



**UNITED STATES  
COLD STORAGE**

# THE SHIELD

1<sup>ST</sup> QUARTER 2018



**AUTOMATED HIGH-RISE  
LEBANON, IN - OPENING 2018**  
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## MESSAGE FROM THE CEO

### DAVID HARLAN

Greetings and welcome to a new year. I'm writing this in late January as we've just completed a senior management meeting. I must admit, right off, that it has me quite encouraged for the bright future of United States Cold Storage and its employees.

We dedicated our first full meeting day to human resources. We took time to identify some of our company's upwardly mobile professionals. Then we discussed long-range plans to tailor training, mentoring and overall career development for these employees—and for associates throughout the overall company. This truly has become a big focus for us as we grow and expand. As we continue future planning, I realize this meeting also was the first step of many around this human resources theme.

We discussed one related issue, which is the difficulty of finding and hiring new warehouse associates to operate high lift equipment in our cold environments. In some markets, we truly do face a shortage of potential employees and it's difficult to find, train and retain good people.

As a result, we have increased our focus on automation and we have three major projects this year. One involves a pallet-in, pallet-out high bay storage addition at USCS Lebanon, IN. The second project, at USCS Covington, TN, involves an automated fork truck-mounted clamp for layer picking. A third project at USCS Wilmington, IL, will involve a gantry crane operation for high volume layer picking.

We're interested to utilize these three methods of automation and learn to combine them with other facility design and automated technologies in the future. It's here that I recall a management team visit to a sister company, Swire Bottling in Salt Lake City, UT. That fully automated, full-case selection operation has been cutting edge and it certainly piqued our interest. As for USCS, I want to thank David Butterfield, Vice President-Midwest Region; Larry Alderfer, Chief Operating Officer; Mike Lynch, Vice President, Engineering and Chad Bowen, Program Manager-Automation & Innovation, for leading our exploratory efforts.

Speaking of USCS' Engineering team, I'm pleased to say we're keeping them quite busy with our company's continued growth. Last quarter, I mentioned Swire Group's approval of our three-year plans. Now we're already underway with many related projects. We've just completed a new addition at USCS Covington, TN, and expect a new building at USCS Laredo, TX, to be operational this March. We're also expanding at USCS Fresno, CA, and in McDonough, GA. We're looking at a new building in Warsaw, NC, we purchased land in Denton, TX, just north of Dallas and we're also looking at land in northern Indiana.

Last but not least, we expect this year to move USCS' corporate office to Camden, NJ. The layout of our building there is more open, inviting for collaboration and will house a new, state-of-the-art training center. It's bringing quite a bit of energy and excitement to our employees and I believe it will be a real asset to our company's future growth.

In conclusion, I want to acknowledge the hard work and dedication of all our valued team members. Moreover, I want to thank our loyal customers, who make all of this possible.



David M. Harlan  
CEO





# WHAT'S NEW AT USCS

## ITS TIME HAS COME

### MORE USCS SITES OFFER VALUE-ADDED PRODUCT REPACK SERVICE.

Sure, this is a time of advancing technology and automation—but it's also a time when USCS relies as much as ever on the human touch.

One of the company's most exciting and fastest growing value-added services involves its ability to repack and re-case products. Ultimately, it's all about pleasing the customer's customer (a supermarket retailer or foodservice distributor) and even the ultimate customer—the consumer.

In the end, recasing services provide retailers with cases of quality product (always maintained at proper temperatures) for their distribution systems. Inside the store level, USCS' repack services often literally "go that last mile" to give consumers a convenient selection of product SKU options (different flavors) inside a display-ready carton. This repacking is often most common in club store environments.

This service has grown dramatically since USCS first offered it in the mid-2000's. Today, USCS offers value-added recasing and repacking services from coast to coast—involving company warehouses in Laredo, TX; Lebanon, IN; Covington, TN; Hazleton and Quakertown, PA; and Medley, FL. Not surprisingly, USCS employees have repacked or recased everything from frozen French fries, ice cream, and fish, to fresh items such as vegetables and fruit.

USCS' initial repacking and recasing activities sometimes take place right on the refrigerated dock or in a nearby corridor. With the program's growth, however, many new warehouses (including expanded sites in Covington and Laredo) had more extensive enclosed refrigerated docks and dedicated repack rooms.

#### At its core, these activities typically include:

**RECASING:** Removing crushed or otherwise damaged corrugated cases (often arriving via rail) and transferring product into new cases ready to be placed in inventory. USCS also assigns new tracking codes to these cases for inventory order tracking.

**REPACKING:** USCS employees will pick cases of product that either have just arrived (still in the dock area) or are in warehouse inventory. Employees prepare retail display-ready cartons and then open the cases to find and select individual products for custom assortments in the retail display-ready cartons. Once these new assortments are finalized (for example, a combination of plain and onion pierogies placed side by side in one display carton), retail display-ready cartons are closed, assigned new SKUs and re-cased and then case-coded before they return to inventory storage for later shipping.

Retailers have very little to no freezer storage space at the store level and don't want to order pallet loads of product. It helps them if we can ship a pallet load including three cases of mixed unit item assortments, which they can simply pull right off and use at a store level.

Meanwhile, our manufacturer-shipper customers like this service, it means they no longer need a middle man—another company that just handles and repacks products only then to ship it back to the processor or on to us. That additional repacker means the whole process takes longer, requires more handling, and exposes the product to potential quality loss.

Repack Team - Covington, TN



# EMPLOYEE HIGHLIGHT

## NICOLE JANECZEK



#### WORK EXPERIENCE

2013-Present: Regional Human Resources Manager- Midwest Region, Minooka, IL  
2007-2013: Human Resources Manager, UTi Worldwide Inc., Aurora, IL  
2006: Double Master's Degrees, Human Resources, and Management, Webster University  
2001-2004: Worked in California as a Strategic Planner for the Military  
2000: Bachelor's, Marketing, Northern Illinois University, DeKalb, IL

When you're a self-described "people person," there are just certain occupations that make more sense than others. That's the story of Nicole Janeczek, USCS Regional Human Resources Manager-Midwest Region.

However, every good story has its twists and turns. A native to Country Club Hills, IL, in suburban southwest Chicago, Janeczek went to Northern Illinois University and earned a bachelor's degree in marketing in 2000.

After school, she moved to California and took her first job in executive recruiting. After relocating to a military base Fort Irwin, CA, she later became a strategic military planner. She says it was then that she discovered her passion for human resources. With that, Janeczek went on to pursue not one—but two—post-graduate degrees. In 2006, she finished with master's degrees in both human resources and management from Webster University.

"I am a people person. I love talking to people about their careers or even just their thoughts about the day," she says. "Trying to figure people out—is what drives me. I also love it when you hire someone, you can help advance their career, and they're successful. It is such an awesome feeling to know you helped an employee move their career forward."

After graduation, Janeczek returned to the Chicago area and joined the Aurora, IL, regional office of UTi Worldwide Inc., a Long Beach, CA, provider of non-asset based logistics services. From 2007 to 2013, she served as a human resources manager responsible for five UTi locations. It wasn't long then before Janeczek said she began hearing about USCS.

"I lived in the local (southwest Chicago) area and heard that USCS was a great place to work. Although they did not have any open human resources positions, I sent my resume to USCS Minooka, IL, in 2012. To my surprise, then Dave Butterfield, Vice President-Midwest Region, called me in 2012 and I started January 2013."

Ask Janeczek what she likes most about her job and her answer, understandably, is "the people."

"When you like the people you work with it makes it very easy to come to work and to work as a team," she notes. "Moreover, the company is very caring for its employees. I find that everyone is down to earth, they listen and they are fun."

That's not to say that Janeczek hasn't been stretched to grow within her role.

"It's challenging and rewarding to take on different projects," she notes. "It means not only trying hard to maintain your area but also trying to improve year after year. For example, we strive to lower costs on issues related to unemployment and temp services. Meanwhile, we're learning better ways to recruit new employees. And we always want to boost retention. We're excited about setting up new programs for interns and management trainees."

All the while, Janeczek thanks Butterfield for his continued involvement.

"Dave takes time to hear you out," she says. "He always is supportive of new ideas and helps us drive change in our HR-related areas."

For his part, Butterfield also couldn't be more pleased.

"Nicole has fit in great with the US Cold culture and with supporting general managers in the region. She's become an integral part of warehouse operations—from hiring, training, benefits administration—all the way to serving as a 'big sister.' I like that she takes a practical approach to administering all aspects of what we need to stay compliant with human resource policies. She also does quite a bit to enable our management teams to learn, grow and develop."

That said, Janeczek has become one of USCS' strongest proponents.

"The company offers a great culture, with great benefits—and plenty of opportunities to grow," she says.



# COLD COMFORT, CONVENIENCE:

## USCS HELPS DE WAFELBAKKERS BUILD US BUSINESS

You know you've got a winning formula when you have a product or service that makes someone's life easier and better. That's the story of success behind De Wafelbakkers LLC. Since 1984, this North Little Rock, AR, company has specialized in frozen pancakes that give consumers a quick, warm and comforting meal to start each day.

In some ways, USCS serves a similar role for De Wafelbakkers. Since 2016, USCS has partnered with De Wafelbakkers to provide public refrigerated warehousing, consolidated COLDshare™ LTL shipping, and logistics network analysis. Previously, the company had handled all these functions internally.

Now, De Wafelbakkers can merely concentrate on what it does best: making great-tasting breakfasts and growing its business.

And that's precisely what the company has done. In keeping with its Dutch name, the company traces its history back to a bakery in Holland, Wafel Janssen, which began exporting waffles to the United States in 1984. With quick success, the Janssen brothers realized it was time to start producing their distinctive waffles here, and they struck up a manufacturing deal with Meyer's Bakery in Hope, Ark. Today De Wafelbakkers is one of the largest frozen pancake brands in the nation. Their products are available at every Walmart and in more than 15,000 grocery stores.

The company supplies product nationwide from bakeries in North Little Rock as well as McDonough, GA. Since 2016, USCS has managed De Wafelbakkers' nationwide logistics planning and warehousing from warehouses in McDonough as well as Bethlehem, PA; Ft. Worth, TX; and Lebanon, IN.

"De Wafelbakkers had not used a third-party logistics provider before, and they found that we could bring benefits with transportation services, logistics network analysis, and less-than-truckload shipping," notes Jeff Kunneman, USCS Business Development Manager for the company's South Central, Southeast & Mid-Atlantic Regions. "These all represented cost-saving opportunities, and we're pleased to say that we've grown together since we started working with them in 2016. And when we announced plans to locate a warehouse right in McDonough, it made our arrangement even more enticing. They're great to work with, and we want to help them find even more opportunities to grow."

“U.S. Cold has been a great partner as we have seen growth significantly above our forecasts for the past year. They have been able to meet our needs for both warehousing and distribution.”

Dumas Garrett  
President & CEO of De Wafelbakkers



# USCS MOBILE APP

Some new technologies help USCS's food manufacturer customers better track inventories and communicate data. Then again, some of USCS's most important customers are the company's employees. One new technology this year is purely meant to improve the lives of USCS team members.

Rolling out this spring is USCS's new mobile app, called "BeneDetails". It's a benefits enrollment and information portal where employees can easily access a detailed overview of all USCS benefit plans.

"Most people only use the BeneDetails website once a year during open enrollment—but then forget the great benefits they have available to them as a USCS employee," notes Tracey Giordano, Manager-Benefit Services. "One of the most significant challenges we've faced has been the ability to reach employees directly to provide information on their benefits package.

"Since a lot of our workforce does not have a company email, the only way to provide employees with news about their benefits would be a mail sent to their home, which is costly," she adds. "This app will give us the ability to reach out to our decentralized and mobile workforce with greater ease and efficiency."

Giordano says the app (1) lets employees review at-a-glance information on all company benefits, (2) creates notifications, friendly alerts and reminders and (3) provides a list of who to contact for any need, at any time. It also gives employees a tool to stay up to date with the company initiatives and plan changes.

In particular, the app also gives Human Resources greater ability to reach out and remind new hires employees around the timeframe they need to enroll in their benefits. A newly hired employee will get three reminders before their election period ends, which will be a help to both the employee and the local HR representatives.

USCS developed the program over a six-month period with Mercer, the company's benefits broker based in New York City.

Giordano adds, "We also hope this app will give employees the resources to take a preventative approach to their health—by getting reminder notifications to utilize their health plan for preventative screenings."

### COMMON QUESTIONS

**Q: What do I need to register?**

A: You will need to provide your last name, birthdate and employee identification number. If you do not know your employee ID, it is listed on a company paystub. You will also need to provide an email address to receive a confirmation of your username and password. Download the app, create a username and password and you now have 24x7, 365-day access to helpful information about USCS programs. It's that easy!

**Q: What type of information is available?**

A: The app provides general plan information. Meanwhile, employees will only be able to access their personal health information through the secure carrier websites. You can view frequently requested forms, instructions when you are newly hired and leaving USCS.

**Q: Who has access?**

A: All USCS benefit eligible employees can download the app as well as covered spouses and dependents. Spouses or dependents can download the app onto their smartphones using the employee's username and password. Once activated, they will have the same access to benefits information and will also be able to receive notifications and reminders.

**Q: What technology platforms support it?**

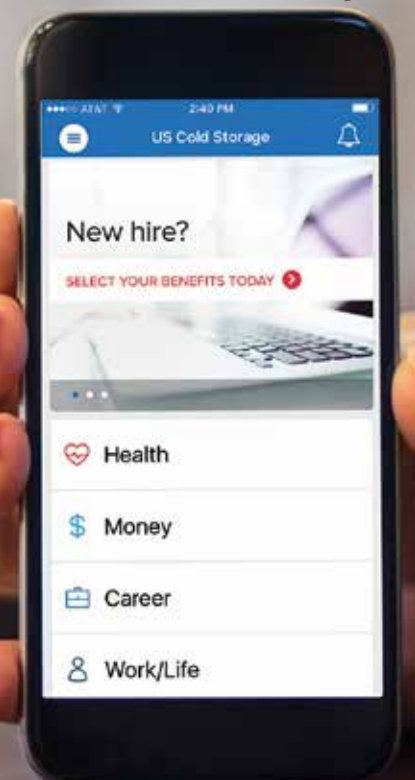
A: The app is available for download to Apple iPhones running IOS 9 or later, Smartphones running Android OS 6 or later, iPads and tablets. Employees will NOT be able to download to a laptop or desktop computer, a windows phone, Blackberry or flip-phone.

**Q: Will it be offered in Spanish?**

A: Yes. USCS hopes to release a Spanish language version in April.

**Q: How might you improve this offering in the future?**

A: USCS can gather analytics around usage. Although technology will not track in-app behavior per individual user, human resources will be able to track data around Onboarding (registered users), the number of daily/monthly users, top pages visited and average session length. The analytics the technology produces will provide insights to serve all employees in the future better.





# INFORMATION TECHNOLOGY

**“The most anticipated, highly modernized, and proprietary 3PL warehouse management system is on its way to our warehouses and customers in the summer of 2018. It reflects five years of hard work, the contribution of half-dozen leaders, and more than one hundred talented technology professionals.”**

—Srini Gudipati, Vice President of Information Technology

## Flight of the PHENIX

USCS’ new “eWM” warehouse management system debuts this year.

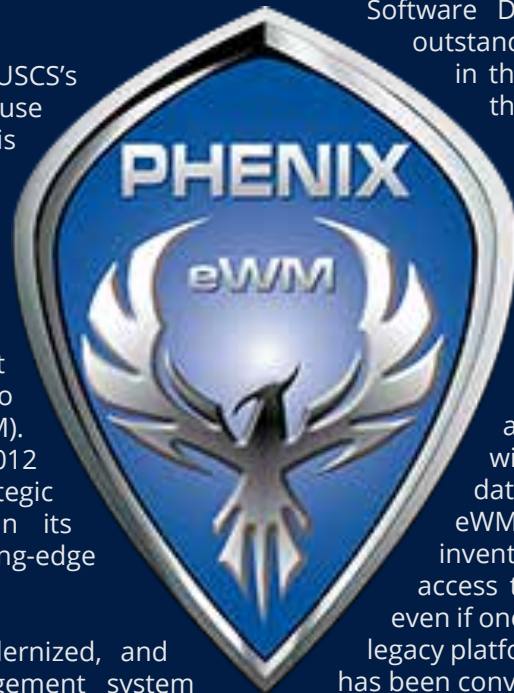
After five years in development, USCS’s comprehensive in-house warehouse management system will be ready this summer for “go-live” implementation and roll out.

PHENIX is USCS’s comprehensive new information network that consolidates all warehouse management system (WMS), transportation management system (TMS) and online systems into a single, web-based platform (eWM). Its development dates back to 2012 and 2013 when USCS made the strategic decision to develop and maintain its own “home-grown” WMS with cutting-edge technology features.

“The most anticipated, highly modernized, and proprietary 3PL warehouse management system is on its way to our warehouses and customers in the summer of 2018,” says Srini Gudipati, Vice President of Information Technology. “It reflects five years of hard work, the contributions of half-dozen leaders, and more than one hundred talented technology professionals.”

Gudipati adds, “Proprietary WMS positions USCS at a competitive advantage by delivering solutions to its customers at a rapid pace. In turn, this will help our customers’ businesses grow in this fast-changing environment.”

Gudipati credits Aleks Malamud, Director of New Software Development, and his team for “an outstanding job” of steering the PHENIX project in the right direction. eWM will be piloted this summer at one of USCS’ Mid-Atlantic regional locations. More rollouts will follow by the end of this year.



“This is an exciting time for our PHENIX project,” adds Malamud. “Our entire I.T. quality assurance team led by Deb Molinski, Phenix Product Manager, has worked hard to test every warehouse process and business rule. EDI and eUSCOLD will seamlessly synchronize customer data between the company’s legacy and eWM systems. USCS customers that have inventory in several locations will be able to access their orders, receipts and inventory—even if one location is still running the company’s legacy platform and another other location already has been converted to eWM.”

“We are assembling an eWM rollout team,” Malamud adds. “This group of people will travel from facility to facility and execute the hundreds of tasks associated with a system conversion. Tasks such training, equipment configuration, business process review and improvement, data migration and support—all will be performed before during and after the actual conversion.”

Gudipati concludes, “Our focus in 2018 is to implement and stabilize eWM in a handful of sites with no disruption to our customers and warehouse operations while supporting other warehouses running on legacy WMS.”



# ENGINEERING UPDATE

## USCS LEBANON EXPANSION BRINGS AUTOMATION

United States Cold Storage broke ground for a Phase 2 addition at the company’s Lebanon, IN, warehouse. Interestingly, a portion of the new build will include an automated storage and retrieval system (ASRS), and upon completion, it will represent USCS’s first automated public refrigerated warehouse site.

USCS Lebanon opened in 2009 with 6.3 million cubic feet of refrigerated and frozen storage and 24,300 pallet positions. The facility handles a wide range of refrigerated and frozen products held at temperatures from -20F to +60F.

Overall, the Phase 2 expansion will include a 5.1 million cubic foot addition with 16,000 more pallet positions and 10 additional shipping dock doors. Over the course of this year, it will involve a two-stage project with 6,000 pallets of conventional warehouse space opening first, sometime around July.

Meanwhile, officials expect by early 2019 to complete a 75-foot, seven-story ASRS building with room for 10,000 pallets. Chad Bowen, USCS Program Manager-Automation & Innovation, says the new building will house three ASRS cranes and two pick tunnels. Operators can select and retrieve pallets out from the system for picking and—afterward—introduce full, mixed “rainbow” pallets back into automated storage. Later, these mixed pallets can be automatically consolidated with full pallet orders when outbound trucks arrive.

Bowen says that David Butterfield, Regional Vice President-Midwest, led a team of USCS managers last year. They evaluated vendors and toured as many as 20 other automated facilities.

“Many of the facilities had ASRS systems that were installed more than 20 years ago and were still operating to service customer needs,” notes Bowen. “Implementing automation in the network will require a group of individuals from all areas of USCS to work together to ensure that this technology will meet customer needs. We realized that this includes groups from safety, operations, information technology, building maintenance, finance, and engineering.”

Bowen notes that to support all of the additional planned business for the Lebanon facility, USCS Lebanon will hire more warehouse employees and hire and train automation technicians and maintenance staff.

Putting all this work into perspective is Adam Ashley, USCS Lebanon General Manager.

“Our customer base in Lebanon has seen significant growth during the last two years. Also, our state and local economic development groups have targeted the food industry as a growth sector and want to expand it in central Indiana,” he says. “This expansion will help US Cold Lebanon meet this growing demand.”

Butterfield notes that local and regional customers are using Lebanon—located just north and west of Indianapolis—as a distribution center.

“Our Lebanon facility now participates in USCS’s Midwest COLDshare Program, a multi-vendor consolidation program that gives the existing customers and new customers the ability to service all 48 states,” he says. “This has provided more growth opportunities for USCS Lebanon as an industry leader in warehousing and a logistics provider.”



Under Construction in Lebanon, IN



# USCS REGIONAL ROUND UP

## WEST

Nearly 40 people were “USCS Turkey Trotters” last Thanksgiving in a Visalia, CA, Turkey Trot race to raise money and fight hunger in Visalia, CA. There were 38 USCS runners including **Tulare North** and **Tulare South** employees, family members and friends. Sponsored by Visalia Emergency Aid Council, the event included a 5k run and a two-mile walk and it raised funds for 33 families to be fed for a month. USCS employees thank the operations’ two general managers, Brian Ford and Chad Fox, for sponsoring the USCS team.

USCS’ Business Development team hosted the company’s annual Western Invitational Golf Outing in Carmel, CA, for area customers.

**USCS Tulare (CA) South** hosted a group of Land O’Lakes logistics and warehousing interns. USCS officials discussed how the facility handles Land O’Lakes products—including activities such as cycle counting, rail loading, butter grading, tempering and cross docking.

**Steve Palefsky**, General Manager, USCS McClellan Park, and **Stan Moya**, General Manager of USCS Tracy, CA attended the **California League of Food Processors** convention in Bakersfield, CA, on February 21-22.



## MIDWEST

**USCS Wilmington, IL**, held a two-part Christmas luncheon on December 13th and December 16th so all shifts could be in attendance. Those dining included all warehouse employees, customer service representatives, maintenance workers, transportation supervisors, human resources staff, managers, supervisors and regional accounting and payroll personnel. USCS also hosted members of the Wilmington police and fire departments. Celebrations also featured a Christmas tree decorating contest involving competing shifts and departments.

Wilmington Customer Service Representative **Karla Brueggert** retired in early March after 10 years with the company. Karla began at USCS Minooka, IL, and later transferred to Wilmington. She also served as a USCS “Road Warrior” to help train new employees in McDonough, GA. Karla will be dearly missed and her achievements will not be forgotten.

**USCS Minooka, IL**, held its annual holiday party (pictured) at Harrah’s Casino in Joliet, IL, in early January.



## NORTHEAST

**USCS Bethlehem, PA**, sent Jeff Borchelt, Regional Transportation Manager, and Maris Chan, Transportation Clerk, to Lehigh University’s Spring 2018 Career Fair. The USCS reps were looking for students interested and eligible for the company’s Transportation co-op program.

USCS recognizes 10-year work anniversaries for employees at several regional sites. Those now serving for a decade include **Gary Frey** and **Greg Johnson** at Quakertown (PA) West; **Samuel Delgado**, **Alberto Garcia** and **Matthew Schweibinz** at **Bethlehem**; and **Ryan Horvath** and **Cynthia Molenda** at USCS Hazleton.

The past quarter brought five regional promotions. In Bethlehem, **Christopher Kirk** was promoted to Northeast Regional CIT Supervisor and **Felipe Alvarado** was promoted to Inventory Supervisor. **Ryan Hinkel** was promoted to Training Supervisor for USCS Bethlehem (Miller Circle) PA. **Gerald Howatt** was named Chief Engineer for Quakertown West and **Christopher White** was promoted to Warehouse Supervisor for Quakertown East.

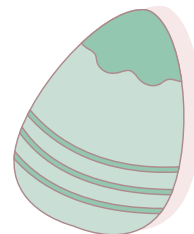
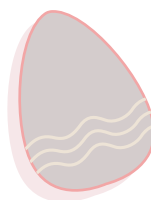
**Ron Longhany**, **Ray Rodriguez**, **Dorian Frank** and **Mauricio Gutierrez** hosted USCS’ customers and visitors at the 2018 Seafood Expo of North America in Boston, MA. This event was held on March 11-13 and USCS greeted visitors at Booth #1068.



## MID-ATLANTIC

In January, **USCS Harrisonburg, VA** held its annual Safety Committee Luncheon to thank all who served on the committee during 2017. Participants enjoyed a boxed restaurant lunch and everyone received a commemorative t-shirt. Regional Engineer Mark Herlihy was on hand for the event.

**USCS Milford, DE**, honored **Howard Cooper** as its “2017 Warehouseman of the Year.”



## VOORHEES, NJ / HEAD OFFICE

Several new student intern “Co-Ops” began January 2018 at USCS’ head office in Voorhees, N.J. New Co-Ops include **Kyle McGinly** and **Zachary Lane**, Logistics; **Thomas Quinn**, a CIT Improvement Analyst; **Michelle Tavani**, Leave Coordinator; **Nathan Hubbard**, Logistics Coordinator; **Jung Choe**, Help Desk Support Technician; **Stefanie Swope**, Payroll Processor; and **Christopher Rodig, Jr.**, Systems Administrator.

Voorhees office staffers held their annual “Wing Bowl Contest” for the fifth consecutive year. Winners were **Mike Lynch** and **Celina McFarland**.

**Keith Mowery**, **David Fleming**, **Marty Steinmetz** and **Dave Carr** attended the FoodShippers of America 63rd Annual Conference in Phoenix, AZ, on March 11-13.

The World Food Logistics Organization hosted its 2018 WFLO Institute program in Los Angeles in early March. USCS sent 64 employees as institute students to learn from industry leaders.



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# THE SHIELD

1<sup>ST</sup> QUARTER 2018



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## USCS NAMES ALDERFER CHIEF OPERATING OFFICER

Effective March 1, 2018, United States Cold Storage promoted Larry Alderfer to the new title of Chief Operating Officer. Alderfer previously was Senior Vice President and he retains responsibilities for Business Development, Corporate Development, Transportation / Logistics and Information Technology. With his new role, Alderfer now assumes responsibilities for regional operations in five regions.

“One of his first corporate development successes was to enter and expand our presence in the Pennsylvania market. Soon thereafter, Larry increased his responsibilities to include Regional Vice President for the Northeast Region,” notes David Harlan, USCS President & CEO. “Most recently, Larry earned the recognition and position of Senior Vice President. Throughout Larry’s 20 years with USCS, his influence has had a positive impact in the growth, strategic direction and development of Logistics, Information Technology, Corporate and Business Development.”



Alderfer began his USCS career in 1998 as Operations Manager, Union City, CA, and was promoted to General Manager there in 2000. After his positions in California, Larry returned to the Northeast to assume the corporate duties as Director of Transportation. During this time, Alderfer set the groundwork and foundation for this department to become the well-structured group it is today. Alderfer’s role then expanded to include Corporate Development and he was promoted to Vice President, Corporate Development and Logistics.

“This organizational structure is intended to preserve our fundamental philosophy of regional and facility profit center responsibility, while ensuring a uniform standard of excellence across the company,” Harlan adds. “Through the years, industry trends, regulations—all combined with our ‘Best in Cold’ commitment—have been the basis for our evolution into a more consistent approach to the essential company functions. I am certain that Larry’s education, leadership skills and experience will ensure him success with his expanded responsibilities. Please join me in congratulating Larry on his new position.”