

**COVER STORY 10**

## PROTECTING THE BRAND

Ensuring brand integrity – yours and your customers’ – becomes one and the same.



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Certified Cold

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Fourth Global Cold Chain Expo

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# W. Adam Brown

JANUARY 7, 1962 – FEBRUARY 24, 2019

One night you're drinking with Adam Brown — his favorite libation, Patron' and Tonic — and you are, as usual, enjoying his dry wit and great stories, and the next moment he leaves us all behind. Our brother, husband, father, uncle, grandfather, friend and business partner W. Adam Brown passed away suddenly and unexpectedly on Sunday, February 24, 2019. It was 6 years after his father had passed, also suddenly, in 2013. Adam was 57 years young. Adam was a beloved leader in his family, among his business associates and in the Cold Storage Industry — his sudden passing has left us all mourning deeply.

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In memoriam, we also announce the establishment of the  
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# Talent Development: It's About Your Story

**T**HOSE OF YOU WHO HEARD each of us speak at the recent IARW-WFLO Convention know that we both have a long history in the cold chain industry and a powerful passion for what we do. Throughout our journey in this industry, the IARW/WFLO has been our “foundation” for learning the industry and growing as leaders.

As we embark on our year together as chairs of IARW and WFLO, we look forward to sharing what we've learned during our decades in the industry and putting it to work for the betterment of the industry that we all enjoy.

We love storytelling, and we know each of you also has a unique and important story to share of your own career journey. Collectively, our experience and learning translates into an extremely valuable service that keeps frozen and refrigerated products moving safely and efficiently throughout the cold chain to serve our customers.

Each of us has benefitted from the leadership of strong mentors and role models. For us – and for many of you – these interactions and learning opportunities have helped build the talent that is so vital to our industry.

Our collective learning also forms the basis of effective teamwork, which is essential in our industry. We have seen how smoothly functioning teams can make our industry hum, maximizing the third-party benefits we always highlight to customers. The combination of knowledge, experience and teamwork increases our value exponentially.

Talent development is one of the four areas of the IARW-WFLO Strategic Plan, and GCCA offers a wealth of resources to build our resources in this area. For example, a quick visit to [www.gcca.org](http://www.gcca.org) and a click on “Resources” reveals a long list of talent development tools including Recruiting & Retaining Top Talent White Paper, Guide to Creating a World-Class Onboarding Experi-

ence, Guide to Effective Warehouse Administration, Performance Management Process Strategies White Paper and an article on Talent Management in Today's Workforce.

We are also proud that programs such as the IARW-WFLO Convention, WFLO Institutes, Global Cold Chain Expo, Cold Chain Connections, Committee Meetings and more are widely available across the globe.

At each of these events, it's not just what's on the program agenda that provides value. It's you – your own stories and your willingness to share them – that can help countless people across the cold chain industry learn and grow.

Please remember this next time you attend a GCCA event. Talk to your colleagues. Share your journey and what you've learned along the way and ask others to do the same. You'll be amazed at what you learn.

We also want to add a final thought about those in our industry who are not yet part of GCCA. They too can benefit from involvement in our association. If we increase the number of companies who are engaged with us, it can only make us stronger and positions us to grow and take on the future. So please share your story with them too. ☺



**ANDREW B. JANSON**  
IARW CHAIR



**DON DICK**  
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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# GCCA LAUNCHES COLD CHAIN POLICY FORUM

*Washington-based fly-in and policy event  
for temperature-controlled logistics.*

**By Lowell Randel**

The Global Cold Chain Alliance's summer meeting in Washington, D.C. has evolved during the past few years to focus increasingly on regulations and policy. In the summer of 2019, the event will officially transform from the Assembly of Committees to the Cold Chain Policy Forum.

The forum is envisioned to be the premier policy event and fly-in for businesses engaged in temperature-controlled logistics. The primary audience includes third-party transportation, warehousing, logistics providers, food processors and manufacturers, retailers and related industry associations.

During the past few years, the Assembly of Committees, held in Washington, D.C. every July, has transitioned into a more policy-oriented event with education sessions and keynote presentations focused on rules and regulations and their impact on the cold chain.

In 2019, that regulatory focus will continue and expand. Because of this transition, a number of GCCA committees will move their in-person meetings from the policy meeting in Washington, D.C. to the Global Cold Chain Expo. The Government Affairs and Safety Committees, as well as some GCCA committees focused on association governance, will continue to hold their meetings in conjunction with the GCCA Cold Chain Policy Forum at The Fairmont Hotel in Washington, D.C. July 29–31, 2019.

## **Education Sessions on Policy and Regulations**

Each year, the Cold Chain Policy Forum will feature education sessions focused on key policies issues impacting the cold chain. Speakers will include government representatives, Washington, D.C. policy experts and industry partners. The agenda for 2019 is still being finalized, but the range of topics will include the topics below.

## **Chemicals and Environment**

Policies regarding chemicals and the environment have a big impact on the cold chain industry. Regulations on ammonia and other refrigerants can place a large burden on facilities. GCCA actively works with industry and regulators to promote sound regulatory policies and improve safety and compliance. Key issues include: Process Safety Management, Risk Management Program, Chemical Facilities Anti-Terrorism Standards, Montreal Protocol and HFC refrigerant policies.

## **Food and Agriculture**

The cold chain plays a critical role in protecting the foods families love. Strong food safety systems are fundamental for GCCA and its members. GCCA works closely with USDA (U.S. Department of Agriculture), FDA (Food and Drug Administration) and partners across the food supply chain to advance science-based food policy. GCCA also develops important compliance assistance resources to help industry deliver consistent food safety and quality. Key issues include: Food Safety Modernization Act, FSIS (Food Safety and Inspection Service) Public Health Information System and meat and poultry export procedures.

## **Trade and Global Issues**

With members in over 80 countries around the world, the cold chain is truly global and international trade is a growing part of many GCCA members' businesses. GCCA is actively involved in coalitions and other efforts

## **Cold Chain Policy Forum – Agenda Highlights:**

*Monday, July 29, 2019*

- Cold Chain Policy Forum
- Welcome Reception

*Tuesday, July 30, 2019*

- Education Breakout Sessions
- General Session and Lunch
- Committee Meetings/Industry Partner Meetings
- Reception and Dinner

*Wednesday, July 31, 2019*

- Breakfast and Agency Meeting Orientation
- Agency Visits
- Closing General Session (Agency Debrief) and Lunch

to promote free trade. Key issues include: USMCA (United States-Mexico-Canada Agreement) trade agreement, tariffs and the Trans-Pacific Partnership.

## **Occupational Safety and Labor**

GCCA and its members place a high priority on worker safety. GCCA has an active alliance with OSHA (Occupational Safety and Health Administration) to promote safety and compliance across the cold chain. GCCA is also active on labor issues, working with the NLRB (National Labor Relations Board) and Congress to advance balanced labor policies. Key issues include: Process Safety Management, recordkeeping, joint employer status, overtime and unionization.

## **Regulatory Reform**

The cold chain is a heavily regulated industry. From food safety to ammonia refrigeration, regulations have a daily impact on GCCA members. GCCA is continually working to

improve the rulemaking process and make common sense reforms that will reduce burdens while maintaining safety. Key issues include: government-wide rulemaking policies, treatment of ammonia by EPA (Environmental Protection Agency), OSHA and DHS (Department of Homeland Security) and USDA meat and poultry export procedures.

#### Taxes

GCCA members are subject to a wide variety of tax policies ranging from federal income and estate taxes to state sales taxes. GCCA advocates for tax policies that treat the third-party logistics industry fairly and recognize the important role played by companies across the cold chain. Key issues include: tax reform, estate tax, healthcare and state treatment of warehousing.

#### Transportation and Infrastructure

The success of the cold chain is dependent on an efficient transportation system and sound infrastructure. GCCA works closely with regulatory agencies, Congress and industry partners to advance policies that will

strengthen truck, rail and marine transportation. Key issues include: hours of service, ELDs (Electronic Logging Devices), sanitary transportation of food, demurrage and infrastructure investment.

#### Engagement with Policy Makers

An important reason for holding a policy event in Washington, D.C. is the proximity to policy makers. By holding the Cold Chain Policy Forum in D.C., participants will have the opportunity to engage with agency leaders responsible for developing and enforcing regulations impacting businesses in the cold chain.

Building on the success of agency visits in conjunction with the previous Assembly of Committees event, participants in the Cold Chain Policy Forum will meet with representatives of agencies such as the Food Safety Inspection Service, Occupational Safety and Health Administration, Food and Drug Administration, Environmental Protection Agency, Department of Transportation and the Department of Homeland Security.

Specific agendas will be developed for each agency visit to ensure that discussions focus on the most pressing agency-related matters

facing cold chain businesses. At the conclusion of the event, Forum participants will gather for a wrap-up luncheon to debrief on the agency visits and discuss any action items identified in the meeting.

#### Working with Industry Partners

Cold chain policies do not just impact GCCA members, they impact all companies across the supply chain. GCCA is inviting industry partner organizations to also participate in the Cold Chain Policy Forum. We believe this is a strong opportunity to magnify our shared priorities for regulatory reform and policy development. This is particularly true for our industry partners who do not have their own dedicated policy events in Washington, D.C.

GCCA is excited to continue leading the cold chain by launching the Cold Chain Policy Forum in 2019. More information about the event can be found on the GCCA website at: [www.gcca.org/policymeeting](http://www.gcca.org/policymeeting). @

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# A Breath of Fresh Air



## PROTECTING THE BRAND

Ensuring brand integrity – yours and your customers’ – becomes one and the same.

**N**inety percent of customers of IARW member companies believe the cold chain plays a very integral role in food safety.

The IARW-WFLO Strategic Plan has been guided by this premise because for companies in the cold chain, safeguarding and enhancing their customers’ brands are just as important, even inseparable, from building and protecting their own brands.

During the past year, IARW and WFLO have launched an effort to showcase the role of cold chain companies as brand protectors and value generators through a number of channels, including the “Protecting the Food Families Love” video and a campaign landing

page. The campaign speaks to the incredible care GCCA members take with the foods they handle, transport and store.

### Brand Action

“It was refreshing to see how important brand was to customers,” says Daniel Cooke, Director of Marketing at Americold. “We knew it was important of course, but to hear directly from the customer’s mouth – the high value they place on their 3PL partner protecting their brand was gratifying. It’s not a topic that

Opposite Page: The visual execution of the new Congevec is a double entendre summing up how the company is more than a bunch of cold rooms while also conveying to employees that like the pinwheel, which slowly picks up speed, a cultural change does not happen overnight. (Photo courtesy of Congevec.)

comes up often in a sales meeting, the focus is more often on solution development, but it's reassuring for our customers that we have the tools and processes we need to ensure the integrity of their brand."

Cooke says at Americold, their brand represents innovation, stability and quality and they like to think customers seek them out because they are viewed as reliable and trustworthy and have their customers' best interests at heart.

Internally, the Americold brand is tied closely to ACTION – six values that all Americold associates strive to hold themselves accountable to. Cooke explains that in the acronym ACTION, the "A" is for accelerate results; "C" is challenge the status quo; "I" is transform organizational capabilities; "I" is inspire associates; "O" is optimize communication; and "N" is navigate customer relationships.

"As an Americold associate, if I'm living our ACTION values, I'm performing optimally, communicating with my team positively and effectively, modernizing how I perform activities to transform organizational capabilities. That's magnified across all 11,000 Americold associates - and all of these things circle back to our what our brand represents - being a reliable and innovative organization to do business with," explains Cooke.

Also tied closely to their brand are the best practices represented by the Americold Operating System (AOS). "Along with our continuous improvement system, it represents our ability to provide a uniform level of service across our coast-to-coast integrated network for our customers and their products," notes Cooke. "From the warehouse floor to the executive suite, it's everybody's job to embrace our AOS guidelines and identify areas for continuous improvement – whether that's picking orders or responding to customers in a timely manner. It empowers us to operate professionally and efficiently and that's what our customers see and take away with them. That's our brand."

Cooke points out that when they convey the capabilities of Americold and discuss solutions with their customers, they walk customers through the logistics journey to highlight a core responsibility of delivering products to the end point in the exact condition expected by their customers.



The custom freezer suits with the company's brand are meant to convey to associates that live the USCS brand every day that they are vital to the company's success. (Photo courtesy of United States Cold Storage.)



Congevec President and CEO Nick Pedneault delivering a five-minute video message related to the company's cultural change that will reach 450 employees at once. (Photo courtesy of Congevec.)

"Americold is my partner in taking care of my plants for six weeks while they are in storage at their Woodburn or Salem, Oregon, facilities before being shipped to California," explains Jeff Flake, a production manager for Reiter Affiliated Companies, one of the largest berry growers in the world. "California is too warm and Oregon's weather is too unpredictable to ensure the blackberry plants are maintaining the dormant state they need to be fruitful once they're planted in California."

"What I like about Americold is they know I'm a farmer and I don't want to know much

about storage and logistics, but everyone, starting at the front desk, is incredibly helpful, and they're even great with my local truck driver," Flake says. "They are always welcoming on my frequent visits over those six weeks to make sure my plants are receiving enough moisture and are remaining disease free."

Flake adds that it is an incredible expense to ship adult plants from Oregon to California and he has to know that they are being treated with exceptional care all the way. "The care I get at Americold is vital to maintaining the Reiter brand. If anything happened to the



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An AmeriCold associate inspects frozen food to make sure the case count is correct, part of the process of ensuring the integrity of their customer's brand. (Photo courtesy of AmeriCold.)

plants, it would be a huge expense, mess up our entire supply chain and be very damaging to our reputation.”

“Much of the journey our customers’ products take before they get to the point of sale is with AmeriCold, and our customers have to know they have a partner they can rely on and trust to store and transport that product. It’s the reputation of their brand on the line and our job is to uphold their standards for their brand.”

### Shielding the Brand

Having been in the industry for 120 years, United States Cold Storage watched its brand evolve, but its shield logo is iconic and will always remain the same says Anna Johnson, the company’s Director of Corporate Development and Marketing.

“From our perspective, the USCS Shield is like an umbrella in the center of the cold chain, protecting our customers’ food products on the journey from the farms, fisheries and factories to our friends and families,” says Johnson.

“Similarly, our animated mascot, Captain Freeze, is our super hero from an operations perspective, protecting everything in the chain and keeping it cold, all the way through to protecting our customer.”

Johnson acknowledges that they are constantly aware they are one of the last touchpoints in the cold chain before product reaches their customer’s customer.

“The consumer has no idea our customer’s product has been in a cold storage warehouse, but if something goes wrong, it’s our customer’s brand and reputation that is damaged, not ours. We are an extension of our customers’ brands and we are honored that they entrust us with their most valuable asset,” says Johnson. “Our Shield represents the quality, safety and protec-

tion our customers expect from us, which is the foundation of United States Cold Storage.”

Johnson reports that the company has spent the past two to three years extending the brand.

Internally, they have standardized the brand and promoted it to their associates in the field. “We have a very localized organizational structure,” Johnson notes. “Our employees, for the most part, are not sitting at computers all day and very few have a corporate email address. But, they are our brand ambassadors so getting them on board with brand consistency is very important.”

Johnson says they recently launched a custom freezer gear program that includes specially designed freezer coats and pants unique to United States Cold Storage and emblazoned with the company’s brand. “It’s our way of saying they live our brand every day and they’re vital to our success.”

“We have a brand book that outlines how to use our branding. We put branding in the warehouse, in training and break rooms and give the general managers and their employees at our facilities some conceptual ideas,” Johnson says. “But they work with our creative team on their own interpretations of the coolest ways to repurpose our brand – autonomy breeds ownership.”

Johnson adds that the brand is an integral part of US Cold Storage recruiting strategies. “We’re not a recognized household name, which can make recruiting challenging, so our brand is on everything connected to our recruiting efforts.”

Johnson says that an important part of the brand extension is its presence online and how it is used on social media. She says every two

to three years, the US Cold Storage website is refreshed and that was just completed. “Every day we try to push out brand messages and direct traffic to our website.”

When it comes to the US Cold Storage brand on social media, Johnson says, “We use different platforms for different purposes – Facebook is familial and used more internally, LinkedIn is more business-centric and Instagram is the most casual of all. But we have to walk a fine line because we are in the business of food safety, which is a serious role. We are protectors of our customer’s brand and they understand we take our role in protecting their brand very seriously.”

Johnson notes that the company has put a lot of thought into the results of the GCCA customer survey along with the main themes that have come from surveying their own customers.

“The next round of print advertising we release will be focused on aligning with, and protecting, the customer’s brand.”

### Rebrand and Reborn

Congebec has been in business in Canada for 45 years and has just gone through a rebranding. Like many companies, the process took internal musing and soul searching about the outward image the company wanted to portray. But unlike most businesses, once the company figured out what it wanted the world to see, it put on the brakes. First, it wanted to make sure it was that company.

“We held back the external launch of the rebrand because we didn’t want it to just be a logo change - we’re changing who we are,” explains Richard Patenaude, Vice President of Sales and Customer Service at Congebec. “We had this opportunity to be introspective about what Congebec services really are and who we wanted to provide these service to and how this would all fit within our culture. And then we began the work of becoming that company.”

Patenaude explained how the visual execution of the new Congebec is a young girl blowing a pinwheel with the tagline, “Congebec – a breath of fresh air.”

“We felt this double entendre summed up how different we are from who were and different from our competition and so much more than a bunch of cold rooms” Patenaude says. “What we wanted our employees to understand is that like the pinwheel, which slowly picks up speed as you carefully blow into it, a cultural change does not happen overnight, it takes time.”



The USCS Shield logo is representative of an umbrella in the center of the cold chain, protecting customers' food products on the journey from the farms, fisheries and factories to friends and families. (Photo courtesy of United States Cold Storage.)

Part of the cultural change at Congebec was that it was shifting from an operations-focused company to one that was employee and customer centric.

"To obtain feedback from our employees for our rebranding process, we did an internal survey that allowed us to pinpoint what we needed to work on, such as communication challenges. For instance, our employees felt there was not enough communication from the management teams," Patenaude explains. "We knew we had to go beyond coaching our employees to bring about the cultural and business changes we envisioned, and we began by having the confidence in them to share sensitive strategic information and truly make them partners in the change we wanted to be."

For that they needed a spokesperson who could deliver powerful messages in an accessible manner to all Congebec employees. Nick Pedneault, the President and CEO, was chosen for the job.

"Unless you have a company that believes in its culture – it's just a bumper sticker. So once a month, a five-minute video message from Nick related to our cultural change was shown on every shift for two or three days and in that way we were able to rapidly push out messages to more than 450 employees at once," Patenaude explained. "And now, everyone at all our facilities, from HR to forklift drivers to transportation dispatchers, knows the company's president, what he looks and talks like, and the feedback we get is they feel he's talking directly to them."

Patenaude says they also have big plans for using the "Protecting the Food Families Love" video and are in the process of translating it into French. "We think it fits extremely well with our new culture and is a very effective tool for recruiting and onboarding millennial employees. We know they want to feel pride in

## Protecting the Food Families Love

The Global Cold Chain Alliance has always been focused on forging a universally strong cold chain where products retain quality and safety through each link. Because we are all eaters, we know every eater wants food that is nutritious, healthy and - above all - safe.

That's why GCCA is proud to launch a new industry campaign based on our commitment to ensuring the food we all eat is safely packaged, stored and transported so it can be served on dinner tables everywhere. This is a campaign that reinforces the promise of our 1,300-plus members to protect the foods families love.

This campaign is all about sharing and confirming this promise by educating people about the cold chain, its purpose and role in bringing food to the table. Because we're not just preserving food - we're preserving trust.

Food is a universal connection between us. We want to ensure our member companies, their customers and their customer's customers all feel protected because the cold chain makes sure the food we all eat is safely packaged, stored and transported. An important mission, considering the U.S. Department of Agriculture statistics that Americans are eating an average of about 273 pounds of fruit, 415 pounds of vegetables, 630 pounds of dairy and 185 pounds of meat and poultry each year.

That's a lot of food we're responsible for storing and transporting safely to arrive at dinner tables around the country - imagine the amount of food being consumed around the entire world in a year!

In the United States alone:

- 290 billion pounds of perishable food is stored in GCCA member warehouses every year
- 95 billion pounds of perishable food is being stored on any given day
- 166 million pallets of perishable food stored
- 37,000 full-time employees serve within the refrigerated warehousing workforce

By educating our members' customers about the cold chain and reaffirming our commitment to provide them with safe, healthy and nutritious foods, we can begin to shed a light on how seriously we all take the work we do.

Learn more about our "Protecting the Foods Families Love" campaign at [www.gcca.org/protectingfoodsamilieslove](http://www.gcca.org/protectingfoodsamilieslove), and follow/like us on Facebook, Twitter and LinkedIn.

This campaign is structured to be supported through shares and new content, published through our members' social media accounts.

We know there's strength in numbers, and that's why we're relying on you. By joining forces with all of our 3PLs, we reinforce our promise, and ensure we'll always make good on our word to "Protect the Food Families Love." Here are some easy ways to join the campaign and offer your support:

### SHARE THE VIDEO

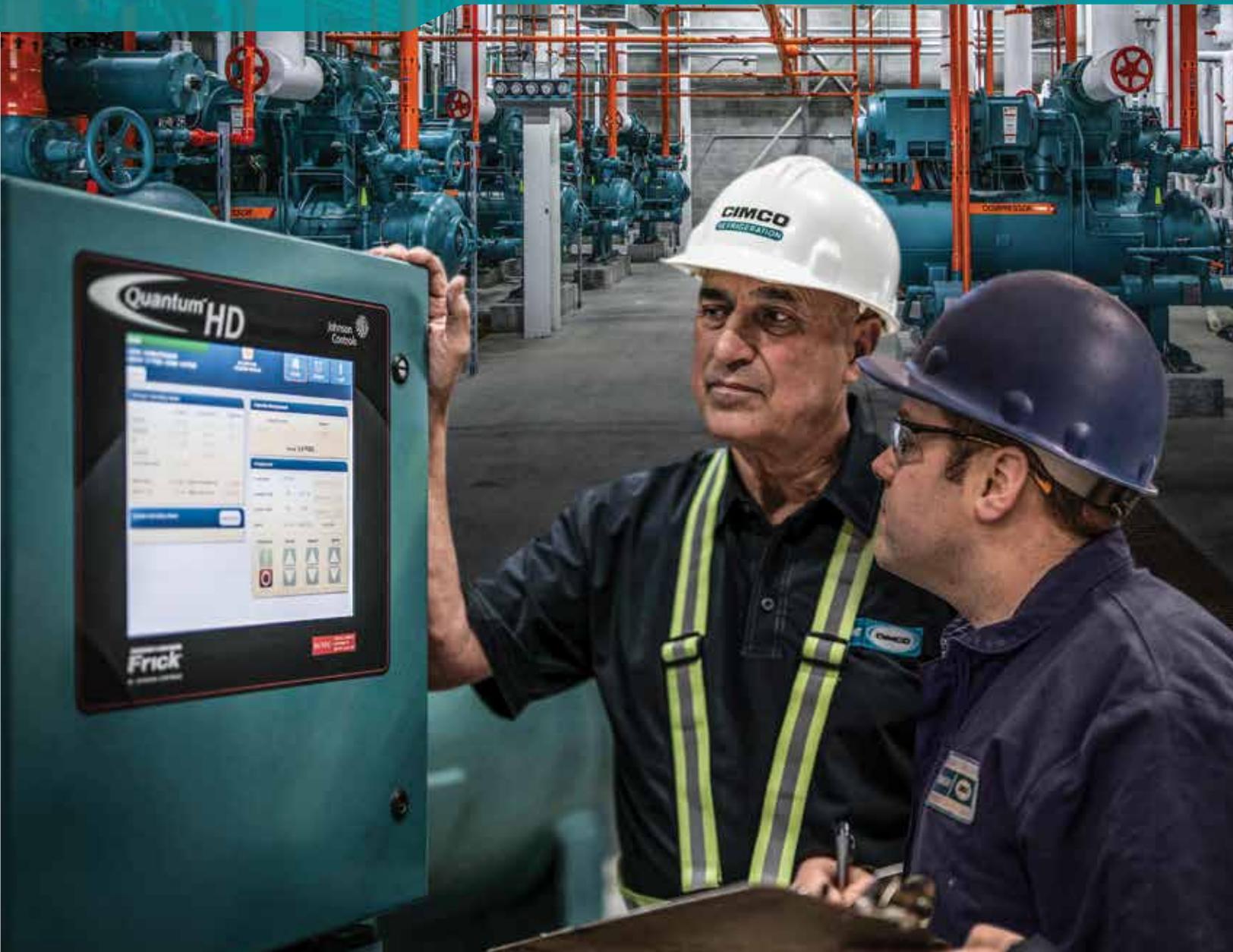
We've created an attention-getting, but easy-to-digest video and a campaign landing page to showcase our promise to the industry - and to consumers. It speaks to the incredible care our members take with the foods we handle, transport and store. Please check it out, and share both the video and the URL on your social media platforms.

### DOWNLOAD ASSETS

To help you promote the campaign, we've compiled a digital goody bag that includes graphics for various social media channels, a temporary profile image, and campaign logos. Not to mention a couple of press release options that can be distributed to media contacts or published on your blog

When you mention the campaign (and we hope you do!), please use our designated hashtags, including #ProtectingFoodFamiliesLove #GCCA #PreservingFoodPreservingTrust. Be sure to add your company's hashtags as well! Let's work together to get this campaign #trending.

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An Americold general manager answers food safety process questions from an associate. Communicating with team members positively is an Americold ACTION value that supports the company's brand. (Photo courtesy of Americold.)



The Congebec espace banner is associated with the company's private Facebook group where employees across Canada can communicate and share experiences that allows them to get to know each other outside of their respective facilities. (Photo courtesy of Congebec.)

what they do and look for opportunities with companies they feel are doing something to make the world a better place and the video is very powerful in projecting that message about our industry."

In addition to employees, customers and their brands were top of mind in all strategic thinking related to the Congebec rebranding.

"What our customers need and want from us was paramount in our rebranding - and that begins and ends with protecting consumers," Patenaude says. "Safeguarding our customer's brand also means being extremely careful with all the information we are privy to as their strategic partner, relative to their business, market position, potential product or even who walks through the building - any-

thing that could be turned into a competitive advantage to another company."

Patenaude says protecting the customer's brand also means ensuring the customer has the right information in hand about on-time deliveries or whatever issue might come up when they go to meet with their own customers.

And, sometimes it might just mean doing whatever is necessary to ensure a customer never ends up on one of the biggest retail chain's wall of shame. ☹

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# CERTIFIED COLD

*IRTA develops best practices certification program for cold carriers.*

In April 2016, the Food and Drug Administration (FDA) published its final rule for the Sanitary Transportation of Human and Animal Food (STF). The rule, part of the implementation of the Food Safety Modernization Act (FSMA), became effective in June 2016, and establishes requirements for shippers, loaders, carriers by motor or rail vehicle and receivers involved in transporting human and animal food to use documented sanitary practices to ensure the safety of that food.

“The STF rules caused much confusion to the stakeholders in the food cold chain industry when it was released,” says Don Durm, Vice President at PLM and IRTA Board and Cold Carrier Certification (CCC) Task Force member. “One of those touch points was in the attempt by the FDA to explain the rules referring to ‘industry best practices’ and not providing documentation of those resources.”

STF ruling identifies shippers as the primary responsible holder when it comes to determining appropriate standards for sanitary and safe transportation of food products. However, carriers, loaders and receivers must also abide by the STF ruling, agree to designated shipper written requirements, and perform as expected and per shipper requirements.

In an effort to provide guidance and facilitate compliance with the STF rule, the International Refrigerated Transportation Association (IRTA) published the “Refrigerated Transportation Best Practices Guide.”

Durm says the published guide was a two-year task force collaborative effort between cold supply chain stakeholders, including equipment manufacturers, warehouse, transportation and the scientific community, to produce the widely accepted industry best practices transport guidance that provides the solid foundation to meet the regulatory compliance of the STF rule.

## **Program Development**

In order to further assist carriers to conform with the STF rule, the IRTA Board of Directors approved the development of a Certified Cold Carrier Program in June 2018. The IRTA Board also approved a CCC Task Force of board members to direct the program’s development. The task force reviewed the main elements of the Best Practices Guide such as pre-trip, loading, staging, en-route and receiving procedures to determine minimum requirements for certified cold carriers. The work of the task force was presented and the strategic elements were approved at the January 2019 IRTA Board meeting.

“The program speaks to the welcoming nature of the GCCA organization and the people it brings together to help put together a certification program like this, focused on excellence in refrigerated transportation,” notes Chris Mnichowski, President of CTI Freight Systems, Inc. and IRTA Board and CCC Task Force Member “We believe the experts we bring to the table have put together an outstanding program for best practices for the industry.”

## **Program Elements**

The Certified Cold Carrier has two major components: 1) Carrier conformance with the STF through adoption of the IRTA Best Practices Guide and 2) Carrier proof of knowledge

for management personnel on specific Best Practice Guide requirements. For the program to be successful, carriers provide proof of conformance to the Best Practice Guide for each fleet and proof of knowledge of carrier management personnel.

The Board also approved the implementation of a pilot program for approximately 10 carrier companies. The participating carriers will provide feedback and ensure these requirements are relevant and reasonable.

The pilot study is ongoing and results will be presented at the June 2019 IRTA Board meeting. At that time the Board will be asked to approve the program for public release and full implementation.

## **Awarding the Certified Cold Carrier**

Participation in the Certified Cold Carrier Program is open to all cold carriers. Applicants apply and submit a quality assurance manual that contains proof of conformance with the Best Practice Guide. The proof of conformance is made up of 16 requirements derived from the Guide.

For example, one conformance requirement states that, “The certified cold carrier shall have an established trailer inspection protocol and keep records of inspections.” The application provides guidance on what proof would meet the requirements and, in this case, the carrier’s trailer inspection procedure would suffice.

## **Proof of Knowledge**

In addition to submitting the quality assurance manual, members of the carrier’s management team – those with direct oversight of drivers – demonstrate knowledge of best practices in critical aspects of the refrigerated transport industry.

Proof of knowledge is based upon the “Refrigerated Transportation Best Practices Guide” and the proof of knowledge blueprint. Certified Cold Carriers identify new management personnel upon their yearly certification renewal.

### Carrier Company Benefits

The Certified Cold Carrier program will align companies and personnel with IRTA's Refrigerated Transportation Best Practices Guide.

"The Certified Cold Carrier designation is a game changer for fleet operators, with recognition by IRTA that meets the standards of the internationally accepted Refrigerated Transportation Best Practices Guide," notes Durm.

This program has two tangible benefits to stakeholders: 1) it will recognize carrier organizations for their commitment to sanitary and safe transportation of perishable products, and 2) it will assist shippers in identifying certified carriers in the industry. Certified Cold Carrier term of validity is three years with yearly attestation that the carrier is conforming to the certification requirements.

Establishing that carriers are "best in class" through the adoption of IRTA's Best Practices Guide will enhance the brand and image of those carriers in the industry who follow all the major



elements of Certified Cold Carrier.

"The majority of refrigerated motor carrier capacity in North America is fragmented across thousands of small, often family-owned, fleets," said Jim Koebler, Vice President - Transportation for Midwest Refrigerated Services and IRTA Board and CCC Task-force Member. "Most are very well-run with vast experience in the niche they serve. The Certified Cold Carrier designation will allow carriers to differentiate among their peers,

demonstrate and certify their expertise to their food safety-conscious shipper customers as well as put them on a level playing field, in terms of quality, with larger carriers with whom they sometimes compete."

Koebler adds that the CCC program will also give larger shippers the ability to tap into certified carriers in the vital small fleet market for capacity with the confidence that they aren't sacrificing refrigerated transport knowledge and expertise in doing so. ☺



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# TOP-NOTCH MANAGERS ARE KEY TO CUSTOMER SERVICE

*GCCA members develop programs to cultivate tomorrow's managers.*

By Sheryl S. Jackson

Customer service is a key factor in the selection of a cold chain provider, according to the latest Cold Chain Customer Research Report by the Global Cold Chain Alliance (GCCA). Only location and pricing were listed above customer service by the 200-plus respondents to a marketplace survey.

While location and pricing may be the top two reasons to select a cold chain provider, with customer service the next most important reason, customer service is listed as the most common factor for severing a relationship with a provider.

In customer focus groups conducted by GCCA, the definition of customer service was broad and included quality of communications, innovative ideas to improve efficiency, traceability and transparency and an overall customer-centered approach to business operations.

Throughout all of the focus groups and survey responses, it is clear that interactions with key managers who handle their accounts play a critical role in a cold storage customer's perception of customer service. This increases the importance of processes that identify potential managers and provide the training necessary to develop a strong pipeline of future managers and supervisors in the cold storage company.

Although many cold chain companies work toward developing strong managers, the following four companies have invested in developing programs that are helping recruit, develop and retain future management employees who can drive future success.

## **Congebec**

When a beloved employee who was the facility manager of their Toronto warehouse passed away in 2017, Congebec leaders wanted to find a way to honor him. In 2018, the James Canavan scholarship program was created to pay

tuition and expenses for one employee every year who demonstrates leadership potential to attend the WFLO Institute.

"James was a people person with a good heart who was an important part of our team," explains France Pomerleau, Vice President of Human Capital and Communications at Congebec. Canavan valued education and was renowned as a coach and leader in the warehouse. Because his WFLO Institute certificate meant so much to him, honoring him by paying for a rising leader to attend the WFLO made sense, she adds.

Candidates for the scholarship are nominated by managers and undergo interviews for final selection. The employee must be full-time, have worked at Congebec for a minimum of two years, currently hold a non-managerial position and never attended WFLO. "Most importantly, the employee must demonstrate all of the Congebec values and standards," says Pomerleau.

The first year of the program had 10 nominees with two finalists but the real value of the program goes beyond recognizing the winner to identifying a group of potential leaders that might have

gone undiscovered. The scholarship program's success led to the decision to launch Congebec University, a program that educates participants about the local industry in preparation for the WFLO training, Pomerleau explains. "Offering our own program will also allow employees who only speak French to gain the same knowledge."

## **Tippmann Group**

"All of our general managers have come through our manager-in-training program," says Jack Smith, SHRM-CP, Corporate Director of Human Resources at the Tippmann Group. Begun in 1995, spots in the program are filled by internal candidate applicants as well as new hires from college recruitment efforts. Although designed as a one-year, on-the-job training program, the actual length of time depends on the learning curve of the employee and trainers' recommendations, he adds. The number of participants is determined by business needs, with the cohort ranging from 10 to 15 people.

The key to the success of the Tippmann program is that the operations department



*James Canavan as he received his diploma from the WFLO Institute. After his death in 2017, the James Canavan scholarship program was created to pay tuition and expenses for employees with leadership potential to attend the WFLO Institute. (Photo courtesy of Congebec.)*



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Michael Farr, Facility Maintenance Manager in McDonough, Georgia, talking to the Lineage Management Program team about refrigeration safety and principles. The program is focused on recent graduates with bachelor's degrees in supply chain or business disciplines. (Photo courtesy of LeeAnn Woody of Lineage Logistic.)

drives it, says Smith. “The operations managers and employees know the jobs so human resources must work with them to break down positions into specific tasks and skills that must be taught,” he says.

Human resource trainers provide guidance on company-wide policies and procedures as well as skills related to managing employees while floor trainers teach specific skills in the warehouse. In addition to trainers who work with the managers-in-training and offer ongoing feedback, mentors are assigned to check in with the trainees at least weekly to see how things are going, offer advice and answer questions.

Continual evaluation of the program is one factor why the program has been successful in recruiting and retaining top talent, says Smith. “Every year we go back to the operations team and ask how we can improve the training program,” he explains. “We do change the program to reflect changing business needs.” He points to the increased reliance on technology as one reason for changes in the past few years. “We’re no longer preparing trainees to effectively manage only people – they also need to be able to manage technology as well.”

### RLS Logistics

The Leo Academy – named for the family that founded and is still running the company – provided ongoing educational and training opportunities to employees who are interested in expanding their knowledge of the industry and their responsibilities. Since its founding four years ago, the program has relied on employees asking for specific training.

“Our employees drove the program and any employee could participate,” explains Russell Leo, President and CEO of the RLS Logistics Transportation Group. Although the program was popular with a small group of employees, a new version of the program will launch in 2019. “The previous program was too ambiguous, so we’re adding a more structured component to the Leo Academy.”

The new program will begin in fall 2019 with a cohort of 20 employees who are nominated by their supervisors or other members of the leadership team and selected after an interview process. The three-year program consists of weekly classes that last one hour or one and a half days, depending on the topic and location. Courses cover information such as development of skills to manage people, develop budgets, understand warehouse management systems, general operations and even how to use Microsoft Office tools effectively. Enrollment in the WFLO Institute is part of the curriculum, so employees do attend the one-week event each year. Capstone projects, certificates and graduation celebrations are included in the plans.

Although all employees can still ask for opportunities for specific, focused learning outside the management development program, the structured program better helps RLS management identify and develop future managers.

Lori Cogit, Vice President of Human Resources at RLS, adds, “Not all employees know how to plan their career path, so this process of nomination by supervisors gives us a chance to have conversations with people about their goals.”

### Lineage Logistics

The Lineage Management Program kicked off in third quarter 2018 and is focused on recent graduates with bachelor's degrees in supply chain or business disciplines. “We are looking for people earlier in their careers,” explains Sean Vanderelzen, Chief Human Resources Officer at Lineage Logistics. The program is designed as a 15-week rotational assignment through a variety of departments across the company. After successfully completing the rotation, the program graduates have the opportunity to become full-time warehouse supervisors.

“About 50 percent of the time, the supervisory job is in the facility in which the management program candidates trained, but they can be offered positions at other facilities,” says Vanderelzen. “We have targeted warehouse management with this program, with graduates starting as supervisors and moving up in operations roles to assistant general manager and ultimately general manager positions.”

Because the management program participants are learning from different people in each area, a playbook – a day-to-day curriculum guide – was developed to ensure that each participant is taught the same topics and skills at the same level no matter which facility or operational area they are located. The managers and key employees selected to oversee and train the participants are selected by general managers based on the person's ability and willingness to develop people.

The management training program has proven to be an effective recruitment tool to attract new, young talent, says Vanderelzen. “It is an enticing opportunity for a young person who has the desire and potential to move quickly into a supervisory position in a short period of time, with a clear career path to more management opportunities.”

The first cohort of management trainees was only 12 people and served as a pilot for the program. “We expect that the cohort that begins in June 2019, will be larger because spring college graduating classes are larger,” explains Vanderelzen. He does point out, however, that the smaller group served as a good test for the program. “We like to say that successful programs start small, think big and scale fast.”

**SHERYL S. JACKSON** is a freelance writer based in Alpharetta, Georgia, who specializes in industry issues and trends.

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# COLDPOINT COMPLETES FIVE YEARS OF WORK IN THREE

*Case study of how monster project moved ahead of schedule with good planning and “people-first” philosophy.*

By Ruth E. Thaler-Carter

A four-stage facility project to expand the services and resources of a company making it easier to ship proteins more efficiently is not only moving quickly, it is well ahead of its planned schedule. “This was a five-year plan that we will do in three,” says Thom Smith, CEO of ColdPoint Logistics, of the company’s cold storage distribution facility project in Edgerton, Kansas.

The project, designed and constructed by ARCO Design/Build, features innovative design that includes automated racking and blast de-spacing automation. “The facility is designed to support both international and domestic business with our partners, who value solutions to their supply chain needs,” Smith explains.

With phase three wrapped up, ColdPoint planned to launch phase four - the last segment of the complex - in April 2019. That will add another 150,000 square feet for a total of 600,000, “to complete our Best-in-Class facility,” said Smith.

Phase four of the design includes deep docks for high turn volumes, along with

boxing room to support additional export growth. The company is working with Raymond Handling Equipment for all its MHE (Materials Handling Equipment) needs. “We aim to provide same-day-in/same-day-out service, and the deeper dock space is essential for faster turns,” says Dane Bear, Vice President of Business Development at ColdPoint.

ColdPoint Logistics, a temperature-controlled logistics firm that is affiliated with NorthPoint Development, started up in 2016. Bear has been with the company about three years, and Smith joined the firm a few months later. The company location is in what was then a newly opened site called Logistics Park Kansas City that includes 300 acres of

rail-served sites in a 1,700-acre intermodal park along part of the BNSF Railway’s transcontinental line.

Phase one of its Edgerton facility began in July 2017, with 150,000 square feet. Features include convertible zones, blast freezing and freezers specially designed to run at 10 degrees for quick turnaround on room-freeze products.

Phases one, two and three had been completed by the end of 2018.

## **Committed to Its People**

The Edgerton facility represents the focus of ColdPoint on efficiency and targeted service, according to Bear and Smith. “We are scaling the business,” Smith explains.

It also reflects the company’s philosophy about its employees, which Smith and Bear say is the key to moving the project ahead so effectively and quickly.

“We’re a people-first company and we’re committed to advancing from within. We provide leadership training - we graduated 18 people from the ColdPoint 2018 leadership course. To invest in the business and our customers, we have to invest in our people,” Bear notes.

Opposite page: ColdPoint's location is in a 1,700-acre intermodal park along part of the BNSF Railway's transcontinental line. (Photo courtesy of ColdPoint Logistics.)

The training program lasts six months and focuses on several areas, from financial understanding of the business to team building. Employees on the leadership track receive homework, have books to read and are expected to live up to measurable KPIs (Key Performance Indicators). All of the managers show up at weekly all-hands meetings - "You don't see that very often," Smith noted. "That means being onsite at 5:30 a.m. every Thursday morning." ColdPoint launched its training program during the strategic planning process for the business as a whole.

Proof of the pudding is in the company's low turnover rate of under 15 percent. "It's pretty amazing - absolutely incredible for a startup," said Bear. "We have a steady state operating average of less than 15 percent," Smith adds.

Phase four will bring employment at ColdPoint to 200 plus with a seven-day operation to support its partners' needs.

ColdPoint handled 1.3 billion pounds of product by the end of 2018, and expects to handle in excess of 2 billion pounds a year once



The ColdPoint facility has three 24-hour blast cells. (Photo courtesy of ColdPoint Logistics.)



Part of ColdPoint's automatic racking system. (Photos courtesy of ColdPoint Logistics.)



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The cold dock at ColdPoint.  
(Photos courtesy of ColdPoint Logistics.)



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phase four is up and operational. “That’s an incredible amount of business in such a space,” Smith says.

### Balancing Speed and Quality

“Among the challenges of the Edgerton facility were that we couldn’t build fast enough,” Smith recalls, “but we wouldn’t compromise quality by taking any shortcuts. It felt like a startup several different times.”

Bear had an idea of what he wanted the company to do as a new business. “We got a great operator in Thom,” he says. “The original idea was that we could do exports from Kansas City, put them on at the Burlington yard straight from the train, and ship from there. Our original customers were major people in protein, and they all wanted more space. We had to prove that our model would work.” Bear adds that they must be doing it right, because they have the largest protein manufacturers in the world doing business with them.”

“The most-rewarding aspect of the project has been being able to take care of our customers and staff throughout the process,” Smith says. “We take care of our people, so they take care of our customers for us.”

### Looking Ahead

While phase four will signal the official completion of the facility project, the future for ColdPoint is open to new expansion. “We can add more space because we have enough land for a different campus if it’s needed,” notes Bear.

New markets may also be in the company’s future plans. “I like to think that we’re very focused on phase four, but at the same time, looking at other opportunities to scale with our customers,” Smith explains. “Our goal is not to grow fast, but to grow through our people and service. We don’t aim to be the biggest, but we intend to be the best.”

Ruth E. Thaler-Carter is an award-winning freelance writer-editor.

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# FOURTH GLOBAL COLD CHAIN EXPO

*Where food and logistics meet.*

By Alexandra Walsh

The cold chain community gathers each year for the Global Cold Chain and Conference - the only annual event to find solutions and share best practices for managing the complexities of the perishable supply chain.

From June 10-12, 2019, at the McCormick Place Convention Center in Chicago, Illinois, the Global Cold Chain Expo and Conference combines to deliver the most valuable and comprehensive business-to-business networking event serving the perishables industry.

Co-locating with consumer packaged goods in the healthy food segment and fresh produce brands, the Global Cold Chain Expo delivers unparalleled opportunities for cold chain businesses.

Companies that participate in the event gain a high level of brand recognition and targeted business development opportunities in front of key buying audiences that produce, handle, store, transport or are involved in the distribution of perishable products and are looking to optimize their supply chain and/or improve facility operations.

Join thousands of decision-makers and innovators from retail, foodservice, processing, production, distribution, logistics and transportation representing frozen, refrigerated, ambient and fresh operations.

## Who Should Attend

Individual attendees will include direct buyers of all of the services above, including operations management, engineering, plant managers, transportation directors and others who buy or lease cold chain services.

Companies attending will include growers and other food producers who own or lease cooling equipment, cold storage or handling facilities; food manufacturers, fresh processors, wholesalers, distributors and retailers who own or lease frozen and/or temperature controlled logistics and facilities; retailers who own or lease refrigeration equipment for maintenance of the cold chain at point-of-sale; and all parties throughout the supply chain who specify refrigerated transportation services from local to global needs.

## Who Should Exhibit

The Global Cold Chain Expo is the premier destination for innovation, education and B2B networking for the entire food industry. Leverage the power of 40,000 square feet of trade show space featuring hundreds of

exhibitors from every sector of the cold chain.

Designed specifically for managers who make purchasing decisions, the Global Cold Chain Expo is the place to connect with solutions providers and learn about the latest technology and trends all under one roof. This destination is a can't-miss event for anyone looking to optimize their frozen, refrigerated, ambient and fresh supply chain and/or improve facility operations.

Exhibitors will include companies that provide equipment, tools and technologies that support the infrastructure and operations of the global cold chain; design and build services for cold storage, warehouse and processing facilities; all forms of refrigerated transportation; import/export facilities and services; and companies that provide third-party cold storage and refrigeration logistics.

## Education

With more than 10 hours of concurrent education taking place during the trade show, the Global Cold Chain Expo is the place for all sectors of perishable product management to discover new products and technologies impacting the future of the perishables supply chain.

Educational programming is designed for operations management, engineering, plant managers, transportation directors, and others who buy or lease cold chain services including growers and other food producers who own or

lease cooling equipment, cold storage or handling facilities; food manufacturers, fresh processors, wholesalers, distributors and retailers who own or lease frozen and/or temperature controlled logistics and facilities; retailers who own or lease refrigeration equipment for maintenance of the cold chain at point-of-sale; and all parties throughout the supply chain who specify refrigerated transportation services from local to global needs.

### Education Session Topics

The educational content offered includes sessions about:

- Marijuana in a drug free workplace
- Using data to predict market conditions
- Increasing efficiency along the cold chain related to order picking/building
- Floor Safety and GFSI
- Reasons customers look to move facilities/leave 3PLs (what 3PLs should be on the watch for)

- Driver Wellness and Increased Retention
- Energy Best Practices for Efficiency and Cost Savings
- Understanding retailer KPIs and resulting fines
- Integration of CO2 refrigeration in US market
- Maximizing KPIs
- Transportation Technology
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- Enter the **Cold Chain X-Change** and be a part of a series of fireside chats where construction professionals will discuss trends, technologies and challenges in the industry.

The 2019 Global Cold Chain Expo is the premier event for mid-level managers in the temperature-controlled logistics industry to come together in a space created just for them. Nowhere else will the general managers, facility managers and supervisors of cold storage companies find educational programming on operational and technical subjects tailored so specifically to their needs, as well as the opportunity to visit so many exhibitors that serve their businesses.

To learn more and to register, visit [www.globalcoldchainexpo.org](http://www.globalcoldchainexpo.org). 

**ALEXANDRA WALSH** is a Senior Publishing Consultant with Association Vision and Editor-In-Chief of COLD FACTS.

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Reminder! Many GCCA Committees will be assembling at the Global Cold Chain Expo. Please check the Expo Schedule web page for more details.



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# COLD CHAIN DEVELOPMENT

NEWS ABOUT WFLO INTERNATIONAL PROJECTS

## MOROCCO PAST THE CROSSROADS

By Matthew Meredith

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.

In 2014, I wrote an article for COLD FACTS (“Morocco at the Cross Roads,” January/February) that looked at the cold storage industry in Morocco, focusing on investment opportunities in the country.

Morocco’s large agricultural export sector clearly demanded a high-quality cold storage facility, yet investment for such a facility had not been mobilized. Five years later, Morocco is no longer at the crossroads, as it now boasts the most advanced cold storage facility in North Africa, GCCA member Friopuerto Tanger. And the company is looking to expand cold storage infrastructure in Morocco and West Africa.

Friopuerto is the result of collaboration between GCCA member, LixCap and the WFLO to promote private sector investment in the cold chain in emerging markets using both foreign assistance and private capital. Foreign donors and non-profits are increasingly seeking ways to engage private businesses and investors overseas, collaborating on projects that create long-term, profitable success - with real impact.

### How it Works

The WFLO initially worked with the agricultural export sector in Morocco in 2012, funded by USAID (United States Agency for International Development) and in partnership with DAI, a consulting firm. The work of the WFLO on this project included LixCap, which had past experience with cold chain development. This turned into a market study to identify investment opportunities in the cold chain. The study concluded that a prime investment opportunity existed near Tangier, in Northern Morocco. As with many opportunities in emerging markets, though, the risks were perceived as too high to attract any

outright investment. This is where LixCap and WFLO stepped in again.

LixCap knew the Moroccan market well enough to understand the risks, and WFLO had access to industry-leading experts on the cold chain. Sensing an opportunity, LixCap developed a business and investment plan for the identified Tangier location. The company also became a member of GCCA and worked with WFLO to identify partners within the best cold chain network in the world. Through a critical business-to-business webinar, LixCap connected with Spanish company Friopuerto Investments and a partnership was formed.

This combination of LixCap as a project development partner, WFLO’s know-how and Friopuerto’s operations experience was necessary to catalyze the investment opportunity.

With a plan in place and partnerships established, LixCap brought together Friopuerto and Yacout Investissement, a Moroccan investment group. This is the team, led by Hicham Qadiri, CEO of Friopuerto Tanger, which brought the project to fruition. The facility is a thriving business and represents the impact that WFLO can have, both through growing the global cold chain and by creating permanent and lasting cold chain business opportunities.

### What Lies Ahead

The WFLO and LixCap are not stopping at Morocco. The two organizations are completing a study on cold chain investment opportunities in Kenya, funded by the World Bank Group. In addition, using development funding, they have been pursuing similar investment-focused studies of the cold chain in countries around the world.

The experience of the WFLO in working on every continent except Antarctica makes it a

high-impact partner that can help cold chain investors and businesses reduce their risk when seeking out new international markets.

For example, on the Friopuerto Tanger project, total financing of \$13 million included credit guarantees from USAID. This highlights the kind of investment-friendly tools that cold chain companies may not be aware of but, with the help of the WFLO, can access for projects around the world.

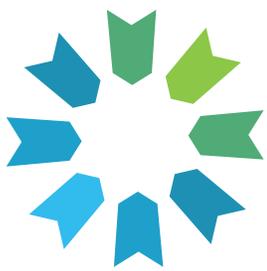
Market and feasibility studies, which the WFLO frequently conducts, are also a good way to lay the groundwork for possible investment or potential business expansion. The entities that fund foreign aid programs often seek out the support and assistance of private sector organizations in order to leave a long-lasting and sustainable impact. If a GCCA member is interested in doing business in a specific country, then the WFLO can notify that member when a market study opportunity arises. This gives the member the chance to be compensated for doing the necessary ground-level work that would have otherwise been done at their own expense.

Emerging markets continue to be a source of growth and profit for the cold chain. The economic, social and nutrition benefits of cold chain development remain undeniable and important. Now, the WFLO and LixCap are leading the way in creating private sector-focused solutions that make these impacts long lasting while also supporting new business opportunities for established cold chain companies.

You will not have to wait to find out whether the cold chain in Morocco or other emerging markets is at a crossroad – thanks to WFLO, they are moving full steam ahead. ☞

**MATTHEW MEREDITH** is a Partner at Lixia Capsia Gestionis LLC and a WFLO Member.

Email: [matthew.meredith@lixcap.com](mailto:matthew.meredith@lixcap.com).



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# COOL SOLUTIONS

## SCIENTIFIC ANSWERS TO COLD CHAIN CHALLENGES

This column highlights a cold chain question and answers 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](http://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/resources/industry-topics/gcca-inquiry-service](http://www.gcca.org/resources/industry-topics/gcca-inquiry-service). 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.** I am looking for advice on managing allergens while maintaining a GFSI SQF certification. I was wondering if there are any other members that handle multiple customers and allergens in their warehouse and what policies they enforce to maintain compliance with SQF. We currently handle SQF product from our parent company but received a non-conformance for our allergen management program in the warehouse due to having a pallet of pies that were not listed as potential allergens in our scope. Removing the product is a temporary solution so I am looking into long-term solutions. We want to be able to accommodate our needs as well as our customer's. How can we design a policy that maintains control over multiple allergens and complies with SQF standards?

**A.** Thanks for your question about managing allergens in an SQF program. Below is some language from a standard SQF allergen management program for a processing company. Even though the primary focus of this protocol was food processing, some of the language related to storage, segregation and labeling may be useful if you choose to modify your current plan.

Allergens must be received, stored and used in ways to prevent the contamination or cross-contamination of items not containing allergens, including the following:

- Allergens must be clearly identified at receiving. Quality Assurance personnel are to be notified when allergens are received.

- A letter of guarantee from the supplier must be on file.
- Allergens must be properly and clearly labeled.
- Packages must be inspected upon receipt to identify any tears, damage or leaks to packaging materials.
- Allergens used for further processing must be stored under lock and key in a clearly identified/labeled container that identifies allergens.
- Production using allergens must be followed by a documented cleaning step.
- Production using allergens must be separated by time and/or space from products not containing allergens.
- Employees working with allergens are to be clearly identified (markings on coats) and must change outer garments before working with other items.
- Any products manufactured that contain allergens must be clearly labeled, including Research & Development items or samples.
- All labels for products containing allergens must clearly list allergens.
- Employees are to be aware of the allergen policy and instructed in ways to prevent contamination from allergens and/or medications into processing areas. Allergens or medications that may be in employee lockers or lunches are to be contained in non-production areas.
- Employees handling allergens or medications are to wash hands before returning to work.

**Q.** Do you have to identify all allergens in storage? For example, say we are storing crab, pies and processed meats. Would we then need to list all possible allergens as crustaceans, dairy (milk-based products, egg, wheat, etc.) so that all allergens that could be in the warehouse would be identified?

**A.** Under SQF rules you do not need to itemize the allergens in storage. You would be required to sequester or isolate any of the eight allergens in a common area away from other products, but not specifically identify those allergens or isolate them from other allergens.

**Q.** Also, you mentioned designating an area for allergens. Would that area contain only one allergen or all allergens? For example, would there need to be a segregated area where all allergens are kept for wheat, but another isolated area is for nuts, a third area is for dairy, etc.?

**A.** Under SQF rules the allergens can be stored in a common area. You would not need separate storage areas for each allergen.

*Answer provided by the Scientific Advisory Council's Chairman and WFLO Scientific Advisor Dr. Michael Jahncke, Virginia Seafood Agricultural Research & Extension Center. 📧*

# 2019-2020 CALENDAR

**JUNE 10-12, 2019**

**2019 Global Cold Chain Expo**

Chicago, Illinois, United States

**JUNE 11, 2019**

**GCCA Assembly of Committees**

Chicago, Illinois, United States

**JULY 15-17, 2019**

**WFLO Institute Latin America**

Mexico City, Mexico

**JULY 28-31, 2019**

**GCCA Cold Chain Policy Forum**

Washington, DC, United States

**SEPTEMBER 19, 2019**

**GCCA European Warehouse Council Meeting**

London, England

**OCTOBER 2019**

**GCCA Brazil Symposium**

Sao Paulo, Brazil

**OCTOBER 2019**

**WFLO Institute Australia**

Melbourne, Australia

**NOVEMBER 3-5, 2019**

**GCCA Latin America Cold Chain Conference**

Mexico City, Mexico

**NOVEMBER 14-16, 2019**

**39th CEBA Conference & Expo**

Miami, Florida, United States

**JANUARY 11-13, 2020**

**56th WFLO Institute West**

Tempe, Arizona, United States

**FEBRUARY 9-12, 2019**

**56th WFLO Institute East**

Atlanta, Georgia, United States

**MARCH 18-20, 2019**

**23rd GCCA European Cold Chain Conference**

Rotterdam, Netherlands

**MAY 5-8, 2019**

**129th IARW-WFLO Convention**

Bonita Springs, Florida, United States

\*For more details go to [www.gcca.org/events](http://www.gcca.org/events)

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*Winchester Cold Storage, Winchester, Virginia*

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# COLD CHAIN INNOVATIONS

## ROADSYNC DIGITALIZES PAYMENT COLLECTION

United States Cold Storage (USCS) understands innovation. Modernizing processes to improve its efficiency is an ongoing component of the value USCS creates for its customers and partners in the cold chain. So in 2018, when USCS identified payment acceptance as an opportunity for improvement across its facilities, it searched for an innovative solution to improve the process.

“We found that payment collection by carriers at the dock office was too time consuming and costly. If we could streamline the process, we could boost our financial efficiency at the facility level,” says Brian Murphy, Corporate Accounting Manager at United States Cold Storage.

Murphy adds that calling in to authorize checks was time-consuming. Clerks would often face long lines of drivers, waiting to pay. The payment collection process caused congestion on the docks and slowed down the ability to keep drivers and product moving.

The manual process for payment acceptance at the facilities was challenging to manage. Cash, checks, receipts and invoices were subject to human error. This resulted in inefficiencies in payment



reconciliation and tracking. “We knew we had an opportunity for improvement,” Murphy notes. “As automation has become more prevalent in the warehouse, an automated payment solution aligned with USCS process innovation objectives.”

Luckily, RoadSync was able to address these issues head-on. The payment platform is 100 percent digital, removing paper checks, invoices and receipts from USCS docks. The solution streamlined the manual process – no more check authorization calls, misplaced revenue or trips to the bank.

Murphy says the benefits were immediate, and the RoadSync solution created efficiency within USCS operations. “Implementing RoadSync has been a huge success. We can now accept all credit cards and fleet checks from anywhere in our facilities. It’s so simple to use, and pays for itself.”

*Cold Chain Innovations, a column brought to you by Tippmann Innovation, features the latest technologies, cutting-edge solutions, and innovative practices that the cold chain industry has to offer. Featured in each issue of COLD FACTS Magazine, the Cold Chain Innovations section gives readers thought-provoking ways to optimize their supply chain and improve operational efficiencies. The information presented in the Cold Chain Innovation section is sourced from GCCA members. To feature your news, press releases or submit your idea for a future Cold Innovation article, contact James Rogers at [jrogers@gcca.org](mailto:jrogers@gcca.org) or call 703.373.4300.*



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The **GCCA** Global Cold Chain Expo is the only annual event where businesses gather to find solutions and share best practices for managing the complexities of the perishable supply chain. With educational content focused on Warehouse Operations, Trans-

portation, Engineering, Construction and Global Supply Chains, an Expo hall filled with suppliers to the cold chain, regional meetings, committee meetings and numerous networking events – this is the place to be for operations managers, engineers, plant

managers, transportation directors and others who touch cold chain services. Make sure to bring your team and capitalize on this opportunity to learn and connect as a group. Free meeting space and group rates available! (See the article on page 28.)



**IARW** and **WFLO** announce confirmation of officers and board members who were elected at the IARW-WFLO Annual Convention in early April 2019. Andrew Janson, President of MTC Logistics (Baltimore, Maryland, United States) was elected as the 2019-2020 Chairman of the IARW Board of Directors. Don Dick, Owner and CEO of Dick Cold Storage (Columbus, Ohio, United States) was elected as the 2019-2020 Chairman of the WFLO Board of Governors. A full list of Board Members for both IARW and WFLO is on the GCCA website under the About section.



Michael Fisher, General Manager at RLS Logistics, was awarded the **WFLO** Don Schlimme Future Leader Award during the 128th IARW-WFLO Convention. The Don Schlimme Future Leader Award 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. Fischer will compete with other young leaders from around the world for the global GCCA NextGen Award at the Global Cold Chain Expo, taking place June 10-12, 2019, in Chicago, Illinois.



The **CEBA** Built by the Best Award acknowledges association members for their expertise and innovation in constructing, renovating and or modernizing controlled environment buildings. The award is open to project teams comprised of Contractor/Design-Build companies, Processor/End-User/Warehouse/Third-Party Logistics companies and supplier

*(continued on page 37)*

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# MEMBER NEWS

## NEWS FROM MEMBERS OF GCCA CORE PARTNERS

**DGRIDENERGY** created a robust solar cold room solution that can be used in developing countries.



**JAMISON DOOR COMPANY** and its Chairman and CEO John Williams were recognized by U.S. Vice President Mike Pence at a meeting of the National Association of Manufacturers in Scottsdale, Arizona, in early March. Williams is a member of the NAM Board of Directors and attended the meeting. In discussing how tax reform has helped American businesses, Pence praised Jamison Door for its ongoing success, recent raises and bonuses the company gave to employees, and a 2018 groundbreaking on a 50,000-square-foot manufacturing facility.



**LINEAGE LOGISTICS** signed an agreement to acquire Preferred Freezer Services, a global network of state-of-the-art, temperature-controlled warehouses. The combined company will feature more than 1.3 billion cubic feet of temperature-controlled capacity across more than 200 facilities, with a global footprint that spans North America, Europe and Asia. After the acquisition, Lineage will also have 17 automated facilities with more than 800,000 automated pallet positions. In other news, the company appointed Michael McClendon to serve as President of Lineage Europe to support the company's expanding global presence. He will continue to serve as Executive Vice President, Network Optimization for Lineage.



Jeff Frazier (Photo courtesy of Hanson Logistics.)

**HANSON LOGISTICS** promoted Vice President and Manager Jeff Frazier to the new position of Senior Vice President of Warehouse Operations. Frazier will now be responsible for three Michigan warehouses operated by Hanson Logistics, as well as two in Indiana. Kris Craig was also promoted to the new position of Business Development Director from manager of the company's Hartford and Benton Harbor warehouses.



Andrew Baldwin (left), Stevland Town (center) and Graeme Richardson (right) of Reed Boardall. (Photo courtesy of Reed Boardall.)

**REED BOARDALL** appointed Stevland Town as Business Development Manager. Since joining the company in 2001 in an administrative role, Town has progressed through several positions, including spending eight years as warehouse manager and four years as operations manager. 📧



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# NEW MEMBERS

## NEW MEMBER COMPANIES OF GCCA CORE PARTNERS

(continued from page 35)

sub-contractors that are association members. The award is now accepting nominations for 2019, visit the GCCA website to submit a nomination or to get more information.



In order to further assist carriers to conform with the STF rule, **IRTA** has developed a Cold Carrier Certification program focused on excellence in refrigerated transportation. The Cold Carrier Certification has two major components, the first is carrier conformance with the STF through adoption of the *IRTA Refrigerated Transportation Best Practices Guide* and carrier proof of knowledge for management personnel on specific Best Practices Guide requirements. The Certification program will be announced/launched in June at the Global Cold Chain Expo. (See the article on page 18 for more information.)



The **GCCA** is proud to announce the promotion of two of its executive team members: Megan Costello has been named chief operating officer and Catharine Perry is now vice president of member programs and services. While Costello and Perry have been operating in these roles since January, GCCA President and CEO Corey Rosenbusch, CAE, IOM, made an official announcement during the recent IARW-WFLO Convention in Santa Ana Pueblo, New Mexico.

Costello started with GCCA in 2013 as vice president of member programs and services. She is responsible for running the day-to-day operations of the organization, and her effort directly led to the association's international growth, including new offices in Europe, Brazil, and South Africa.

Perry has worked for GCCA since 2012, expanding the WFLO Institute to three locations and increasing attendance by 30 percent to 500 participants. Perry also launched multiple workforce development initiatives under the strategic plan and a future leader recognition program on four continents. ☎



### IARW-WFLO WAREHOUSE MEMBERS

#### FreezeLink

Ghana

#### FW Logistics

Centreville, Illinois, United States

#### Holli Storage LLC

Holley, New York, United States

#### Martini Meat S.A. Armazéns Gerais

Paranaguá, Brazil

#### Mile Hi Express Inc.

Denver, Colorado, United States



### IARW ASSOCIATE MEMBERS

#### 360data

Appleton, Wisconsin, United States

#### Alston Construction

Atlanta, Georgia, United States

#### Engineered Structures Inc.

Meridian, Idaho, United States

#### IGS Energy

Dublin, Ohio, United States

#### Karis Cold Storage

Geneva, Illinois, United States

#### SunPeak

Madison, Wisconsin, United States

#### Thomas USAF Group

Atlanta, Georgia, United States

#### Williams Specialty Industrial of Marcus & Millichap

San Diego, California, United States



### IRTA MEMBERS

#### FreezeLink

Ghana

#### FW Logistics

Centreville, Illinois, United States

#### Holli Storage LLC

Holley, New York, United States

#### Mile Hi Express Inc.

Denver, Colorado, United States



### CEBA CONTRACTOR/ DESIGN BUILD MEMBERS

#### Alston Construction

Atlanta, Georgia, United States

#### Bosz Arch, Inc.

Irvine, California, United States

#### Development Solutions, Inc.

Oak Brook, Illinois, United States

#### Engineered Structures Inc.

Meridian, Idaho, United States

### CEBA SUPPLIER MEMBERS

#### Allied Steel Buildings

Fort Lauderdale, Florida, United States

#### Johns Manville

Denver, Colorado, United States

#### TrueCore

Laurens, South Carolina, United States

# COOL PEOPLE

PROFILING INFLUENTIAL PEOPLE CONNECTED TO THE COLD CHAIN INDUSTRY

## ERIC PRIEUR IN MEMORIAM

**OUR DEEPEST SYMPATHIES TO THE FAMILY, FRIENDS AND COLLEAGUES OF ERIC PRIEUR. HERE IS THE LETTER SENT BY CARRIER ON THE NEWS OF HIS DEATH.**

Remembering our colleague and friend Eric Prieur.

Carrier joins the world in mourning the loss of those aboard Ethiopian Airlines flight 302. We are deeply saddened to share that one of our very own Carrier employees, friend and colleague, Eric Prieur, was among those on board the ill-fated flight. Eric was director, Cold Chain Sustainability for the Refrigeration business and he was traveling to Nairobi, Kenya, on behalf of the company to speak at the upcoming United Nations Assembly conference being held this week.

In his role with Carrier's Refrigeration business, Eric was often called upon to speak at events around the world. Eric approached the global topic of sustainability, and particularly that of food loss and waste, with great energy and passion. His work increased Carrier's level of participation and leadership on a global scale, and he was at the forefront of leading real change in these areas with projects in India, Vietnam and the Philippines.

Eric forged relationships with organizations such as the United Nations Environment Program, United Nations Food & Agriculture Organization and the Green Climate Fund and was a founding member of the Global Food Cold Chain Council. He also helped create and grow Carrier's annual World Cold Chain Summit to Reduce Food Loss & Waste, as well as oversee academic research, define and develop a cold chain certification program and launch employee engagement opportunities for food waste reduction around the world.



Eric was a global traveler with a global vision to make this world a better place for all. His broad smile and infectious laugh made you want to listen to the compelling story he had about reducing the carbon footprint for the benefit of all. Eric inspired me to tackle the food loss and waste issue within the cold chain industry and I will continue to do so in his honor."

— RICHARD TRACY,  
VICE PRESIDENT OF INTERNATIONAL PROGRAMS,  
GCCA

We owe a debt of gratitude to Eric for his dedication and contributions to the business and the sustainability work he deeply believed in. Eric gave unselfishly, heart and soul, to a movement that was greater than himself, and this weekend he left us tragically while en route to again represent the company and the cause. We honor Eric and remember him as a cherished son, beloved brother, loyal friend and trusted colleague. Known for his zest for life and humble, genuine and sincere qualities, it is difficult to find the right words to express the deep grief and absolute sadness we feel today.

In memory of Eric, we ask all colleagues across Carrier to join us today with thoughts and prayers for his family and friends as we mourn his untimely passing. Eric, we will miss you. 🙏

BOB MCDONOUGH,  
PRESIDENT, CARRIER

DAVID APPEL  
PRESIDENT, CARRIER REFRIGERATION



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