

06

EPA Proposes
Ozone Protection
Rule

16

Don't Use
Social Media
Without One

18

Women in
the Cold

20

Cold Treatment
for Southern
Fruits

22

Trade Wars

24

Job Safety
Analysis 101

STATE OF THE SUPPLY CHAIN

Experts from four countries discuss supply chains
and how they are evolving in today's economy.

**COVER
STORY
10**



THE OPTIMAL COLD SERVICE SYSTEM

offering proven products for a truly integrated system



Polyguard can now supply Dow® Styrofoam™ pipe insulation to the refrigeration market for the first time completing the introduction of its' optimal Cold Service System.



Major food producers in North America, who have been long-time users of Polyguard's ReactiveGel® corrosion preventer in combination with Polyguard's ZeroPerm® vapor barriers can now specify an entire insulation system to minimize downtime and extend the productive life of their low temp pipe installations.

The optimal Cold Service System starts with RG-2400® gel on the pipe to prevent corrosion. Dow® Styrofoam™ insulation provides long-term stable R values and is the preferred product for low temp applications. Cover the insulation with either Polyguard's ZeroPerm® or Insulrap™ vapor retarders to keep the insulation dry and then complete the system with Polyguard's Alumaguard® family of flexible weatherproof cladding products.



Polyguard can offer a truly integrated system that offers peace of mind and components that have been time-tested in the marketplace. For more information, scan the QR code with your smart device.



214.515.5000

www.PolyguardProducts.com

FOLLOW US ON OUR SOCIAL NETWORK



Polyguard®

Innovation based. Employee owned. Expect more.

DEPARTMENTS

- 26 Member News
- 27 Association News
- 28 New Members
- 29 Calendar

COLUMNS

- 04 Leadoff
- 30 Cool People

FEATURES

06

EPA Proposes Ozone Protection Rule

Agency's rule to strengthen refrigerant management requirements.
By Lowell Randel

10

State of the Supply Chain

Experts from four countries discuss supply chains and how they are evolving in today's economy.
By Alexandra Walsh



16

Don't Use Social Media Without One

Policies protect companies and individuals.
By Sheryl S. Jackson

18

Women in the Cold

A diverse workforce leads to evolution and growth.
By Alexandra Walsh

20

Cold Treatment for Southern Fruits

USDA pilot program opens opportunities in the Southeast.
By Karen E. Thuermer

22

Trade Wars

A look at how Russian sanctions are impacting the European cold storage industry.
By Bsrat Mezghebe

24

Job Safety Analysis 101

Why JSAs are important and the best ways to conduct them.
By Keith Loria



About the Cover

The global supply chain is highly interconnected, but fluctuating economies in different nations contributed to varying cold chain performance during the past two years. Learn more in the "State of the Supply Chain" cover story on page 10.



GCCA's Focus on Your Business Outcomes

LAST YEAR IN THE January-February issue of *COLD FACTS*, I wrote about how we were positioning GCCA to become an extension of each of your companies to help meet *your* business objectives. This is a pivot from our traditional strategic plan focused on the association's business to an emphasis on programs that will help you achieve stronger business outcomes.

We reported on the results of a Member Impact Survey and the Board of Directors have been working on a new strategic plan designed to help members meet these objectives. You can read the full plan at <https://www.gcca.org/about-us/partners/iarw/iarw-wflo-strategic-plan-2016-2018/>.

The two highest priorities identified by the board were growing the industry by position your business as a total supply chain solution to customers, and attracting talent to work in our industry from floor associates to refrigeration technicians.

So what are we doing to advance these two priorities?

First, we are launching the brand new Global Cold Chain Expo (GCCE), scheduled for June 20-22 at McCormick Place in Chicago, IL. Today's customers place a high value and priority on total cold chain solutions and the GCCE offers a unified event that includes education and a large expo devoted to those solutions. Attendees will include key decision makers from retail, foodservice, processing, and transportation. It will draw thousands of customer prospects through our partnership with the United Fresh Produce Association and the Food Marketing Institute's Connect show and the International Floriculture Expo, which will be co-located with the GCCE. This will put GCCA on the platform to showcase our industry as supply chain partners and not simply a commoditized storage cost to our customers. We must differentiate our value as third-party logistics providers.

Market research will also be vital to "grow the industry and lead the cold chain" because it helps us tell your story to customers; positions us as industry experts, and enables us to effectively advocate in legislative and regulatory arenas on your behalf. To that end, this past summer we launched a new Market Intelligence and Research Committee that will lead this important initiative.

This year, we also will continue exploring ways to help the industry recruit, retain, and foster high-quality talent. We are adding industry specific courses to our online training library; consulting with member companies to build their internal training and career path programs; and finalizing partnerships with career technology and supply chain universities as well as military veterans programs to fill our talent pipeline.

These and other initiatives reflect the evolution of our mindset to ensure we are focusing on your priorities. Please email me at crosenbusch@gcca.org to let us know how we are doing or share specific ideas as we implement this new strategic direction together.

Thanks and I look forward to a great year together! ☺



COREY ROSENBUSCH
PRESIDENT & CEO
GLOBAL COLD CHAIN
ALLIANCE (GCCA)

COLDFACTS

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

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

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

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

The **International Association for Cold Storage Construction (IACSC)**, which provides a forum for innovative ideas, promotes standards of practice, and sponsors professional education programs for the cold storage construction industry.

CONTACT US:

COLD FACTS Magazine
Global Cold Chain Alliance
Attn: Megan Costello
1500 King Street, Suite 201
Alexandria, Virginia 22314-2730 USA

tel +1 703 373 4300 fax +1 703 373 4301
mccostello@gcca.org | www.gcca.org

COLD FACTS welcomes editorial ideas; contact Editor-In-Chief Al Rickard at +1 703 402 9713 or arickard@associationvision.com. Contact Mike Derda at +1 415 883 7555 or mderda@associationvision.com for advertising opportunities in GCCA publications.

Design by SWALLIS Design, San Francisco, California, USA.

While the material in this publication has been compiled with care, the Global Cold Chain Alliance (GCCA) has not validated all of the information contained herein and does not assume any responsibility for its use, accuracy, or applicability. As used above, GCCA shall mean the organization, GCCA Core Partners, and each organization's directors, officers, employees, volunteers, members, and agents.





Smarter than the average air.

Settling for an evaporator that bases its performance ratings on average or median room air temperature can be a costly mistake.

Good thing there's the SST-B Series from EVAPCO. Our evaporators are AHRI certified to perform based on air temperature entering the coil (DT1 Method)—NOT average air temperature (DTM Method). That means you get colder rooms without excessive run times or lower suction temperatures—and that makes perfect cents.

It's just one more way we make everyday life easier, more reliable, and more sustainable for you. We are EVAPCO—the team you can count on for life.

Ask your local EVAPCO representative how SST-B Series Evaporators can help you. Visit evapco.com to learn more.



Since 1976
An Employee-Owned Company
Commercial HVAC | Process Cooling | Industrial Refrigeration | Power

EPA PROPOSES OZONE PROTECTION RULES

Agency's rule to strengthen refrigerant management requirements.

By Lowell Randel

The Environmental Protection Agency (EPA) published a Notice of Proposed Rulemaking entitled "Protection of Stratospheric Ozone: Update to the Refrigerant Management Requirements under Section 608 of the Clean Air Act," on November 9, 2015. Section 608 of the Clean Air Act requires EPA to regulate the use and disposal of ozone-depleting substances (ODS) in such a way to reduce the use and emissions of such substances and maximize the recapturing and recycling of such substances.

Section 608 also prohibits any person from knowingly venting, releasing, or disposing into the environment any ozone-depleting or substitute refrigerant in the course of maintaining, servicing, repairing, or disposing of air-conditioning or refrigeration appliances or industrial process refrigeration (IPR).

The proposed rule is another step towards implementing the Obama Administration's Climate Action Plan, which is designed to cut carbon pollution and reduce the use and emissions of substances that deplete the ozone and contribute to global warming. The EPA has stated that it has three goals for this rulemaking. The first is to protect the stratospheric ozone layer by reducing emissions of ODS. The second is to protect the climate system by reducing emissions of other refrigerant gases with high global warming potential (GWP). The EPA's third goal of this proposed rule is to improve the clarity and effectiveness of the regulations.

Current EPA regulations require that persons servicing or disposing of air-conditioning and refrigeration equipment observe certain service practices that reduce emissions of ozone-depleting refrigerant. Through this proposed rule, the EPA is seeking to update existing requirements as well as extend them to non-ozone-depleting substitute refrigerants, such as hydrofluorocarbons (HFCs).

The proposed updates include strengthening

leak repair requirements, establishing record-keeping requirements for the disposal of appliances containing five to 50 pounds of refrigerant, changes to the technician certification program, and changes for improved readability, compliance, and restructuring of the requirements.

This proposed rule would also more fully implement the prohibition under section 608 of the Clean Air Act against knowingly venting, releasing or disposing of ozone-depleting and substitute refrigerants. It would accomplish this by updating the existing requirements under section 608 that currently apply to ozone-depleting (ODS) refrigerants and then extending to non-ozone-depleting substitute refrigerants, such as HFCs.

The existing regulations require that persons servicing or disposing of air conditioning and refrigeration equipment observe certain service practices that reduce emissions of ozone-depleting refrigerant. Specifically, these provisions include:

- Requiring that technicians be certified to work on appliances.

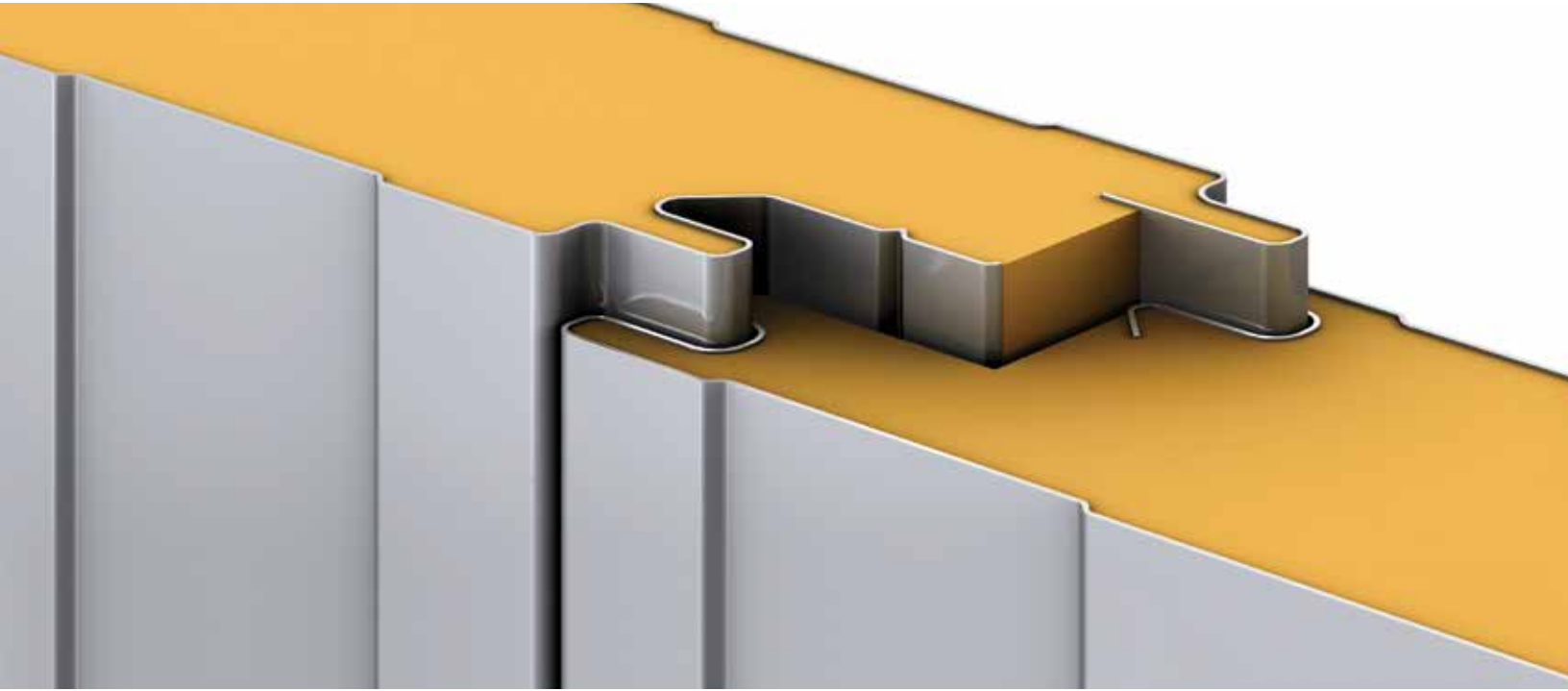




GREEN SPAN PROFILES®

INSULATED PANEL TECHNOLOGIES

MANUFACTURING INSULATED METAL PANELS SPECIFICALLY FOR THE COLD STORAGE INDUSTRY



FM
APPROVED

- Unsurpassed Product Quality
- Ultra-Competitive Pricing
- On-time Deliveries
- Superior Thermal Performance
- Outstanding Structural Performance
- Available in USDA Painted, Plastisol and Stainless Steel



"We are proud to be your domestically owned and privately operated insulated metal panel provider." – Kelly Ginn, President

GreenSpanProfiles.com • 844-807-7400

- Restricting the sale of refrigerant to certified technicians.
 - Specifying the proper evacuation levels before opening up an appliance; requiring the use of certified refrigerant recovery and/or recycling equipment.
 - Requiring the maintenance and repair of appliances that meet certain size and leak rate thresholds.
 - Requiring that ozone-depleting refrigerants be removed from appliances prior to disposal.
 - Requiring that air conditioning and refrigeration equipment be provided with a servicing aperture or process stub to facilitate refrigerant recovery.
 - Requiring that refrigerant reclaimers be certified in order to reclaim and sell used refrigerant.
 - Establishing standards for technician certification programs, recovery equipment, and quality of reclaimed refrigerant.
- This rule proposes to update the existing requirements that currently apply to ozone-depleting refrigerants and extend those

requirements to non-ozone-depleting substitute refrigerants, including but not limited to hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs). EPA is also proposing changes to the National Recycling and Emission Reduction Program. Some of these changes are intended to strengthen the existing program, in particular by requiring a number of industry best practices. Others are intended to extend the regulations to HFCs and other substitutes for ODS. The major regulatory changes proposed are:

- Extending the requirements of the Refrigerant Management Program to cover substitute refrigerants, such as hydrofluorocarbons (HFCs). Note that some substitutes, including ammonia, have already been exempted from the section 608 venting prohibition as provided for under section 608 in previous EPA rules; such substitutes would also be exempted from the requirements under this proposed rule.
- Requiring technicians to keep a record of refrigerant recovered during system disposal from systems with a charge size from 5 to 50 lbs. This would apply to both ODS

- and non-ODS refrigerants.
- Lowering the leak rate threshold above which owner/operators of refrigeration and air-conditioning equipment normally containing 50 plus pounds of refrigerant must repair leaks as follows:
 - » Lower from 35 percent to 20 percent for industrial process refrigeration (IPR) and commercial refrigeration equipment.
 - » Lower from 15 percent to 10 percent for comfort cooling equipment.
 - Requiring regular leak inspections or continuous monitoring devices for refrigeration/air conditioning systems as follows:
 - » Annual inspections for systems normally containing 50 plus pounds of refrigerant.
 - » Quarterly inspections for commercial refrigeration and IPR systems normally containing 500 plus pounds of refrigerant.
 - Prohibiting operation of systems normally containing 50 plus pounds of refrigerant that have leaked 75 percent or more of their



ALL WEATHER INSULATED PANELS

INNOVATIVE. ADAPTABLE. ENERGY EFFICIENT.

Today's building projects require the perfect combination of energy efficiency, creative versatility and construction efficiency. From freezing, sub-zero temperatures to dry heat or high humidity, Mother Nature continually tests the limits of building envelopes. All Weather Insulated Panels are specifically engineered to maintain interior climate control regardless of exterior weather conditions. Discover the wide range of insulated metal wall and roof profiles, finishes, colors, dimensions, concealed fastening systems plus other options that will help you unleash your full design capabilities.



Insulated Wall Panels



Insulated Roof Panels



www.awipanel.com
888-970-AWIP (2947)

full charge for two consecutive years.

- Allowing the purchase of cans containing two pounds or less of non-ODS refrigerant for motor vehicle air conditioner servicing without technician certification so long as the small cans have a self-sealing valve to reduce refrigerant releases.
- Requiring that certifying organizations publish lists or create online databases of technicians that they certify.
- Updating the technician certification test bank with more questions on handling substitutes, including flammable substitute refrigerants, and on the impacts of climate change.

It is important to note that certain refrigerants, including ammonia, are currently exempted from the requirements of Section 608. EPA has stated that it will continue to exempt through regulation certain substitutes from the venting prohibition, and the other safe handling provisions, based on a determination that their release does not pose a threat to the environment. This is the case in the current regulations, for instance, with all approved uses of hydrocarbon refrigerants, ammonia, and CO₂. EPA is not proposing in this rulemaking to extend any of the requirements under section 608, including the technician certification program and the sales restriction, to refrigerants that are exempt from the statutory venting prohibition (CO₂, hydrocarbons in certain SNAP-approved applications, ammonia, etc.). The current list of exempted refrigerants is:

- Carbon dioxide in any application.
- Nitrogen in any application.
- Water in any application.
- Ammonia in commercial or industrial process refrigeration or in absorption units.
- Chlorine in industrial process refrigeration (processing of chlorine and chlorine compounds).
- Hydrocarbons in industrial process refrigeration (processing of hydrocarbons).
- Ethane (R-170) in very low temperature refrigeration equipment and equipment for non-mechanical heat transfer.
- Propane (R-290) in retail food refrigerators and freezers (stand-alone units only); household refrigerators, freezers, and combination refrigerators and freezers; self-contained room air conditioners for residential and light commercial air-conditioning; heat pumps; and vending machines.
- Isobutane (R-600a) in retail food refrigerators and freezers (stand-alone units only) and vending machines.
- R-441A in retail food refrigerators and freezers (stand-alone units only); self-con-

tained room air conditioners for residential and light commercial air-conditioning; heat pumps; and vending machines.

For GCCA members using HCFCs or HFCs in their refrigeration systems, it is important to be aware of the proposed changes. Members are also encouraged to communicate with vendors who perform services related to their refrigeration systems to ensure that they are also aware of the proposed changes.

The full text of the proposal and additional information about the Section 608

program can be found at: www2.epa.gov/snap/608-proposal. Public comments on the proposed rule must be received on or before January 8, 2016. To submit comments, you can use the Federal eRulemaking Portal at www.regulations.gov and file them under Docket ID No. EPA-HQ-OAR-2015-0453. ☎

LOWELL RANDEL is Vice President, Government and Legal Affairs at GCCA.

EMAIL: lrandel@gcca.org

TIPPMANN GROUP



REACHING ABOVE AND BEYOND YOUR EXPECTATIONS IN COLD STORAGE WAREHOUSING AND CONSTRUCTION

- Design/build construction
- Blast freezing with Interstate Warehousing's QFR Zone® system
- Cold storage warehousing & distribution
- Specializing in construction of multi-temp food distribution and manufacturing facilities
- Customized distribution solutions at Interstate Warehousing
- Industry leader in warehouse automation assessment and integration
- Owner/Operators of more than 100 million cubic feet of frozen & refrigerated warehouse space



@TippmannGroup

(260) 490-3000

9009 Coldwater Road • Fort Wayne, Indiana 46825 • www.tippmanngroup.com

STATE OF THE SUPPLY CHAIN

Experts from four countries discuss supply chains and how they are evolving in today's economy.

For much of the world's supply chain, 2014 was a banner year as many countries continue to recover from the losses of the global recession. However, in 2015, many of those same countries saw that growth flatten due in large part to unstable and fluctuating economies in a number of markets.

Experts from the United States, Australia, Dubai and Brazil reflect on the health and wealth of their supply chains including freight volumes, expenditures and capacity, supply chain management and trends impacting third party providers.

The United States – A Need for Collaboration

"2014 was the best year for the U.S. supply chain industry since the great recession," says Rick Blasgen, President and CEO of the U.S. based Council of Supply Chain Management Professionals. He points out that there was sustained growth in GDP and the economy was on fairly solid ground, with unemployment falling, real net income and household net worth inching up, and low to moderate

inflation with gas prices tumbling.

"This was all good news for carriers," Blasgen summarized.

But in 2015, says Blasgen, that growth began to slow down. Falling global demand combined with a strengthening of the U.S. dollar on currency markets has hampered exports sales by making U.S. goods relatively more expensive. Blasgen says the U.S. economy, and subsequently freight logistics, was heavily impacted by consumer tentativeness last year. "The debacle with interest rates – are they going up, are they going down – freaks everyone out." Consumer spending accounts for two thirds of GDP so it is vital to the growth engine of the economy.

Blasgen also noted that the consolidation in the food industry is forcing companies to be

more efficient, which tends to have a negative impact on the workforce at those companies.

On the other hand, says Blasgen, "Fuel costs are working in our favor, lowering operating costs. U.S. motor carriers are experiencing a drop in capacity as a result of the truck driver shortage and that tends to drive rates up. Fortunately, however, demand for transportation services is not strong enough to cause a capacity crisis."

The United States has a \$1.5 trillion logistics market. "It absorbs an enormous amount of cost but also generates a huge number of jobs," observes Blasgen. "U.S. third party logistics (3PL) companies are doing great and have experienced consistent growth since the end of the great recession. As more sophistication technology embeds in industries, they are looking to partner with companies for which logistics is a core competency."

The overall 3PL market rose 7.4 percent in 2014, and is forecasted to grow 5.7 percent in 2015, according to Blasgen. He adds that domestic transportation management and dedicated contract carriage grew 20.5 percent and 10.4 percent respectively in response to tightening carrier capacity and economic uncertainty.



An RSA Logistics temperature-controlled warehouse facility. Warehousing in Dubai represents 16 percent of the logistics market. (Photo courtesy of RSA Logistics.)

Inventory carrying costs – the cost of capital to hold the inventory; warehousing costs; and depreciation, obsolescence, taxes and insurance – were up 2.1 percent in 2014. Total business inventory levels rose 2.1 percent pushing the cost of warehousing up 4.4 percent in 2014, according to Blasgen.

“Transportation shipment and tonnage volume have not yet regained pre-recession levels and expenditures for freight are higher than pre-recession levels,” reports Blasgen. “Looking ahead – the greatest threats to freight logistics are driver shortages and capacity.”

Blasgen believes trucking capacity and service issues will not be fixed in the short run and higher rates can be expected with uncertain capacity availability. And, driver shortages will remain the top issue for carriers and shippers alike.

Rail, particularly intermodal rail, capacity shortages will linger and rates will increase to cover additional investment costs, advises Blasgen. “Intermodal traffic is the fastest growing carrier segment. It is seen as a huge benefit by transportation leaders, but truck and rail need to connect more to take the pressure off of capacity issues elsewhere in the logistics system. Shippers should use more 3PLs to manage for adequate capacity,” suggests Blasgen.

“Why not share logistics and pooled distribution – why not consolidate inventory on common trucks and let the manufacturers fight it out on the retail shelves.”

—RICK BLASGEN, *President and CEO, Council of Supply Chain Management Professionals*

Blasgen predicts ocean freight will continue in an over-capacity situation and rates will climb, even as reliability, caused either by the carriers or the ports will also be on the decline. “More efficiency is needed as freight hits our ports in ever larger ships – railroads and trucking need to work closely together to become more effective at moving freight out of the ports. During the West Coast port problems last year, businesses demonstrated their willingness to consider alternatives by moving deliveries to East Coast ports, spreading deliveries across multiple ports, and searching for alternative product sourcing.”

Blasgen added all ports are having difficulty handling mega container ships with inad-

equated infrastructure, operating strategies, and even a shortage of chassis to load containers on to move them away from the port.

“Contracts for capacity are needed with more attention paid to capacity guarantees than rates,” states Blasgen, and he believes strongly that the solution to current capacity issues is more collaboration.

“Shippers must be willing to work with carriers to optimize equipment utilization and to maximize truck driver productivity. Why not share logistics and pooled distribution – why not consolidate inventory on common trucks and let the manufacturers fight it out on the retail shelves?” he asks.

“Collaboration – we have to do it,” urges Blasgen.



Loading goods at Comfrio, an integrated logistics solutions company. The recessionary economy in Brazil has affected many industries, including the cold chain. (Photo courtesy of Argo Merchants Group.)

United Arab Emirates on a Growth Trajectory

“The total logistics market in the UAE is expected to reach \$27 billion in 2015, driven by a surge in import and export trade volumes and a steady upward trend in local manufacturing,” reports Abhishek Ajay Shah, Managing Director of RSA Logistics, headquartered in Dubai.

Ajay Shah says freight represents 62 percent of the logistics market, with transportation the second largest contributor at 18 percent of total logistics revenues, as a result of significant distribution activity. Warehousing and value added logistics services, such as packaging and labeling, represent 16 percent and 4 percent respectively.

“Overall, the sector is on a growth trajectory and is witnessing the mega trends that will help the UAE establish itself as a prominent logistics hub,” says Ajay Shah. “Significant growth opportunities exist in logistics infrastructure development, integrated global supply chain solutions, multimodal transport and specialized warehousing services. With the UAE being the primary entry point for goods into the GCC (Gulf Cooperation Council) market, the logistics industry in the UAE is likely to scale to new heights with an improving domestic economy and increasing regional economic integration.”

Ajay Shah cites several factors that are

impacting progress towards a mature model for shipper-3PL relationships in the region. “The generally less-than-exciting levels of global economic activity are driving highly variable, and sometimes sluggish or neutral, demand for outsourced logistics services. Shippers report an average of 36 percent of their total logistics expenditures are related to outsourcing, compared to an average of 44 percent reported in 2014.”

Overall, the last few months have been a period of uncertainty with a certain amount of rate volatility, according to Ajay Shah. “Land freight continues to maintain its moderately high pricing, whereas sea freight has seen a dip in the recent past. The rail sector is slated to launch in 2017, which will be an exciting new prospect for this sector.”

A host of other factors could impact freight logistics, Ajay Shah concedes, including global financial issues, reduced oil prices and the economic situation in China. “Geopolitical instability in the region, while potentially risky for any countries in this area, does also present opportunities for business. Other positive factors for the UAE are sanctions being lifted in Iran and Expo 2020.”

“Dubai is seriously expanding its infrastructure in preparation for Expo2020, and the logistics industry is going to be a major point of focus in this endeavor,” explains Ajay Shah. “Freight in general is expanding in the region,

with UAE at the forefront. Air freight, in particular, is boasting high numbers, particularly after Al Maktoum International became the hub for freight forwarders last year.”

Brazil Faces Challenges

Like many other countries, the Brazilian supply chain was impacted during the global recession by companies reducing inventory and searching for efficiencies and clients’ margins were lower, obliging suppliers to reduce costs and reinvent their businesses,” says Francisco Moura, CEO of Comfrio Solucoes Logísticas, an integrated logistics solutions company.

“There was reduced global demand for commodities and Brazil, as a large player in this industry, strongly suffered from lower prices and oversupply,” adds Ricardo Jacob, Vice President of Argo Merchants Group, a cold chain solutions company. “By contrast, the Brazilian domestic market was strong and can absorb part of this volume with reasonable return.”

“At the same time, higher productivity standards were pursued and we’ve been in a very innovative period since then,” points out Moura. “Also, interest rates went down and the Brazilian government offered new special finance lines to logistics companies, which also spurred investments in technology and new equipment.”

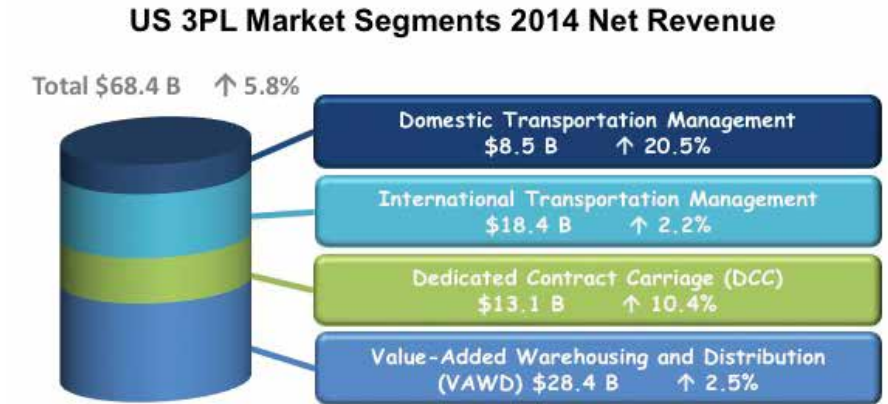
And today, Brazil is facing a strong recession with a 3 percent fall in the GDP in 2015 and 1

percent forecasted for 2016. “Freight volume in the internal market must reduce and volume to external operations must increase, due to devaluation of the real (Brazilian currency).

“Freight expenses are increasing, even in this recessionary environment, due to the rising price of diesel,” points out Jacob. “However, the largest issue impacting transport costs in Brazil is taxes. As Brazil is a country of continental dimensions, we have different taxes in each Brazilian state, and because of that, many times goods travel more than necessary in order to not increase the taxes.”

Other factors impacting Brazilian cold storage costs are labor and energy. “Even though Brazil is facing a strong recession and unemployment rates are rising, so is the cost of labor because of government influences,” explains Moura. “Also because of government control, energy prices rose between 50 to 70 percent in 2015.”

“Brazilian 3PLs are growing through organic strategies and a few by mergers and acquisitions,” notes Moura. “The industry is also highly fragmented with thousands of small trucking companies and very specialized – truckload transportation, LTL,



Source: Armstrong & Associates, Inc.

warehousing and freight forwarding are all activities usually performed by specialists – so clients need to contact many suppliers to have their needs served. In short, it’s not common for the shipper to buy integrated logistics services from one company.”

Only a few 3PL companies are national, most are regional players that offer limited services. “Vanguard companies are trying to offer integrated solutions to some clients,

especially to multinational companies, that because of their international operations have come to expect a full-solution culture.”

Australia – All Eyes on Asia

The Australian supply chain maintained strong trade during the global recession due in large part to mining/resources trade with Asia, and that benefited shipping lines, ports and other facilities notes Chris Cartwright, General



United Insulated Structures Corp.

ARCHITECTURE • ENGINEERING • CONSTRUCTION

Cold Storage Specialists for 50 years!



www.unitedinsulated.com

UISC’s staff of highly qualified, service oriented professionals have delivered over 2,000 projects to our clients on time and within budget. Our objective remains: to serve our clients in managing every aspect of the project with experience, innovation and quality.

Our unsurpassed dedication makes UISC an industry leader in turn-key construction projects. To ensure your ongoing success, trust UISC to manage your project from site selection and design straight through to completion.

CONTACT: Larry Lantero, Jr. or Rich Maleczka at 708.544.8200

Manager, Montague Cold Storage, Victoria, Australia. "Investment generally did slow for a two-to-three-year period, but recovered."

"Not surprisingly, we are now in a slow down cycle as China's growth and coal prices decline," continues Cartwright. "However, our Free Trade Agreement with China and TPP (Trans Pacific Partnership) give us cause for optimism, as do greater investments in agriculture. From a logistics perspective, the conversation is turning to building supply chains to manage the increased food channels into Asia."

For Australian 3PLs, Cartwright says growth is evident but so is competition – domestic and international.

"Through the global financial crisis, businesses stop building and growing but post crisis, we were in a phase where everyone was building and catching up with demand," explains Cartwright. "And now we have international players circling to enter our market, with all eyes on Asia, which will make the landscape very competitive in coming years."

Cartwright also presumes consolidation will become more of a trend in the future as busi-



A huge continent with a comparatively small population makes for a highly regulated and very competitive trucking industry in Australia. (Photo courtesy of Montague Cold Storage.)

nesses collapse or merge. "Japan Post acquired Toll – Australia's biggest transport company – and we also have an international takeover battle currently underway for Ascaino – our largest stevedore and rail operator.

"Value-added services are fundamental to securing existing business as well as capturing growth," notes Cartwright. "We recognize business intelligence tools, over and above fundamental WMS operations, as the big value add of the future. It turns the warehouse provider into a supply chain partner that can offer customers support and advice on continuous improvement."

Cartwright adds that providing a transport management system (TMS) to support customers' transport services is now also key. "We do not have a transport fleet, but we understand the ability for 3PLs to not only manage, but highlight, opportunities to better utilize the transport network as a strong point of differentiation."

Cartwright notes that compliance on trucking regulations is high in Australia. "It's a super-competitive environment because of the challenges of such a wide landscape to service with a comparatively small population."

He adds that rail across regional Australia is in decline as the economics cannot support the investment. "But, intermodal around capital cities and port infrastructure will play a significant role in the future and is a hot topic with business and government policy makers. As import/export activities increase along with population growth in major cities, intermodal will play a big part in future infrastructure." @

ALEXANDRA WALSH is Vice President of Association Vision and a contributor to COLD FACTS.

EMAIL: awalsh@associationvision.com

PRIMUS



PLANNING • ARCHITECTURE/ENGINEERING • PROCESS DESIGN
 MATERIAL HANDLING • CONSTRUCTION MANAGEMENT
 770.928.7120 • www.primusbuilders.com



Celebrating 125 Years of Cold Chain Excellence!

The 125th IARW-WFLO Convention will offer a variety of new and exciting educational, social and business development experiences. Keynote presenters will focus on business issues that are impacting your organization and gone are the Focus Sessions in their place are Peer to Peer Executive Roundtables, Entrepreneur Encounters, and Cool Pioneers learning arenas each designed for senior level executives needing to understand and find solutions to key business challenges and opportunities.

PEER TO PEER EXECUTIVE ROUNDTABLES

Peer to Peer Executive Roundtables provide attendees a chance to share ideas, ask questions, and solve problems with their peers.

E2 — ENTREPRENEUR ENCOUNTER

Learn from some of the best and brightest entrepreneurs today who have grown companies and brands from the ground-up.

COOL PIONEERS

Hear from cold chain industry pioneers who are innovating in human capital development, cost-savings, and time-saving.

A silhouette of a city skyline with various buildings and structures, including a prominent tower and a bridge, set against a yellow background.

REGISTER NOW

www.gcca.org/125th-iarw-wflo-convention

A decorative graphic in the bottom right corner consisting of a curved line with three colored circles: orange, green, and blue.

DON'T USE SOCIAL MEDIA WITHOUT ONE

Policies protect companies and individuals.

By Sheryl S. Jackson

In 2015, 72 percent of online American adults use Facebook and 40 percent of cell phone owners use a social networking site on their phones. With over four million company profiles, LinkedIn has also become a hub for connecting with people and businesses.

What do these statistics mean for the cold chain and how are industry members using social media? More importantly, what type of policies should you have in place to prevent misuse of the communications channels?

“Some cold chain companies are ahead of the curve with the technology and actively involved in social media, with policies in place, while others are just exploring how to use social media,” says Nicole M. Monachino, an attorney with Jackson Lewis. “The reality is that every business in the cold chain needs a social media policy because its use is the norm.”

Social Media and HR

The key to creating an effective policy is to first clarify how you use social media. Unlike retailers who reach out directly to customers to promote their business, members of the cold chain are more likely to use social media for employee communications, community image or employment purposes.

For human resource (HR) professionals, social media presents a challenge because looking at an applicant's LinkedIn or other online profile can provide access to information that cannot be used when making a hiring decision, points out Ashley Albers, HR Manager at Nor-Am Cold Storage. “For example, if I see that someone participated in a Race to Cure Cancer in honor of a family member, I

now know that cancer runs in their family.”

To protect the business from allegations that age, gender, family situation, political views, religious beliefs or other personal factors affected the hiring decisions, social media policies for HR recruiters should be clearly defined. Monachino offers the following tips:

- **Be consistent about use of social or online media:** “If an HR department uses LinkedIn, Google or other online sources to gather information about potential employees, be sure to use it for all candidates for the position,” suggests Monachino. Policies should identify who looks at the profiles and what criteria are considered, she adds.
- **Use a checklist to gather information:** “A checklist that contains all of the lawful criteria that can be used in an employment situation should be used for every profile screened,” says Monachino. “If you are looking for a certified driver with five years of experience, include it on the list and complete a list for each candidate.” The ability to demonstrate that the same screening process was applied to each candidate can mitigate allegations of discrimination.
- **Be transparent about use of social media and online searches:** “Provide notice to applicants that you do use online searches for information and seek consent for the

search,” recommends Monachino. Even if someone has included information in their profile that they don't want potential employers to see, the notice gives them a chance to remove it.

- **Conduct online and social media interactions honestly:** “An HR employee, hiring manager or company representative should never represent themselves as anything other than who they are,” says Monachino. Facebook friend requests should be handled carefully because linking to potential or current employees gives you access to information that goes beyond the employer-employee or applicant relationship.

Policy Education

Outside the HR function, cold chain businesses need to educate managers, supervisors and employees about the use of social media, suggests Albers, whose company developed an information technology policy that included a section for social media in 2013. “We rolled out our policy along with an updated employee handbook so everyone received the information at the same time.”

“We put our policy in the language we use to talk to our employees and we reminded employees that whatever they post online will follow them forever,” says Albers. “We can't tell employees not to talk about work conditions, pay or other personal opinions about work, but we do tell people not to harass co-workers or customers, and to always remember that they are representing Nor-Am.” The Nor-Am policy basically follows the “Golden Rule” principle, she adds. “Be respectful in your comments and treat others the way you want to be treated.”

Albers also advises managers to think care-

fully before they accept a friend invite from an employee. “I don’t want my managers or supervisors, or myself, to appear to be monitoring employees’ social media sites.”

Social Media Challenges for the Cold Chain

A challenge for cold chain businesses is the wide range of technology skills and access to technology throughout the company, says Albers. “The majority of our employees are in the warehouse with limited access to the Internet but many do have smartphones and check social media on their breaks,” she says. To protect the privacy of customers whose product may be visible on the racks and other employees, Nor-Am does restrict posting photos of warehouse operations on personal social media without permission.

Burriss Logistics’ primary use of social media is to communicate with team members, explains Sarah B. Lauzen, communications strategist for Burriss. Although an internal website and email were used to share an internal newsletter and other company news, many employees did not have access. “A lot of our warehouse team members don’t have access to a computer at work to view the website and only 700 of our approximately 1,700 team members have a company email address. We now use Facebook to share news about the company and team members because it reaches everyone who has personal access to social media. We discovered that social media helps create the kind of engaged team members who act as company advocates and draw visibility to their workplace in a positive way.”

Drivers make up one of the most active social media groups and they are regularly using one feature that was not expected, points out Lauzen. “I was surprised to see that many drivers are using the check-in feature of Facebook when they arrive at different warehouses,” she says. “They use the feature as a way to rate their experience at the warehouse – positive and negative.”

Turning to an outside expert is one piece of advice Lauzen offers. “An outside expert on social media policy and law should review any policy you develop. Regulations change constantly and it takes an expert to keep up with the changes.”

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

EMAIL: sherylsjackson@bellsouth.net

EXCERPT FROM NOR-AM'S TECHNOLOGY USAGE GUIDELINES

Social Media

Social Media includes all means of communicating or posting information or content of any sort on the internet, whether or not the location is affiliated with Nor-Am Cold Storage. Ultimately, you are solely responsible for what you post on-line. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow employees, customers, suppliers, people who work on behalf of Nor-Am or Nor-Am’s legitimate business interests may result in disciplinary action up to and including termination.

Know and Follow The Rules. Be familiar with all Nor-Am policies and ensure your postings are consistent with them. Inappropriate posting that may include discriminatory remarks, harassment and threats of violence may subject you to disciplinary action.

Be Respectful. Always be fair and courteous to fellow employees, customers, suppliers and people who work on behalf of Nor-Am. Keep in mind that you are more likely to resolve work related complaints by speaking directly with your co-workers or by utilizing our open door policy than by posting complaints or criticism on-line. Nevertheless, if you decide to post complaints, avoid using statements, pictures, video or audio that reasonably could be viewed as malicious, obscene, threatening, intimidating, disparaging, or that might constitute bullying or harassment.

Be honest and accurate when posting information or news. If you make a mistake, correct it quickly. Never post information or rumors that you know to be false about Nor-Am, fellow employee, customers, suppliers, or people working on behalf of Nor-Am or competitors. Maintain the confidentiality of Nor-am trade secrets, private or confidential information or work product. Respect financial disclosure laws. Express only your personal opinions. Never represent yourself as a spokesperson for Nor-Am. If Nor-Am is the subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of Nor-Am. If you do publish a blog or website related to the work you do, it is best to include a disclaimer such as “the postings on this site are my own and do not necessarily reflect the views of Nor-Am.”



Americold employees attending the Advancing Women in Leadership Conference, held at Emory University in Atlanta, October 2015. (Photo courtesy of Americold.)

WOMEN IN THE COLD

A diverse workforce leads to evolution and growth.

By Alexandra Walsh

The topic of recruiting and retaining the next generation of workers is a hot button issue for the cold chain industry. But in an industry whose management ranks are dominated by middle-aged, white males, is it doing all it can to attract the talented human capital it needs?

“Unemployment is at an all-time low, and in some markets, almost no one is looking for a job. If you’re in the cold storage business and you’re only attracting one gender, you need to take a look at your company culture, your environment, your job description, your interview process, and what you’re offering,” says Diaya Mills, Strategic Account Sales Manager for Employeebridge, a full service staffing agency working with industries ranging from logistics to manufacturing.

“From my perspective, women and the diverse viewpoint they bring to the workforce make the organization better and create more effective leadership, retention

and engagement,” says Kathryn Mullen, Senior Director of Leadership and Organizational Development at Americold.

“Every industry should want to make its workforce fair and balanced, and it’s good to diversify that workforce in every capacity – by age, by nationality and by gender,” states Mills. “If you limit the diversity of your workforce, you limit the opportunity for companies to grow and evolve and industry will stagnate.”

Acquisition and Recruitment

Bringing awareness to the importance of the cold chain industry and the infrastruc-

ture it provides is essential to attracting and recruiting talented women, especially younger ones, suggests Paula Lafferty, Vice President of Finance at SnoTemp Cold Storage.

“Young women, and young men, want to be working towards something larger than themselves, something they are passionate about and that makes them feel good about what they’re doing,” says Lafferty. “Our industry is providing safe, fresh, healthy food across the world, often to places that can’t grow their own. You have to tie that message to our industry and that’s how you will draw talented young women.”

“In recruiting, we try to have as diverse a slate of candidates as possible,” points out Mullen. “Ultimately, we will hire the right person for the job, and we’ll pull from a very diverse pool of applicants giving many different types of people the opportunity to compete for that job.”

Mullen adds that at career and job fairs at universities and other locations, they make

sure they have diverse representation from the company. “This way women job seekers look at who’s representing the company and understand that there are many people like them working at Americold.”

“You have to make sure you’re getting it right from the start and that the written job description is open and not gender biased,” explains Mills. “You also have to ensure that the hiring managers are trained in interviewing and asking the right questions that allow them to be open to a diversified workforce.”

Retaining Your Talent

“Once we hire, we want to ensure our female employees feel included in the organization and find their place here,” acknowledges Mullen.

She says one effort towards that end is the Women in the Supply Chain (WISC) group Americold started in 2014. A highlight for the group was when a number of members attended a Women in Leadership conference at Emory University in Atlanta, Georgia. “The goal of these activities is to foster relationships between women in leadership positions,” says Mullen. “And, executive sponsorship is critical to our company’s diversity efforts. As an example, at this year’s WISC conference, our Executive Team hosted an offsite dinner with all of the Americold conference attendees.”

Mullen also points to the mentoring program that Americold recently launched. “We pair women in senior positions with more junior members of our leadership teams to talk about challenges they encounter and their future career path.” She adds that these activities are also great recruiting tools. “To say we have these activities will help female candidates make the decision to come to Americold instead of another company.”

Mills points out that while she’s noticing more women in management and leadership positions in the cold chain, they’re not always heard. “They might have a seat at the table, but they don’t always have a voice at the table.”

Mills recommends internal focus groups to make sure those voices are heard. “Women want to know what part they play in the mission of their company. In turn, the company should provide them with feedback, show them what their career path looks like and understand their desires on that career path.”



Paula Lafferty and her cousin Caroline Lafferty wearing #freezergirl shirts in SnoTemp’s -25°F ice cream freezer. The shirts were created by Ashley Albers and Marissa Brandt from NorAm Cold Storage, with proceeds going to supporting a scholarship for women in the industry. (Photo courtesy of Paula Lafferty.)



Paula Lafferty and her brother Jason Lafferty, SnoTemp CEO. (Photo courtesy of Paula Lafferty.)

Providing education, training, and certification also helps greatly with retention, as does employee engagement, adds Mills. “Your female employees should feel that regardless of their role at the company, they have the opportunity to engage with upper management.”

But, says Mills, perhaps the most important part of retaining women employees is fair pay. “If you’re not paying competitively, if you’re below market, if you’re paying administrative staff less than warehouse staff, all the other benefits and great things about your company won’t matter – you’ll lose them.”

Lafferty points out that SnoTemp has created a wage philosophy that ensures equal pay regardless of gender. “To break down gender bias, it is equally important to encourage men to cross through traditional roles, at work and at home. At SnoTemp our cross training program is taking momentum and we have men from the warehouse spending time in administrative positions as well as women training on the warehouse floor. This brings about not just a more equitable, but a more collaborative work environment.”

Reflecting on whether she would want a daughter of hers to go into the family business, Lafferty says she would encourage any of her future children if they were interested, wanted to put in the work, and were willing to develop a passion for the job.

“While I have always been on an administrative trajectory, I would have appreciated being encouraged to gain a deeper understanding of our refrigeration systems, warehousing, and spend more time driving a forklift when I started working at SnoTemp,” admits Lafferty. “I would urge my daughter to spend time in all roles within the company to develop a well rounded understanding of the industry and find her passion. I’d tell her she doesn’t have to be in maintenance or on a forklift forever, but the knowledge she would gain about the company and industry will be invaluable.”

ALEXANDRA WALSH is Vice President of Association Vision and a contributor to COLD FACTS.

EMAIL: awalsh@associationvision.com

COLD TREATMENT FOR SOUTHERN FRUITS

USDA pilot program opens opportunities in the Southeast United States.

By Karen E. Thuermer

Direct shipment of select cold-treated produce from South America to Georgia's Port of Savannah and select Florida ports not only significantly reduces shipping time and hence transportation costs, it provides consumers access to fresher fruit.

Enter the U.S. Department of Agriculture Animal and Plant Health Inspection Service (USDA-APHIS) pilot program that began in October 2013, and allowed entry via the Port of Savannah, PortMiami, Port Everglades, and the Port of Fort Lauderdale.

"After a successful first year of the pilot program, the Georgia Port Authority (GPA) is working with USDA and U.S. Customs and Border Protection (USCBP) to expand the number of commodities and countries that can use Savannah as a port of entry," comments Chris Logan, GPA's Senior Director of Trade Development.

By offering reliable operations, efficient and timely inspections of perishable products, GPA would like to establish Savannah as the gateway to the United States Southeast for perishable cargo. It offers over 830,000 square feet of private cold storage surrounding the port. Logan stresses that GPA and private industry also have the infrastructure to support the growing cold cargo business.

Various Florida seaports also seek to make this claim and have worked closely with the

USDA, Florida Perishable Trade Commission, Florida Department of Agriculture, and the USCBP to obtain approval to enter the pilot program. Consequently, the program was expanded in October of 2015 to include the Port of Jacksonville (JAXPORT), Port Manatee, and Port Tampa Bay.

Whereby the pilot program originally allowed imports of blueberries and grapes from Peru and Uruguay, the expanded program now also encompasses citrus from Peru, as well as blueberries, apples and pears from Argentina to be shipped to the additional Florida seaports.

Pilot Details

The USDA pilot program details that certain cold treated produce can enter select seaports below the 39 degree latitude, thereby reducing shipping times and final costs assumed by the consumer as well as preserving freshness.

"The pilot program is targeting fruits that require cold treatment versus fumigation," says Frank Camp, JAXPORT Director for Non-Containerized Sales. "It looks at fruits that

need sustained temperature for a set number of days coming up from Latin America. That business traditionally went to ports in the Delaware River and north. That was a legacy hangover from long ago on those rules."

Camp reports that the program was driven by growers and shippers in South America who employ techniques that mitigate certain risk factors that could potentially harm U.S. agriculture, particularly in the Southeast. It is also the result of a shift in transporting perishable products via break bulk to steamship lines hauling refrigerated containers (reefers). Products must complete an in-transit cold treatment at 35-37 C. degrees for 15 to 17 days as a condition of entry.

"If that cold chain is broken, or the fruit has exceeded the required number of days at temperature, it cannot be offloaded at a Southeastern port," Camp explains.

Maurice Grier, General Manager, Burriss Logistics, sees the development of the new cold treatment process as opening up opportunities. "The transportation cost savings associated with being able to import this product into the Southeast, compared to trucking it down from the Northeast, is significant enough to force the growers/buyers to seriously consider using the Southern ports," he says. "It places them in a position to get fresher fruit to the market sooner."

"We have easier reach in Florida and the greater Southeast region," Camp says.

“Containers arriving at PortMiami or Port Everglades still have a 300-mile dray before reaching the Georgia state line. That’s a huge advantage for us.”

JAXPORT also boasts 3 million cubic feet of on-dock refrigerated space and more than 31 million cubic feet of temperature-controlled warehouse space.

While the port has a history of handling temperature sensitive frozen and reefer cargo, Camp emphasizes the importance of its partners in making the program a success.

Raul Alfonso, Port Tampa Bay Executive Vice President and Chief Commercial Officer, comments how Tampa’s participation in the pilot program dovetails with plans to develop new 130,000-square-foot, state-of-the-art, on-dock cold storage capacity. In August 2015, the port’s board of commissioners unanimously approved a 27-year lease with Port Logistics Tampa Bay to develop the cold storage facility.

“The facility is adjacent to our container terminal and is being designed with 360 degree quality supply chain certification and will be a state-of-the-art facility with advanced racking systems,” describes Wade Elliott, Port Tampa Bay Spokesman.

The new cold storage will be the first phase of a multi-phased expansion that will later include a new express rail terminal serving markets in the Midwest, as well as an inte-



Workers move frozen cargo at the Gulf States Cold Storage facility near the Port of Savannah. The company opened a 55,000 sq. ft. expansion this year. (Photo courtesy of Georgia Ports Authority.)

grated food logistics campus with additional refrigerated warehouse capacity for storage and distribution, packaging, processing, and other value-added services for food and beverage products. Two new post-Panamax container cranes also are expected to be delivered in early 2016.

With 207,000 square feet of refrigerated on-dock warehouse space and 300 reefer plugs, Port Manatee has the largest chill capacity on Florida’s west coast. The facilities are owned by Port Manatee but operated by the stevedoring companies Logistec and Federal Marine Terminals.

“Our current import operations located at the port have received Food Safety Man-

agement Systems (FSMS) certification from PrimusGFS, which is a global food safety initiative,” says Virginia Zimmermann, Manatee County Port Authority Spokesperson. “The ports sales and marketing staff, as well as the stevedores, are contacting local importers and advising them of the new approvals allowing the new commodities to move through the port.”

Relationships Count

While the Pilot Program expands opportunities for cold-treated perishables in the Southeast, it does not diminish the importance of ports in the Northeast that have strong relationships with South American produce growers and have built an impressive infrastructure to support them.

The Maritime Exchange for the Delaware River and Bay points out how Delaware River port operators have developed an expertise in handling these delicate commodities that is unparalleled in the United States.

“Our success is about more than just access to infrastructure, transportation networks, and markets and a committed, experienced labor force, though these are certainly critical factors that we’ve worked diligently to develop,” says Robert Palaima, Chilean-American Chamber of Commerce President. “But it’s also about relationships that have been built up and nurtured over decades.” ☞



Port Manatee’s two mobile harbor cranes offloading chilled cargo from Fresh Del Monte Produce Vessel. (Photo courtesy of Manatee County Port Authority.)

KAREN E. THUERMER is a freelance writer based in Alexandria, Virginia, who specializes in economic and logistics issues.

EMAIL: kthuermer@aol.com

TRADE WARS

A look at how Russian sanctions are impacting the European cold storage industry.

By Bsrat Mezghebe

The effects of bans on European exports to Russia, and beef exports to some of the world's largest markets, are critical to assessing the health of the cold chain industry.

Russian counter-sanctions, a response to Western sanctions over the Ukraine crisis and in place until August 2016, have had varied impact on the European industry. The negative effect has been undeniable on the Baltic States, in which much of the demand for temperature-controlled supply chain services is driven by the volume of transit goods en route to Russia.

"Business is stagnant," explains Darius Beinortas, CEO of VPA Logistics in Lithuania. "Markets not dependent on transit goods and mainly serving domestic demand or other markets have suffered the least, but Baltic countries are small and not big producers. It's a good political statement to champion diversification but our infrastructure is built for transit and too large to service local markets."

Additionally, currency devaluation in Russia, the Ukraine, Belarus, and Kazakhstan has dampened buying power in the region, which in turn has reduced supply and put downward pressure on industry pricing.

"For countries that produced goods historically exported to Russia, the immediate impact of the sanctions was positive for warehouse operators as inventory had to be stored longer until alternative markets could be secured," remarks Paul Shortt, General Manager of Castlecool in Ireland. "However, when inventory becomes very high, as it was after the 2013 horse meat controversy, warehouse customers might be unable to dispose of stock at normal market rates and seek discounts from operators, affecting their, and the industry's, bottom

line," he goes on to explain.

As the United States, Canada, and China slowly begin to open their markets to European beef, temperature-controlled supply chain operators stand to benefit overall.

Shortt clarifies that of the two kinds of major beef products, prime cuts, which are currently being exported to the United States, get airlifted on smaller pallets, while manufacturing beef is shipped frozen (whenever licenses are granted) and in larger quantities, serving as more of a driver for industry demand. He adds that in the

long term, "export food producers prefer to get products to the marketplace as soon as possible, which can lessen demand for intermediary logistics providers such as warehouses."

The Powers That Be

In the summer of 2015, the European Commission announced that it would extend Russian-ban support measures for producers in the dairy sector until February 2016, and fruit and vegetable sector until June 2016.

Dairy producers, who have formerly sold 500,000 tons to the Russian market, were recently offered a package of 500 million euros comprised of direct subsidies, private storage aid, and payments for rural development programs.

"We welcome support from Brussels," Shortt comments. "As the dairy markets are



When inventory becomes very high, warehouse customers might seek discounts from operators. (Photo courtesy of VPA Logistics.)

19TH EUROPEAN COLD CHAIN CONFERENCE

6-8 March 2016

Amsterdam, The Netherlands

The Global Cold Chain Alliance (GCCA) is hosting the 19th European Cold Chain Conference, bringing together over 100 high-level executives representing temperature-controlled storage, transportation, logistics, distribution, and construction services. This global event connects companies and industry professionals from Europe and around the world.

Participants will benefit from:

- Educational programming with experts presenting cutting edge approaches to energy and refrigeration, operational excellence, administration & human resources, and innovation and trends.
- An expansive expo featuring the latest technologies, solutions, and products and services from industry leaders.
- Hours of networking opportunities.

More information can be found at
www.gcca.org/19th-european-cold-chain-conference/



Refrigerated truck delivery during rush hour in Rome, Italy.

currently oversupplied, subsidies will prevent price crashes and generate demand for temperature-controlled storage services.”

Beinortas calls for the EU to do more. “The agriculture sector was subsidized for losses they faced as a result of Russia’s sanc-

tions, but there were no programs for the cold storage industry, especially the transit subsector. It’s very hard for bigger facilities in the Baltic region to reposition themselves and substitute Eastern bound cargo for Western bound cargo.”

BSRAT MEZGHEBE is a Communications Consultant and former GCCA Knowledge Manager.

EMAIL: bsratm@gmail.com

DEGREES BEYOND...

szero.com



Plumrose
Council Bluffs, IA

Industrial Refrigeration and Thermal Construction



JOB SAFETY ANALYSIS 101

Why JSAs are important and the best ways to conduct them.

By Keith Loria

It's estimated that thousands of work-related injuries occur in the public refrigerated warehouse industry each year, which can have numerous negative connotations for a business. Injuries cannot only slow or halt operations altogether, but incidents can also lead to violations and fines from regulatory agencies.

The good news is, there's plenty that can be done to control safety and limit the number of job related injuries; it all comes down to training employees properly and conducting a substantial Job Safety Analysis (JSA) to learn where a company is going wrong.

A JSA can help prevent workplace injuries and illnesses by looking at your workplace operations, establishing proper job procedures, and ensuring that all employees are trained properly.

In the first quarter of 2016, the GCCA is releasing the "IARW Job Safety Analysis Template," a practical guide to Job Safety Analysis, which will detail some of the measures a company should be doing.

The finished template will outline the proper way to perform a Job Safety Analysis that leads to a determination of recommended procedure or precaution in terms of acts or behavior.

Ken Hudson, Director of Environmental Health and Safety-Western Division for Lineage Logistics, believes that companies can help prevent injuries by looking at operations and establishing proper job procedures ensuring that all employees are trained properly.

"Performing a Job Safety Analysis allows facilities within the association to be involved in evaluating each job task to identify inherent hazards associated with the job tasks our employees are performing in an effort to eliminate or reduce the risk of injuries," he says. "Companies that have remained faithful and disciplined to employee safety and have integrated safety as equals into all of their processes enjoy the many benefits of a total safety culture workplace."

Annamarie Gibbs, CSP, ASP, CRIS, Senior Vice President, Manager, Risk Control Services for Lockton Companies, notes that the industry has a unique set of employee risks related to physical requirements and environmental conditions, which is why a JSA is a great risk assessment tool used to identify and control these out-of-the-ordinary exposures.

"The chief benefit of a JSA is a highly focused hazard assessment process by job task," she explains. "It can and should be used as a resource for supervisors to train new employees; as a tool to control job steps; as a tool to systematically identify potential hazards and controls; as a benchmark for accident investigation; and as a tool for review of employee performance."

A Solid Plan

Workplace hazards that can be eliminated or lessened with proper job safety analysis include slip and falls, accidents caused from forklift operations, cold environment, rack storage, and manual material handling.

According to Hudson, a JSA can be used for almost any task, from operating Material Handling Equipment (MHE) in the warehouse, to performing maintenance on an anhydrous ammonia refrigeration system.

For example, MHE operation can be very hazardous, so the first thing a JSA would recommend, in addition to ensuring the operator is properly trained, is to look at the type of equipment in operation, the environment in which it is operating, and any unique hazard that is presented to the operator.

"In addition to wearing freezer gear, gloves and insulated steel or composite toe boots, operators of high lift reach trucks may need to wear safety glasses to protect their eyes from the potential of falling debris when looking up while placing pallets in the racks," Hudson notes. "An ammonia refrigeration technician who is draining oil from the system would take precautions such as knowing the location of the eyewash and safety shower, and knowing the escape route from the machine room. They would also know the requirements to wear specific PPE identified in the JSA such as a splash face shield, protective gauntlet gloves, and have their air purifying respirator available on their person if needed."

The JSA should be tied directly to the Standard Operating Procedures (SOPs) when assessing hazards and prescribing PPE for a job task. Once you know what the hazards are,

you can reduce or eliminate them before an injury occurs.

“The JSAs are a way to get our frontline employees involved in the safety process. It allows us to utilize their expertise in each specific job task to identify the hazards, to apply administrative or engineering controls and to specify personal protective equipment to be used while performing the job task,” Hudson shares. “Once you know what the hazards are and how to protect your employees, you will enjoy a safer workplace with the likelihood of reduced injuries, reduced workers compensation costs, and increased worker productivity, which results in higher profitability.”

Reaching Out to Newbies

The training of new employees is extremely important in decreasing the number of workplace incidents, as new hires are often younger and less experienced than more

veteran workers, who are more familiar with the equipment.

“The new employees often lack the training necessary to perform all job functions safely and efficiently in the new work environment,” Gibbs states. “The company’s safety culture is rarely fully understood by new employees and they may try ‘to prove themselves’ by taking unnecessary risks.”

That’s why she recommends providing a mentor for the new employee. The mentor should be someone who can provide one-on-one training to ensure that standard practices and procedures, the acceptable methods of operation, and the overall safety culture are conveyed in a positive and correct manner.

“Arrange for the mentor to check on the new employee’s safety performance throughout the shift,” Gibbs offers. “Make sure the safety manager, the supervisor, and even the plant manager ‘check in’ as often as

possible. This will make an impression on the importance of working safe.”

To protect the business – and the people who work there – each new hire should be trained to each job task with a standard operating procedure and the JSA prior to performing the job. Allow time for new employees to demonstrate the skills they have learned; don’t just expect one-time training and demonstration to be good enough.

“Training new employees with a JSA is a great training tool and allows them to become intimate with the job task and to know what hazards exist and what PPE is needed to protect themselves,” Hudson shares.

Current employees should also be receiving training and be subject to verification efforts, regardless of how long they have worked there. Still, your tenured employees are a great benefit in developing JSAs within your facility as they know the job tasks and hazards better than anyone else, so use their expertise to develop JSAs for each specific job task and use them to train your new employees.

“Get them involved in whatever safety activities are going on – rack safety, equipment inspections, audits, accident investigations, and safety training,” Gibbs says. “Don’t let the new or current employees think anything except that their safety performance is critical.”

Final Thoughts

Performing a JSA is like detective work. You need to ask what can go wrong, what are the hazards, what are the consequences and contributing factors, how could someone get injured, and what is the likelihood of occurrence.

“Develop the JSA by breaking it down step-by-step. Look for a safer way to do the job, describe each step of the job task, and take into consideration any administrative or engineering controls to reduce the risks of the job task with PPE being the last control measure” Hudson says. “Review your JSA on an annual basis; you may find that your job task may have changed or that you may have missed a step in the initial JSA. JSA should also be reviewed after a near miss or injury.”

KEITH LORIA is a veteran freelance writer and contributor to *COLD FACTS*.

EMAIL: freelancekeith@gmail.com



MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS

AGRO MERCHANTS GROUP announced the addition of Nordic Logistics and Warehousing, LLC, located in Atlanta, Georgia, to its portfolio. The company's latest partnership with Nordic expands its North American footprint and value-added service offerings, and adds Savannah as another key U.S. port of entry/exit for its global customers. The deal will add a total of 12 facilities, 70 million cubic feet of refrigerated and frozen space, and 218,000 pallet positions to the AGRO network.



DATEX recently added multi-task interleaving to its popular warehouse management system, Dutex FootPrint WMS. The company also launched a labor management module developed to enable supply chain businesses to be able to better manage and enable workforce productivity.



DEMATIC announced an agreement to acquire Reddwerks Corporation. The acquisition is subject to approval by Reddwerks' shareholders and other customary closing conditions.



EVAPCO, INC. was honored with a Spirit of Excellence Award from Hormel Foods Corporation for its exceptional service to Hormel in 2014. The company also released its SST-B Series of industrial evaporators. SST-B evaporators offer an average five percent increase in capacity compared to its predecessor, the SST-A Series.



Jim Schroeder, Vice President of Engineering, Hormel (left), presenting EVAPCO Inc. President and CEO Bill Bartley (right) with the Spirit of Excellence Award.

HENNINGSEN COLD STORAGE was recognized at both of its Portland, Oregon facilities by the OSHA five-year On-Site Consultation Program's Safety and Health Achievement Recognition Program (SHARP) for continuing to exceed injury and illness prevention standards. Both facilities have maintained a DART (Days Away, Restricted, or Transferred) rate below the national average within the transportation and warehousing industry.



LINEAGE LOGISTICS, LLC broke ground on the expansion of its Tacoma, Washington cold storage distribution facility. The expansion project will add over 20,000 pallet positions of frozen warehouse capacity and bring Lineage's total capacity in the Pacific Northwest to over 93 million cubic feet of temperature-controlled warehousing space. Opening of the expansion is planned for 2016.



LOCUS TRAXX WORLDWIDE EUROPE announced Anserlog as its new distributor for Spain. Headquartered in Aguadulce, Almería, Anserlog specializes in the management of shipments containing fresh and frozen food, produce, and pharmaceuticals.



KINGSPAN PANELS attended the White House Summit on Climate & the Road through Paris. The Summit gathered leaders from the government, private sector, academic, technical and scientific communities to focus on cross-sector efforts to tackle the climate change challenge in the United States and globally. The company also debuted a new development to its IPN-QuadCore. The insulated panel core is HFR-free with superior levels of thermal, fire and overall environmental performance of any closed-cell material. Kingspan also hired Brent Trenga to be its Director of Sustainability and Education.



LONE STAR COLD STORAGE, INC. is constructing an 82,000-square-foot addition to its 145,000-square-foot cold storage facility in Richardson, Texas, a suburb of Dallas/Fort Worth.



MATTIONI, LTD. announced the addition of two new associates to the firm; Anna Haslinsky and Kira Rold.



MAXITRANS opened a new trailer dealership in the Western Sydney suburb of Smeaton Grange, Australia. The new facility provides a comprehensive end-to-end offering to customers, with new and used sales and service and repair facilities on site.



PREFERRED FREEZER SERVICES opened its newest facility in Lynden, Washington. The facility marks the company's second location in Washington state and 35th in the United States.



THE RAYMOND CORPORATION celebrated the 35th anniversary of its Raymond parts distribution center located in Syracuse, New York. The company also hosted a National Manufacturing Day event at its headquarters in Greene, New York, unveiling a 47,000-square-foot addition to its facility and the reconfiguration of manufacturing space and introduced the new Model 7310 4-D® Reach-Fork truck with four-directional travel capability, allowing increased storage space and aiding operators in handling long, bulky loads with less damage.



SNOTEMP COLD STORAGE became the first public refrigerated warehouse in Oregon to receive the British Retail Consortium Global Standard Certification for Storage and Distribution under the Global Food Safety Initiative at both of its sites in Eugene and Albany.

Continued on page 27

GCCA is working with the U.S. Meat Export Federation and the North American Meat Institute regarding export certification of pork exports to China. The guidance included in a post in the GCCA Community 3PL Supply Chain Forum is intended to help cold storage facilities comply with the ractopamine free certification required for exports to the People's Republic of China. The full requirements are listed in the USDA-FSIS Export Library but in short, in accordance with the "Ractopamine Residue Program," it is important to note that cold storages are not permitted to conduct ractopamine residue testing. GCCA members should be aware that cold storage facilities receiving, purchasing or selling pork intended for export to China must receive either a ractopamine residue certificate of analysis or the FSIS Transfer Certificate (FSIS Form 2630-9) from the slaughter establishment.



The 125th **IARW-WFLO** Convention will be held April 16–19, 2016 at The Cosmopolitan in Las Vegas, NV. The traditional convention Expo component has moved to the Global Cold Chain Expo scheduled for June 20–22, 2016 at

McCormick Place in Chicago, IL, and will no longer be a feature of the convention. However, there will be plenty of high-level business development and networking opportunities for buyers and suppliers to connect and build relationships — just in a different way than in past years. Four keynote presenters will focus on business issues that are impacting cold chain organizations. New Peer-to-Peer Executive Roundtables, Entrepreneur Encounters, and Cool Pioneers learning arenas replace the Focus Sessions from previous years. Each of these new learning opportunities is designed for senior-level executives who need to understand and find solutions to key business challenges. More information is posted on the GCCA website at www.gcca.org.



IRTA conducted one of its quarterly Cold Chain Executive Connections (CCEC) in San Diego, California, on December 3, 2015, in conjunction with Cargo Logistics America. This CCEC roundtable discussion and networking lunch brought together an exclusive group of IRTA members for a roundtable discussion on the latest trends impacting the tem-

perature controlled transportation industry. In addition to the roundtable discussion, IRTA conducted an educational session as part of the Cargo Logistics America's program titled *The New Food Safety Regulations Are Coming - Are You Ready?*, presented by IRTA Board Member Bud Rodowick.



IACSC announced its newly elected officers and board members starting with Brian King of A M King as the 2015-2016 Chairman of IACSC, Tim Nguyen of ESI Group was elected as Vice Chairman and Vince Free of SubZero Contractors was elected Treasurer. Board members elected to three-year terms include Chase Deaton of Rytec High Performance Doors, Curt Edmisten of MTC Logistics, Scott Guimond of Fisher Construction Group, and Jim Romine of Lineage Logistics. Board members re-elected to three-year terms include Peter Clayton of Peter Clayton Services, Dwight Clark of Jamison Door, Wade Hudson of Cold Storage Construction, Daren Sealover of Graycor Construction Company, and Jeff Wiersum of 5th Wall Solutions. IACSC also recognized outgoing IACSC Chairman Erik Gunderson of Primus Builders for his leadership during the past year. ☞

GCCA MEMBER NEWS

(continued from page 26)

TIPPMANN INNOVATION (formerly Tippmann Engineering and Tippmann Design Build) recently partnered with Midwest Poultry Services to design and build an innovative facility for egg cooling, dry storage and processing. Tippmann also successfully patented its QuickFreeze System and T2 Spacer System.



THE URUGUAYAN NATIONAL PORTS ADMINISTRATION awarded Friopuerto and its local partner Rilcomar the concession to operate a cold storage installation at the Free Port of Montevideo.



VAPOR ARMOUR named Randy Bogrand as Chief Operating Officer, effective immediately. He will focus his attention on sales and marketing, daily operations, and budget implementation. With the addition of Bogrand, Vapor Armour will be positioned to continue its national expansion, while benefitting from the leadership of an experienced c-level executive. A lawyer by training, Bogrand practiced business law for 10 years before transitioning into business management. Most recently, Mr. Bogrand served as COO for Elite Care, a chain of retirement communities. He also consults on mergers and acquisitions and business management projects through his company, WesternCap Associates, LLC.

Correction

The GCCA Member News in the November-December 2015 issue of *COLD FACTS* incorrectly reported that U.S. Growers Cold Storage received the 2015 National Design-Build Project/Team Award from the Design-Build Institute of America. The award went to United States Cold Storage for its newest distribution center in Covington, TN.

We regret the error.

NEW MEMBERS

NEW MEMBER COMPANIES OF GCCA CORE PARTNERS



IARW-WFLO WAREHOUSES

Arcticold Logistics Limited
Hung Hom, Kowloon, Hong Kong

M/S Yamuna Industries Ltd.
Greater Noida, Uttar Pradesh, India

North Star Cold Storage
Stanwood, Washington, United States



WFLO MEMBERS

Hudson Global Strategies
Arlington, Virginia, United States



IACSC

ALTA Refrigeration, Inc.
Peachtree City, Georgia, United States

Alset Engineered Products LLC
Fort Worth, Texas, United States

Cosco Fire Protection, Inc.
Fresno, California, United States

Espacios Integrales Refrigerados SA de CV
Naucalpan, México

JAX Refrigeration
Jacksonville Beach, Florida, United States

Metro Cooling Corp.
Bronx, New York, United States

M/S Yamuna Industries Ltd.
Greater Noida, Uttar Pradesh, India

Net Zero Alliance
West Des Moines, Iowa, United States

Pactia (Agros Group Concreto Group Alliance) Medellin, Antioquia, Colombia

Wiegmann Associates
Saint Charles, Missouri, United States



IRTA

M/S Yamuna Industries Ltd.
Greater Noida, Uttar Pradesh, India

The Proven Leader in Cold Storage Construction



Integrity is our Foundation.



Martin Construction is a full-service Design/Build General Contractor ready to help you with new construction, addition and renovation projects throughout the East Coast.



- Planning
- Sealed Design
- Pre-Engineered
- Structural Steel
- Refrigeration
- Mechanicals
- Racking
- Sprinkler
- Lighting



Temple, PA (717) 336-2965 martinconstruction.net

Protecting you

Protecting your business

Protecting your future



Get the cold, hard facts.

Warehouse Legal Liability • Property and Casualty
Transportation

Your IARW service team:

Connie Phipps . Joe Howard . Paige Lowder
Call 816.960.9946 or visit www.lockton.com.



444 W. 47th Street, Suite 900, Kansas City, MO 64112 • 816.960.9000
WE LIVE SERVICE![®] Insurance • Risk Management • Employee Benefits
© 2009 Lockton, Inc. All rights reserved. Images © 2009 JupiterImages Corporation

2016 CALENDAR

JANUARY 30-FEBRUARY 3, 2016

52nd WFLO Institute

Atlanta, Georgia, United States

FEBRUARY 1-5, 2016

GCCA Small-scale Postharvest

Technologies Short Course/Study Tour

Badung, Bali, Indonesia

FEBRUARY 18-20, 2016

**IARW-WFLO Past Chairmen's
Council Meeting**

Del Mar, California, United States

FEBRUARY 22, 2016

**GCCA Cold Chain Executive
Connection**

Dubai, United Arab Emirates

MARCH 6-8, 2016

**GCCA 19th European Cold Chain
Conference**

Amsterdam, The Netherlands

APRIL 16-20, 2016

125th IARW-WFLO Convention

Las Vegas, Nevada, United States

JUNE 18-22, 2016

3rd WFLO Graduate Institute

Chicago, Illinois, United States

JUNE 20-22, 2016

**GCCA – United Fresh Global
Cold Chain Expo**

Chicago, Illinois, United States

JUNE 27-29, 2016

WFLO Institute: Latin America

Panama City, Panama

JULY 31-AUGUST 2, 2016

GCCA Assembly of Committees (AOC)

Washington, D.C., United States

*For more details go to www.gcca.org/events

WFLO WELCOMES NEW SAC MEMBER

The GCCA and the World Food Logistics Organization (WFLO) welcomed a new member to its prestigious Scientific Advisory Council (SAC) on January 1, 2016, complementing the existing strong expertise in food-safety related transport, logistics, and load consolidation that the SAC currently provides. The WFLO Board of Directors voted to confirm the nomination of Dr. Faris Karim Hussain of Kansas State University, whose expertise is ammonia contamination and food toxicology, in October 2015.

Dr. Karim has extensive experience in the area of food science. He obtained two post graduate degrees in food science from Kansas State University, where he is currently the manager of the Food Chemistry Lab.

At the university, Dr. Karim developed many projects involving food safety, food analysis, and food toxicology. Dr. Karim also has contributed to numerous publications and educational posters related to the ammonia contamination of food as well as food toxicology.

In 2014, the honor society for food science and technology, Phi Tau Sigma, awarded Dr. Karim the first place prize in the Toxicology Division Research Competition. In addition to his research and teaching experience with Kansas State University, Dr. Karim has several years of private sector experience in quality control of food products.

The WFLO SAC is an eminent group of food scientists, logistics, and packaging experts from around the world that provides cutting-edge research and advice to members of the GCCA and its Core Partners. The SAC is currently chaired by WFLO Scientific Advisor Dr. Michael Jahncke with the Virginia Seafood Agricultural Research & Extension Center, and his area of expertise is fish products. Some of the other areas of expertise of the SAC's 14 advisors include poultry and dairy products, refrigerated transportation, food regulations, post-harvest technologies, packaging, freezing and refrigerated engineering. ☺



Dr. Faris Karim Hussain of Kansas State University

COOL PEOPLE

PROFILING INFLUENTIAL PEOPLE CONNECTED TO THE COLD CHAIN INDUSTRY



CHRIS STURMAN
Chief Executive
Food Storage and Distribution
Federation (FSDF)

Chris Sturman is the Chief Executive of the Food Storage and Distribution Federation (FSDF), which provides the organizational and functional structure for companies involved in, or associated with, the United Kingdom food and drink storage and distribution industry to join together and address issues of common interest.

CF: (COLD FACTS) How did you get into the food logistics industry?

CHRIS STURMAN: I started my career as a management trainee in the auto transport and distribution sector and then transferred into logistics service supply. My first food role was general manager of the largest U.K. distribution center for Mars confectionary at the age of 32, and then I moved on to frozen foods with Young's Seafoods before transferring to chilled and frozen services with Wincanton, a division of Unigate, which was then the largest milk and dairy products producer in the U.K.

CF: What are the top issues impacting the cold chain/logistics industry in Europe?

CS: Energy efficiency – the cost and availability of energy and the new regulations



The best part of working in this industry has been being able to mentor, guide and encourage new entrants into what is an exciting, creative, dynamic and crucial industry sector – after all, we help feed the nation – whichever that may be!"

– CHRIS STURMAN

relating to HFC refrigerants with a 79 percent phase down over 15 years to reduce global warming. Added to that are interest rates, the balance/trade off between facility location and transportation efficiency, allied to financial returns and return on investment in the current environment of low oil prices – but who knows when oil prices will start to rise again?

CF: As an affiliate partner of the GCCA, the Food Storage and Distribution Federation of the U.K. brings a unique "European perspective" to networking events. How would you describe that perspective?

CS: Interesting question – unique is a very good way of putting it. We still seem to have that insular attitude towards the rest of Europe – Fog in the English Channel, Europe cut off! – and the current referendum demonstrates that detachment and difference. However, we are members of the European Union, with some wide ranging cultures, customs and attitudes, and I guess we in the United Kingdom, when we do get involved, provide a bridge between Brussels and other parts of the world where there is still some significant connection that goes back hundreds of years.

It does also help to have originated a language, which above all others, can be described as being truly global – much as the French do find that difficult. However, it does enable us to understand and distill a range of views and opinions.

CF: What do you think will be the biggest change in the way the food and drink supply chain looks in the United Kingdom 10 years from now?

CS: The biggest change must be the move to Omni Channel and the challenge to conventional retail from Internet shopping with the entry of Amazon and other generic Internet shopping providers. This has been built on consumer expectation and satisfaction and the consumer reverting back to a multi-shop process, rather than the big shop every seven days. This is resulting in major structural changes, which will take some time to settle down.

CF: What do you like most, and what do you like least, about working in this industry?

CS: Best – I have met and worked with a wide range of interesting, talented, personable, knowledgeable, time challenged and difficult people in my 47 years – and can say that only two have been really indescribably awful. The best has been being able to mentor, guide and encourage new entrants into what is an exciting, creative, dynamic and crucial industry sector – after all, we help feed the nation – whichever that may be!

Worst – unnecessary regulation, and bureaucracy. I am pleased, though, that in the United Kingdom, we now have a Better Regulation Delivery office of the government that has as its agenda, to remove costly administrative burden and to collaborate with industry to increase business efficiency. Amen to that! @

JAMISON: INDEPENDENT THIRD-PARTY TEST LAB RESULTS

The HCR Door results are in: ***80% efficient*** in blocking air infiltration



The HCR calorimetric environmental test chamber at CTS Labs in Urbana, IL.

HCR pioneered the air door market 37 years ago and now has over 4000 worldwide installations. Until recently there was no authoritative, independent third-party test lab data that documented the efficiency of the unique HCR air door.

A three-month evaluation was recently completed, and those results are now available to the marketplace.

Creative Thermal Solutions (CTS) is a leading test lab for products in the HVAC and refrigeration industries. They test products that claim to offer increased energy efficiency, reduced energy consumption, and environmental sustainability. CTS labs recently conducted an extensive thermal performance analysis on HCR air doors. **The results verified that the HCR Model AC (Single Air Door) is 80% energy efficient* when stopping air infiltration and energy transfer between rooms with different temperatures.**

HCR Air Doors - Remove All Obstacles

HCR demonstrates the greatest energy efficiency for doorways with over 10% DOT (door-open time), and can represent considerable and even dramatic energy savings in the right application. In addition to energy savings, HCR significantly reduces moisture from entering the cold room, and prevents icing and condensation on floors, walls, and products. Reduced frosting of the refrigeration cooling coils will result in fewer defrost cycles.

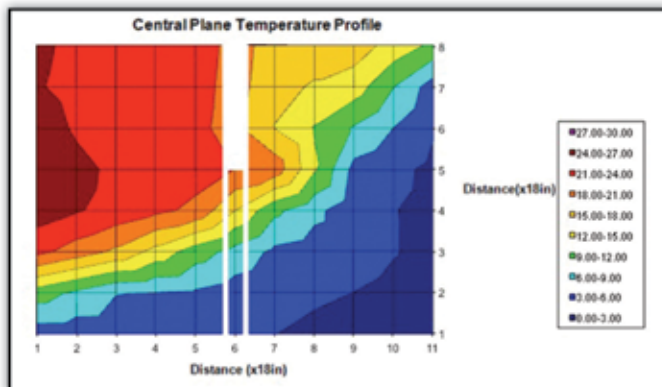
For more details about the CTS test results, visit www.hcrairdoors.com

JAMISON | HCR Air Doors

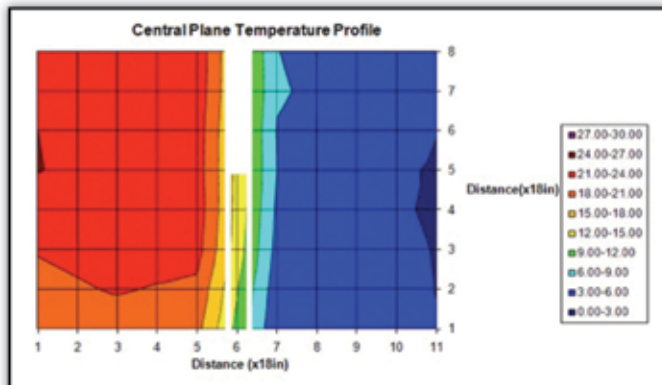
www.jamisondoor.com

800-326-7700

*For details and the lab performance report visit www.hcrairdoors.com, contact your Jamison or HCR representative, or call 800-326-7700. Request the White Paper on the Evaluation of Horizontal Recirculatory Air Curtain Efficiencies – Cooler to Conditioned Space, D. Rhyner, HCR, Inc.



Temp profile: air door off



Temp profile: air door on

FLOOR FACTS

- ① **FEWER JOINTS** = increase productivity as equipment travels faster
- ② **HARDENED FINISH** = improved appearance, durability, smoothness and ease of cleaning
- ③ **KALMAN FLOOR** = best buy in the industry for 99 years

KALMAN FLOORS HAVE UP TO 90% FEWER JOINTS



- Easy-to-clean
- Non-dusting
- Self-polishing
- Abrasion-resistant
- Longest warranty in the industry

Building Value for You



Ask us how we can help you get LEED points



KALMAN
FLOOR COMPANY, INC.

Kalman Floor Company has been building value for you since 1916.

I N D U S T R I A L F L O O R C O N T R A C T O R • W O R L D W I D E S E R V I C E

1202 Bergen Parkway, Suite 110
Evergreen, Colorado USA 80439

info@kalmanfloor.com

303-674-2290
www.kalmanfloor.com