**

THE MAGNIFICENT SEVEN

*A snapshot of the 2021
Built by the Best Award contenders.*

By Keith Loria

Now in its fifth year, the Built by the Best award, created by the Controlled Environment Building Association (CEBA), a core partner of the Global Cold Chain Alliance (GCCA), honors the innovation and saviness of those doing outstanding construction or renovation in controlled environment buildings across the globe.

This year, the competition saw many worthy entries from CEBA association members, with seven projects nominated for the 2021 award.

Below is a peek at the seven companies competing for this year's Built by the Best Award. The winner and finalists will be announced at the CEBA Conference & Expo in early November 2021.

MTC Logistics Distribution Center ARCO Design/Build



(Photo courtesy of ARCO Design/Build.)

When MTC Logistics wanted to add a Southeastern poultry distribution center in Mobile, Alabama, United States, it turned to ARCO Design/Build as it had previously constructed two successful facilities for the company.

The 295,761-square-foot cold storage and food processing facility was completed in March 2021. It features an ALTA Refrigeration EXPERT system, 42,000 pallet positions of Flexspace 360 mobile racking with a clear height of 50 feet 7 inches. The facility also includes 23,072 square feet of -20 degree F QuickFreeze technology with the capacity to blast freeze over 1 million pounds of poultry per day. This combination allows for 30 loads of blast freezing per day, approximately 30 loads per day, 18 more than the other MTC facilities can produce.

The facility also contains a USDA inspection site and embedded mobile rack rails spanning nearly two miles.

One of the major features of the distribution facility is that it needed to maximize space to hold as much food product as possible, so the height of the building was important to get right. ARCO Design/Build utilized a unique slab system known as steel fiber reinforced jointless flooring that generates sustained longevity of the floor slab and reduced joint degradation, while also creating optimal load bearing. Additionally, HCR doors were installed to combat humidity and temperature deltas.

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Performance Food Group (PFG)/Reinhart Foodservice Food Distribution Center

ESI Group USA



(Photo courtesy of ESI Group USA.)

ESI Group USA was signed by Reinhart Foodservice under a design-build contract to construct a 243,000-square-foot greenfield food distribution center in Shawano, Wisconsin,

United States.

ESI designed the facility for multiple uses though its primary purpose was to distribute food to the local region. The facility contains a

refrigeration equipment skid package, dry grocery receiving office, perishable food receiving office, an operations and transportation office as well as administrative/executive office areas and accessory buildings for fleet maintenance totaling another 16,500 square feet. It has a dry dock, dry storage, storage mezzanine, +40 degree F dock, +35 degree F cooler, +45 degree F produce cooler, +55 degree F produce cooler, +28 degree F meat freezer, +55 degree F will-call cooler and -10 degree F freezer.

ESI was also tasked with creating a product demonstration kitchen on the second floor of the office area. A double door was installed with a safety gate to allow forklifts to deliver pallets of food and place them directly in the kitchen. A soundproof partition wall sits between the kitchen and training center allowing for food prep without any disruption during training sessions.

United States Cold Storage Warehouse

Fisher Construction Group



(Photo courtesy of Fisher Construction Group.)

United States Cold Storage McDonough-Medline, located near Atlanta, Georgia, United States, is the company's newest fully automated, state-of-the-art warehouse, thanks to a joint

design effort between USCS and design-build firm Fisher Construction Group of Burlington, Washington, United States.

The facility is now the tallest refrigerated

building in the greater Atlanta area at just over 110-feet tall. The ASRS high bay footprint is approximately 147,000 square feet and is comprised of two areas separated by a 5-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 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 that 11,000 square feet of new office space along with a production mezzanine and palletizing and bagging areas.

Sysco Nashville Freezer, Cooler/Cold Dock Renovation and Expansion

Williams Company



(Photo courtesy of Williams Company.)

The Williams Company became involved in the Sysco Nashville Freezer cooler and cold dock renovation and expansion project after the Sysco facility in Nashville, Tennessee,

United States, was hit by a tornado in March 2020. It collapsed the freezer portion of the structure and compromised the exterior IMP skin.

The Williams Company constructed a new 158,000-square-foot cooler, freezer and cold dock that included a higher deck elevation to facilitate more storage at 35-foot racking heights. The new Sysco Nashville includes 55,825 square feet of cooler with four unique temperature zones including a 35 degree F cold dock, a 76,847-square-foot 0 degree F freezer that includes a 3,835-square-foot -20 degree F ice cream freezer.

Using an existing rail dock that was previously used for storage and battery charging, Williams Company created a 1,100-square-foot tornado shelter for employees by removing the sloped concrete, re-pouring a thickened 8-inch slab and using heavy-duty, full-cell filled masonry with a cast-in-place concrete lid. Additional adjacent space in the rail dock was used to construct a fitness center, with the tornado shelter serving as the locker room and shower area in non-emergencies.

Case Farms Processing Facility Expansion

Primus Builders, Inc.



(Photo courtesy of Primus Builders, Inc.)

Case Farms needed to expand an existing processing facility in Winesburg, Ohio, United States. Since Primus Builders had completed a similar expansion for the company at one of its other facilities, it was the logical choice for the

design/build of the new project.

The two phases of the expansion, which were undertaken simultaneously, include the addition of a 36,000-square-foot chicken processing facility area with interstitial space, a new engine

room, an access corridor, processing utility areas, a 138,000-square-foot cold storage warehouse, -33 degree F automated carton freezing solution, a wet cooler dock, -10 degree F storage freezer, a loading dock and additional support spaces and office space.

The expansion called for power beyond what was available in the small town, so Primus constructed two wells and installed four pumps and erected two 300-gallon tanks. The company also re-engineered the booster pumps to ensure there was enough water pressure. In addition, Primus worked with a power co-op to pull electricity from two substations until Winesburg could build a new substation dedicated to the building.

By incorporating an automated carton freezing solution, conveyors, palletizers and an automated wrapping component, Case Farms has reduced its carbon footprint. In addition to this significant energy savings, the project also incorporates sustainable plumbing, lighting and a reflective roof.

Cold Storage Commercial Real Estate

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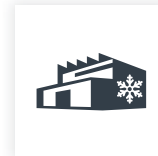


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Nor-Am Cold Storage Processing and Distribution Facility

Tippmann Innovation



(Photo courtesy of Tippmann Innovation.)

Nor-Am Cold Storage brought on Tippmann Innovation to build a state-of-the-art, 148,000-square-foot meat processing and distribution facility in Dodge City, Kansas, United States.

The plant contains more than 17,000 pallet positions of storage space as well as an energy efficient QFM In-Rack Freezing System.

Tippmann Innovation helped Nor-Am integrate a new BRC-certified pet food processing

sector into the facility, which works in conjunction with the adjacent freezer facility. The state-of-the-art pet food processing facility contains DSI plate freezing equipment for accelerated freezing of large quantities of product.

Tippmann Innovation also made sure sustainable elements were a focus, designing an energy efficient facility at every point. They added motion sensor lighting, top-of-the-line processing equipment and created an energy-efficient refrigeration room.

Mexideli Distribution Center

Sistemas de Refrigeración Totales (SRT)



(Photo courtesy of Sistemas de Refrigeracion Totales.)

Sistemas de Refrigeración Totales (SRT) was recently hired to design/build a distribution center in Mexico City, Mexico, to include process areas, storage warehouses for frozen

and refrigerated products, a warehouse for dry products and household goods in a single work point.

SRT added a Transcritical CO₂ natural

cooling system—the only one in Mexico City—to offer better energy efficiency. It has a 420TR total cooling system capacity, a variable speed compressor rack and booster arrangement. The cooling diffusers located inside the areas are stainless tubes and aluminum fins with axial flowfans, strategically located to allow the best air circulation between the products. Additionally, a CO₂ detection security system was installed.

Other energy-efficient measures include state-of-the-art LED lighting with motion sensors, with special priority in corridors between storage systems and process areas with 300 Luxat 1m from the finished floor level; a 24/7 temperature monitoring system to record temperatures and store data for up to three months; and a heating recovery system through exchangers installed in the compressor racks. @



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GCCA LATIN AMERICAN AND BRAZILIAN COLD CHAIN CONGRESSES

Leaders and entrepreneurs of the food industry come together in Mexico and Brazil to discuss trends, opportunities and challenges.

Latin American Cold Chain Congress

GCCA will hold the 7th Latin American Cold Chain Congress in-person November 8 and 9, 2021, in Guadalajara, Mexico.

The Latin American Cold Chain Congress brings together leaders and entrepreneurs from the food industry from all over Latin America, including representatives from government offices and the education sector, to discuss trends, opportunities and challenges of the cold chain in the face of the new economies and the future of Latin America.

It is a platform that fosters connections between colleagues in the industry and the development of new business opportunities in the region. It is expected to have an audience of 100 entrepreneurs from Latin America.

Conference Program

The program includes education sessions delivered by industry experts in various disciplines including operations, logistics, human resources, e-commerce, market trends, new technologies and developments that will provide a new vision to continue innovating in the industry.





Cold Chain Café

A favorite at the conference for the opportunity it provides participants to interact, the Cold Chain Café invites attendees to participate in small group roundtables to discuss up to eight topics and contribute and apply their experience, knowledge, solutions and new ideas to common problems in the industry. Topics are varied and can include:

- Reduction of energy costs
- New trading options
- Last mile logistics
- Big data
- Retention of human talent
- Automation
- International regulations

Latin America Future Leader Award

GCCA recognizes young talent coming up in the cold chain industry in order to develop talent and promoting specialization in the next generation of cold chain professionals.

The competition to elect the Latin America nominee for the Future Leader Award takes place during the Congress. The nominees are interviewed by a panel of judges and also make a presentation before Congress attendees in which they highlight their strengths and knowledge of both the industry



and the company for which they work. The winner of the Latin America Future Leader Award will compete the following year for the NextGen award alongside contestants from around the world.

For general, sponsorship or exhibiting inquiries, please contact Debbie Corado at dcorado@gcca.org.




Brazilian Cold Chain Congress

The annual Brazilian Cold Chain Congress, redesigned and completely focused on refrigerated logistics operators, will be held in-person December 2, 2021, in Sao Paulo. The event will bring together more than 80 entrepreneurs and professionals from the cold chain to access impactful educational content, interact with peers and meet with suppliers to find the best solutions in the market.

The executive-level educational program programming is intended for warehousing and logistics leaders looking for opportunities to develop their business. The programming focus is on future trends and current challenges and features top-notch speakers, interactive panel discussions and networking opportunities. Major food companies are also invited to the Congress and their participation in panel discussions is always well received.

In 2019, more than 120 participants from all over Brazil, as well as a few Latin American GCCA members, attended the Brazilian Cold Chain Congress and sponsors reported 100% satisfaction.

For more information visit <https://www.gcca.org/events/gcca-congresso-brasileiro-da-cadeia-do-frio>. For general, sponsorship or exhibiting inquiries, please contact Isabela Perazza at iperazza@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.

ACTIVE PROJECTS

Cambodia Cross-Docking Bid Evaluation, 2020-2021

Partnered with LixCap

After a revised facility design and due diligence on the part of the funder, the Cambodia request for proposals for the cross-docking facility was re-released. WFLO is working with the donor to review the bids that have been received for the construction of the cross-docking facility. The team will recommend a firm to undertake the construction project soon. The bid review committee is made up of several GCCA member design build experts.

Central Asia Competitive Trade and Jobs Project, 2018-2021

Partnered with DAI

The ongoing training activity in Central Asia was meant to conclude with in-person consultations and a facility site visit in Kazakhstan. With COVID-19 travel restrictions still in place, GCCA received approval to modify the contract once more to enable remote consultations, mentoring and the production of a video that will include the various elements covered in the training.

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

Partnered with LixCap

With GCCA member LixCap, WFLO will soon complete the Egypt market assessment of third-party and temperature-controlled logistics services. The team has performed several key informant interviews to gather important data. This project is anticipated to close with the submission to the client of a final report, investment recommendations and an implementation roadmap.

Dominican Republic TraSa Project, 2021-2025

Partnered with International Executive Service Corps (IESC)

In August 2021, IARW Vice Chair Manuel Cabrera Kabana traveled to the Dominican Republic to perform key informant interviews with various cold chain stakeholders along with Matthew Meredith of LixCap. They were supported by Salvador Figueroa Sanchez and Debbie Corado, Director of the GCCA Latin

America Office. This assessment is part of a cold chain project in the country funded by the United States Department of Agriculture and follows the study tour conducted in July, during which seven Dominican officials attended the GCCA Cold Chain Policy Forum in Washington, D.C. This assessment will inform investment recommendations for enhancing the cold chain and trade between the United States and DR.



From left to right: IARW Vice Chair Manuel Cabrera-Kabana, Dominican Minister of Agriculture Limber Cruz, Matthew Meredith with LixCap and Salvador Figueroa Sanchez meet as part of the TraSa cold chain assessment of the Dominican Republic funded by the USDA.

A Caribtrans facility is visited as part of the TraSa program.

Ghana Cold Chain Feasibility Study, 2021-2022

Partnered with LixCap

WFLO has been contracted by GCCA member FreezeLink and the U.S. Trade and Development Agency to support the safe distribution of food and medicine across Ghana. WFLO will undertake a feasibility study to provide a technical and commercial analysis of implementing a cold chain infrastructure network consisting of storage facilities and services across Ghana. The study will also include a detailed market assessment of existing cold chain services. WFLO has partnered with GCCA member LixCap to implement the project.



Georgia Agriculture Project, 2018-2023

Partnered with Cultivating New Frontiers in Agriculture

In Georgia, WFLO has partnered with CNFA to enhance the cold chain. WFLO is supporting cold chain development and cold chain technical assistance. Training that will be a follow-on to the recently completed foundational cold chain courses is planned for late 2021 to early 2022.

Indonesia Market Assessment of Temperature-Controlled Logistics Services, 2021

Partnered with ARPI and LixCap

With GCCA member LixCap and GCCA affiliate partner the Indonesia Cold Chain Association (ARPI), WFLO supported the market assessment of Indonesia's third-party and temperature-controlled logistics services. The team has completed several key informant interviews with various cold chain stakeholders to gather data. This project is anticipated to close with the submission of a final report, investment recommendations and an implementation roadmap. 🌐



Optional one-piece panel shown

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COOL SOLUTIONS

SCIENTIFIC ANSWERS TO COLD CHAIN CHALLENGES


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).

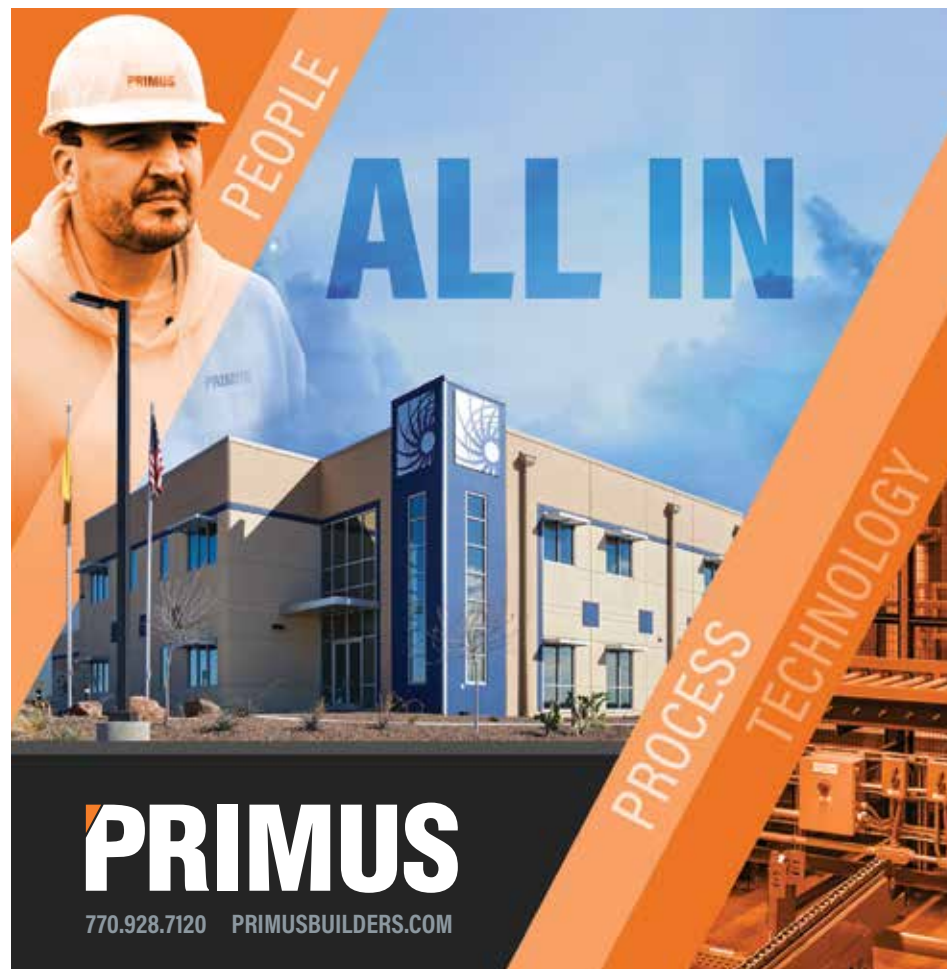
To get instant advice from a private, online community of over 4,000 cold chain professionals, simply post your inquiry in the GCCA Online Community. All GCCA Members and their employees can access the GCCA Online Community at community.gcca.org/home. There are active forums for Construction & Engineering, 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: Normally we only store frozen seafood in our warehouse, but we were recently approached by another company looking to store frozen fruits. Will the frozen seafood have an effect on the frozen fruits? I've done some research on the matter to determine if the frozen seafoods would have any effect on the taste or smell of other products, but I have not found much information. We have proper HACCP and allergen controls in place now but would like to have more concrete evidence that there is no way for cross-contamination.

A: The frozen seafood and frozen fruits are packaged and boxed. Odor transfer and cross-contamination of the frozen fruits from the frozen seafood can be dependent upon the size of the freezers and how much frozen seafood is in the freezer. Generally, there should not be a problem with odor transfer in frozen storage. However, if the freezer is fully stocked with seafood, and the frozen fruit is stored close to the seafood, it is possible that some odor may be transferred on the outside of the boxes that hold the frozen fruits. Keep the seafood separated from the fruit in the freezer to prevent cross-contamination of the products. Clean, and consider using separate, forklifts to move frozen fruits and frozen seafood into and out of the freezer. This will help prevent cross-contamination.

Answer provided by Dr. Michael Jahncke, Chairman of the Scientific Advisory Council and Emeritus Professor, Virginia Tech. 



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México, Expertise: Tropical-Climate Fruit
& Produce

Joseph Slavin

Jos. Slavin & Associates, Expertise:
Fish Products

Dr. W. F. (Will) Stoecker

University of Illinois, Expertise:
Refrigeration Engineering

GCCA GLOBAL EDUCATION AND NETWORKING EVENTS

(as of November 2021)

2–4 NOVEMBER, 2021

41st CEBA Conference & Expo

In-Person Meeting / Las Vegas, Nevada,
United States

8–9 NOVEMBER, 2021

GCCA Latin America Cold Chain Congress

In-Person Meeting / Guadalajara, Mexico

2 DECEMBER, 2021

GCCA Brazilian Cold Chain Congress

In-Person Meeting / Sao Paulo, Brazil

9–12 January, 2022

WFLO Institute West

In-Person Meeting / Tempe, Arizona, United States

30 January–2 February, 2022

WFLO Institute East

In-Person Meeting / Atlanta, Georgia, United States

23–25 March, 2022

GCCA European Cold Chain Conference

In-Person Meeting / Rotterdam, The Netherlands

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

SAC MEMBER SPOTLIGHT



DR. CHARLES WHITE, PH.D.
Dairy Products Expert
Mississippi State University

Dr. Charles White worked in the food industry at Dean Foods and ADM and in academia as a teaching and research professor and department head. He earned a B.S. and M.S. from Mississippi State University in Dairy Technology and Dairy Microbiology and his Ph.D. in Food Microbiology from the University of Missouri. He is a veteran of the U.S. Army and retired as a Colonel.

White worked primarily with dairy products in quality assurance, microbiology, shelf-life extension and sensory evaluation. He was president of the American Dairy Science Association in 1998, and was active in other key associations such as the Institute of Food Technology (IFT).

After retiring from Mississippi State University, he remains active in the dairy industry and is an adjunct professor in the Food Science department at the University of Tennessee in Knoxville – and home to his grandkids and great grandkids. His publications include many articles in refereed scientific journals, industry journals, and chapters in books.

Coaching the Dairy Products judging teams was a special treat for him.

White emphasizes food safety and food quality and recognizes the important role that refrigerated and frozen storage facilities play in providing food to the public. ☎



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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.

GCCA Cold Chain Index – 2021 Second Quarter Update was recently released. To improve the economic information available to cold chain industry stakeholders, GCCA updates the Cold Chain Index (CCI) every quarter. Expenses for refrigerated warehouses rose by 4.2% in the second quarter of 2021 relative to the same period in 2020. Labor and electricity costs are leading factors in this increase, and the report identifies maintenance and repair costs as a growing influence. The CCI can be customized to the region and state where a warehouse facility operates and includes five classes of expenses: labor, electric power, supplies, repairs and rent. This tool can be found under the resources section of the GCCA website.



WFLO is proud to announce two recent Future Leader Award Recipients – Alejandro Delgado Tarin, Solutions and Project Manager, Europe, AGRO Merchants Group (part of Americold Logistics LLC) and Tamara Palefsky, Continuous Improvement Manager, United States Cold Storage.

Tarin is the recipient of the 2021 GCCA Europe Cold Chain Future Leader Award that was presented during the online competition held on 28 September. Also competing for the award along with Tarin were Shane Meharg with Magnavale, England and Chris Smith with AGRO Merchants Group, Northern Ireland. The three finalists qualified out of a group of eight candidates from various countries across Europe and involved in various areas of the business.

Palefsky is the recipient of the 2021 GCCA Don Schlimme North American Future Leader Award. The competition and announcement were made during the 130th Annual IARW-WFLO Convention in Austin, Texas. Palefsky competed among other finalists Eric Geiger, Warehouse Manager, Americold Logistics; Emily Goracke, Customer Account Manager, SnoTemp Cold Storage; Colt Miller, Warehouse Supervisor, Mattingly Cold Storage; and Troy Stokes, Senior Project Manager, Lineage Logistics.

Tarin and Palefsky will virtually compete with other young leaders from around the world for the global GCCA NextGen Award in January 2022.



The 41st **CEBA** Conference & Expo is the only event in the world dedicated to best practices in controlled environment facility construction, design, and maintenance. This year, over 200 participants are already signed up to experience exceptional networking activities, spend quality time building relationships with over 40 companies showcasing cutting-edge products and technology and hear from the seven Built by the Best Award Finalist Presentations. The finalists include:

- ESI Group USA – Project: Performance Food Group / Reinhart Foodservice Food Distribution Center

- ARCO Design/Build – Project: Cold storage and food processing facility for MTC Logistics
- Primus Builders, Inc – Project: Processing facility expansion for Case Farms
- Tippmann Innovation – Project: Meat processing and distribution facility for Nor-Am Cold Storage
- Sistemas de Refrigeracion Totales (SRT) – Project: Distribution Center for Mexideli
- Williams Company – Project: Freezer, cooler/cold dock renovation and expansion for Sysco Nashville
- Fisher Construction Group – Project: Fully automated warehouse for United States Cold Storage

For more details on this year's finalists, see the article on page 20. 📄



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MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS



A M King provided property consulting and designed and built a forward distribution center for Mission Produce Inc. The 262,000-square-foot facility includes cold storage, ripening, processing and packaging space. The new facility is the largest avocado plant in North America.



Mission Produce distribution center in Laredo, Texas. (Photo courtesy of A M King.)



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MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS



KC Williams, President, Coldbox in the United States. (Photo courtesy of Coldbox.)

Coldbox is opening an office in Atlanta, Georgia, United States, and appointed of KC Williams as President of Coldbox's U.S. operations.



Cold Summit Development launched Cold Summit Chicago I, a multi-tenant speculative cold storage project near Chicago, Illinois, United States. The project features a 213,600-square-foot development including 7,000 square-feet of office and fully



Cold Summit Development will bring nearly 460,000 square feet of cold storage space in two buildings to property owned by the Port of Wilmington, North Carolina, United States. The plan is to add cold storage warehouse space on property near the port.



KeHE Distributors will open a 500,000-square-foot distribution center in Goodyear, Arizona.



A student from Delaware-Chenango-Madison-Otsego Board of Cooperative Educational Services Harrold Campus, Sidney Center, New York. (Photo courtesy of The Raymond Corporation.)

MTC Logistics was named to Food Logistics' 2021 Top 3PL & Cold Storage Providers list.



NewCold hired Josh Currie as Vice President of Construction for North America. Currie brings 30 years of warehousing design and construction experience to the role.



The **Raymond Corporation** observed National Manufacturing Day with more than 2,500 student registrants from around the country during an interactive digital event. Students learned about building skills for the future through a virtual manufacturing facility tour, highlights of industry technology, associate testimonials, technician spotlights and Raymond operations and HR executives.



RLS Logistics welcomed Partners Alliance Cold Storage in Ontario, California, as a warehouse partner and member of the RLS network of cold chain solutions providers through its affiliate RLS Partners. The company now will be known as RLS Alliance.



RLS Logistics also recently added Premier Refrigerated Warehouse in Fort Worth, Texas, as a warehouse partner and member of the RLS network of cold chain solutions providers. The warehouse now will be known as RLS Premier. 📍



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MANDISA PAKAMISA

Mandisa Pakamisa, Accounts Receivable Manager at CCS Logistics, is the recipient of the 2021 GCCA Africa Future Leader Award. The final round of the competition was held in September 2021.

The GCCA Africa Future Leader Award recognizes talented young professionals who have the potential to become future leaders and make a positive contribution to the development of the global temperature-controlled warehousing and logistics industry. Among other eligibility requirements for the award, each finalist is evaluated on their knowledge level of the industry, track record of excellence, communication skills and leadership skills.



It was the best decision I made early in my career as it offered me the challenges and growth opportunities I was looking for. It also gave me the opportunity to learn and understand the vital role the cold storage industry plays in the world, which makes me proud to be part of it."

CF: What led you to the cold storage industry?

MANDISA PAKAMISA: In October 2009, I was approached by a recruitment agency to fill an accounts receivable position at one of the CCS Logistics depots. I took on the opportunity because I needed change and growth although I did not have any knowledge about the cold storage industry.

During my time in the cold storage industry, I have assumed the role of debtors clerk (accounts receivable), administrative supervisor, administrative manager and currently I am accounts receivable manager.

It was the best decision I made early in my career as it offered me the challenges and growth opportunities I was looking for. It also gave me the opportunity to learn and understand the vital role the cold storage industry plays in the world, which makes me proud to be part of it.

CF: What excites you most about your profession?

MP: In my role, I get to engage with various stakeholders (my team, customers, operations and administrative staff), and being able to positively deal with people at all levels gives me joy.

It is also exciting knowing that I am responsible for ensuring that the company has a solid cashflow by making sure customers pay on time.

CF: What does winning the Africa Future Leader Award mean to you?

MP: I am extremely happy, grateful and give God praise. This is the greatest achievement, and it is true that anything is possible if you put your mind to it.

According to CCS leadership, preparation is key, and it has proven to be the best recipe. I had to believe in myself during the process more than ever before. The support I received was amazing and that made me push even more to win. And it also motivates me to do more in life and have confidence in myself.

Winning the Africa Future Leader for me is a reflection on the leaders that have taken me under their wing and mentored me to become a person that young individuals can be inspired by and look up to.

CF: Where do you see yourself in your profession in 10 years?

MP: I see myself as the head of a Credit and Risk Management Department in a prestigious corporate institution.

CF: What do you like to do with your time when you are not thinking about accounts receivable?

MP: Running or going to the gym, spending time with my daughter and cooking. 🍳

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