CITY OF WILLOWS FEASIBILITY ANALYSIS AND BUSINESS CASE

for

A POTENTIAL COLD STORAGE FACILITY

March 29, 2019

MORRISON

MORRISON
10 Landing Circle, Suite 5, Chico, CA 95973 • (530) 893-4764
www.morrisonco.net

March 29, 2019

Mr. Wayne Peabody
City of Willows
201 North Lassen Street
Willows, CA 95988

Dear Mr. Peabody:

Morrison has assessed the feasibility of the City of Willows' proposed cold storage facility venture from the following standpoints:

1. Venture Description and Approach
2. Industry Overview
3. Market Analysis
4. Operational Analysis
5. Management Analysis
6. Capital
7. Risk Assessment

Our procedures consisted primarily of:

1. An assessment of internal information provided by the City of Willows.
2. As assessment of information provided by a private cold storage operator with an interest in potentially operating a facility in Glenn County.
3. An assessment of external statistics and other independent information.
4. An assessment of the market, operational, and management potential and needs, including the results of similar ventures.
5. Assessment of research, statistics, and historical information from a cold storage operator and from construction firms that build cold storage facilities
6. Discussions and written representations from City of Willows and County of Glenn personnel.

The purpose of a feasibility assessment is to determine the general viability of a proposed approach to a project. In the actual execution of a plan, external circumstances, internal decisions, and other factors may dictate departures from the original vision. Further, it is not possible to consider every possible cost or circumstance, internal or external. Accordingly, we make no representation as to the outcome of any action any party may take based on this Assessment. With these limitations, we have concluded that the general approaches to business organization, marketing, operations, and management discussed in this assessment are technically feasible.

This Assessment replaces and supersedes all previous drafts, correspondence, and other related communications, written or oral. Please contact me at your convenience with any questions or comments. Once again, I thank you for allowing us the privilege of providing services to City of Willows.

Sincerely,

R. Brent Morrison
Managing Principal

COLD STORAGE FEASIBILITY STUDY
A Project of City of Willows

TABLE OF CONTENTS

SECTION I. – EXECUTIVE SUMMARY

Venture Description and Approach (Section II)

Morrison was engaged by the City of Willows to conduct a feasibility analysis and business case regarding the potential establishment of a cold storage facility in Glenn County. As outlined in the initial grant proposal application submitted to USDA and the subsequent scope of work for Morrison, the goal of the venture was to: compile data and information to determine the potential need by local businesses for cold storage services, identify any regional cold storage competitors, outline a potential operations plan for cold storage facility, assess any likely management and organization needs, and conduct at least three to five years of financial analysis for a potential operation.

Industry Overview (Section III)

Cold storage is a temperature-controlled environment that is needed for many goods across several industries, including the food and beverage industry, technology industry, and pharmaceutical industry. Cold storage facilities are often either privately-owned for the sole use of one company's goods or products; or public in which multiple users can "rent" space from private operators of shared cold storage warehouses.

Independent research shows growth is anticipated in the cold storage industry. The United States cold storage market size was valued at $14.7 billion in 2017 and is expected to register a compound annual growth rate of 3.7% from 2018 to 2025. Public refrigerated storage facilities generated the highest revenue in 2017. Revenue is expected to continue to grow in this segment.

The latest USDA report on refrigerated capacity, published in 2018, shows a 13.6 percent decline in total US refrigerated capacity from 2015, where capacity was at 4.17 billion cubic feet. The capacity for 2017 is actually the lowest reported capacity by USDA since 2007. This decreased capacity is occurring at a time when the value of agricultural products is increasing in the state.

Market Analysis (Section IV)

To assess the market feasibility of a cold storage facility in Glenn County, Morrison implemented a multi-faced approach. Following an analysis of the regional market; qualitative data from food and agriculture companies; trucking companies; technology companies; and pharmaceutical companies was solicited and collected through a market survey. Secondary market research was also performed.

Of the 180 companies contacted for qualitative research, 78 participated in the one-on-one phone interviews including 61 food and agriculture companies, 16 transportation companies, and one technology company. All pharmaceutical companies contacted declined to participate. With a strong interest level in a cold storage facility among food and agriculture companies surveyed, secondary market research was conducted to inform volume projections and determine projected revenue based on this market interest. On a scale of 1-5, with 5 being the most likely, thirty food and agriculture companies ranked their likelihood of use a three, four, or five which represents more than 55% of survey participants. Twenty-four percent of all food and agriculture companies ranked likelihood of use a 5.

Operational Analysis (Section V)
The operational analysis for a potential cold storage facility included an assessment of potential locations for a cold storage facility within the city limits of Willows; an assessment of land/building acquisition; and an assessment of equipment needs and costs.

Management Analysis (Section VI)
Morrison explored the challenges and benefits of an ownership/management structure by a private owner; a city-owned management/ownership structure; and a public/private partnership.

Based on the analysis, it seems the most feasible and sustainable option for a management and operation structure is to leverage this feasibility analysis and business case to attract a private company to operate a public cold storage facility in Glenn County. To that end, the assessment of needed personnel and expertise to operate a Glenn County cold storage facility and costs and the assessment of potential hours/days of operation would be largely dependent on the private operator's experience.

Capital (Section VII)
Capital and operating costs are detailed in the financial projections prepared for this study, beginning on Page 39, and include:

- Total land costs of $175,000 per acre. Assuming a maximum of four acres needed for the facility, a cost of $700,000 is used.
- Total land improvement costs of $10 per square foot for all land (minus the building) for a total cost of $1.42 million.
- Building construction costs of $140 per square foot for a total estimated construction cost of $4.5 million.
- Total equipment costs of $541,540.

Operating capital will be needed to manage cash flow; the project does not anticipate generating an ending positive cash balance until Year 3 of the venture.

Risk Assessment (Section VIII)
As noted in this study, a Glenn County cold storage facility would likely be most feasible if it was constructed, owned, and operated by a private company well-versed in cold storage operations. If that approach was employed there would likely be low business risk.

Financial Projections (Section IX)
Through an evaluation of key market trends; a market demand survey; representations made by a private cold storage operator concerning historical costs; and additional outside research, financial statements have been prepared on a month-by-month basis for the five years of the venture. Earnings before interest, tax, depreciation, and amortization (EBITDA) for the project is projected to be $438,793; $685,792; $932,791; $932,791 and $932,791 in the first five years respectively, totaling $3.92 million.

Conclusions (Section X)
Within the limitations detailed in Section X, the factors related to approach, competition and markets, operational needs, management needs; capital needs, and risk indicate that a proposed cold storage facility in Glenn County is feasible. ■

SECTION II. – VENTURE DESCRIPTION AND APPROACH

In late 2017 Morrison was engaged by the City of Willows to conduct a feasibility analysis and business case regarding the potential establishment of a cold storage facility in Glenn County. A 2017 United States Department of Agriculture (USDA) Rural Business Development Grant supported this work.

As outlined in the initial grant proposal application submitted to USDA and the subsequent scope of work for Morrison, the goal of the venture was to: compile data and information to determine the potential need by local businesses for cold storage services, identify any regional cold storage competitors, outline a potential operations plan for a cold storage facility, assess likely management and organization needs, and conduct at least three to five years of financial projections for a potential operation.

The feasibility analysis and business case was designed to be documented in a formal report that could be used by Glenn County and the cities within the community to explore the potential of one of the local municipalities operating the cold storage facility, or to attract a private operator of a cold storage facility.

Morrison met with City of Willows and County of Glenn staff, conducted personal interviews with more than 78 regional businesses to determine potential demand for cold storage, conducted interviews with management and personnel at existing cold storage facilities, and performed independent research related to cold storage facilities.

The sum of this work is documented in this report. Key findings include:

- Demand for cold storage in the region among food and agriculture companies is strong. In Glenn County and surrounding counties, however, much of the documented demand is from small producers with smaller volumes of product needing storage on an inconsistent basis.
- In the absence of a shared cold storage warehouse facility, several local companies have proceeded to build or install cold storage facilities for their private use. As demand for cold storage grows, the main competition for a shared regional facility will likely be the potential users themselves, rather than competing shared cold storage space.
- A site analysis found that a location at Basin Street Properties would offer the most flexibility for design of a cold storage facility; the likely lowest land acquisition costs if a private third-party operator was to construct the facility (as opposed to the City of Willows); and the closest proximity to Interstate 5, necessary for the transport of products in cold storage. There are significant land improvement costs for this undeveloped site.
- A private company well-versed in cold storage operations and management is likely the most feasible and sustainable approach to building and operating a public cold storage facility in Glenn County.
- As noted in the attached pro forma financial projections prepared for this venture (see Appendix A and the Financial Projections section of this document beginning on Page 39), a cold storage facility in Glenn County could generate net revenues of $(160,176);

$105,085; $382,267; $409,110; and $435,182 in the first five years respectively, totaling $1,171,468 over the first five years of the venture.

- Earnings before interest, tax, depreciation, and amortization (EBITDA) for the project is projected to be $438,793; $685,792; $932,791; $932,791 and $932,791 in the first five years respectively, totaling $3.92 million.

■

SECTION III. – INDUSTRY OVERVIEW

Cold storage is a temperature-controlled environment that is needed for many goods across several industries, including the food and beverage industry, technology industry, and pharmaceutical industry.

Cold storage facilities are often either privately-owned for the sole use of one company's goods or products; or public in which multiple users can "rent" space from private operators of shared cold storage warehouses.

Globally, the total capacity of refrigerated warehouses (deemed as cold storage) worldwide was 616 million cubic meters in 2018 (approximately 21,753,834,700 cubic feet), an increase of 2.67 percent over 2016 capacity[1]. The United States has the second largest cold storage capacity. USDA conducts monthly surveys of cold storage facilities to determine capacity in a bi-annual survey as well. The latest published bi-annual survey by the USDA National Agricultural Statistics Service found that the gross refrigerated storage capacity in the United States totaled 3.60 billion cubic feet in 2017[2]. That same report shows California represents the greatest capacity at 396 million cubic feet.

The latest USDA report on refrigerated capacity, published in 2018, shows a 13.6 percent decline in total United State refrigerated capacity from 2015, where capacity was at 4.17 billion cubic feet. The capacity for 2017 is actually the lowest reported capacity by USDA since 2007. The number of cold storage facilities in California also dropped significantly to 115 in 2017 from 250 in 2015; and 300 in 2013. This is a 62 percent drop in the number of cold storage facilities in the state in less than five years. This translates to a drop in square footage from 569,936 cubic feet to 396,473 cubic feet. The USDA report does not opine on the reasons for this decline, but it is important to note that the majority of this decline came in private closures, rather than public cold storage facilities.

Private space declined by 65% compared to a 12% drop in public shared cold-storage warehouses. This may most likely be attributed to private companies moving out of the state; a 2019 study found that 1,800 California businesses relocated or disinvested from California in

[1] 2018 GCCA Global Cold Storage Capacity Report; Victoria Salin, Texas A&M University for the International Association of Refrigerated Warehouses, a Global Cold Chain Alliance Core Partner.
[2] Capacity of Refrigerated Warehouses 2017 Summary January 2018; United States Department of Agriculture, National Agricultural Statistics Service

2016[3] (the most recent year of data available), setting a record yearly high going back to 2008. For example Nestle reported in late 2017 that they were leaving Los Angeles for Virginia; and Jamba Juice moved their headquarters to Texas.

Despite this reported decline in statewide cold storage capacity, the total value of agricultural crops – many of which drive the need for cold storage – increased over this same period from $52 billion to $55 billion, an increase of nearly 6 percent[4]. Additionally, the frozen food market is estimated at $219.9 billion in 2018 and projected to grow at a CAGR of 5.1 percent, to reach $282.5 billion by 2023.[5]

Furthermore independent research by Grand View Research shows growth is anticipated in the cold storage industry. The United States cold storage market size was valued at $14.7 billion in 2017 and is expected to register a compound annual growth rate of 3.7% from 2018 to 2025. Public refrigerated storage facilities generated the highest revenue in 2017. Revenue is expected to continue to grow in this segment.[6]

A review of directories of cold storage facilities both on a state and national level demonstrates that a significant number of public cold storage facilities are owned by several large companies with specialties in cold storage. In California, this includes well-known international cold storage operators such as Lineage Logistics, Americold Logistics, and United States Cold Storage. A cold storage industry report from 2014 noted that "Despite over 600 operators in the U.S. refrigerated storage industry, the top 10 players dominate about 80 percent of the market."[7]

■

SECTION IV. – MARKET ANALYSIS

To assess the market feasibility of a cold storage facility in Glenn County, Morrison implemented a multi-faced approach. This included collecting qualitative data and secondary market research. Qualitative data is primarily exploratory research. Common methods include focus groups (group discussions), individual interviews, and participation/observations. Secondary market research is generally research of reports and studies by government agencies, trade associations or other businesses.

Qualitative data was collected through in-depth interviews of food and agriculture companies, trucking companies, technology companies, and pharmaceutical companies through a market survey, that was discussed one-on-one over the phone. The response from these data

---

[3] "1,800 companies left California in a year — with most bound for Texas." December 13, 2018. Dallas Business Journal;

[4] California Agricultural Statistics Review 2017-2018, California Department of Food and Agriculture.

[5] "Frozen Food Market by Product (Fruits & Vegetables, Dairy, Meat & Seafood), Type (Raw Material, Half Cooked), Consumption, Distribution Channel, and Region (North America, Europe, Asia Pacific, South America, and MEA) - Global Forecast to 2023" report. Grand View Research.

[6] U.S. cold storage market analysis report by warehouse type, by construction type, by temperature type (chilled, frozen), by application (processed food, fish, meat & seafood), and segment forecasts, 2018 – 2025. Grand View Research.

[7] Perspectives on cold storage investment opportunities; 2014. JLL.

demonstrated a likely demand among food and agriculture companies for the facility, as documented below in this section.

With a strong interest level in a cold storage facility among food and agriculture companies participating in the interviews, secondary market research was conducted to inform volume projections and determine projected revenue based on this market interest.
A full description of the results of the both the market survey and the secondary data are summarized below, with a regional market overview providing context for the existing market conditions.

Regional Market Overview

Glenn County, which includes the City of Willows, is located about halfway between Sacramento and Redding along Interstate 5. The County's population is 28,000 and according the Glenn Grows website, boasts just 21 people per square mile, with more than 1,000 farms and more than 500,000 acres under agricultural cultivation.

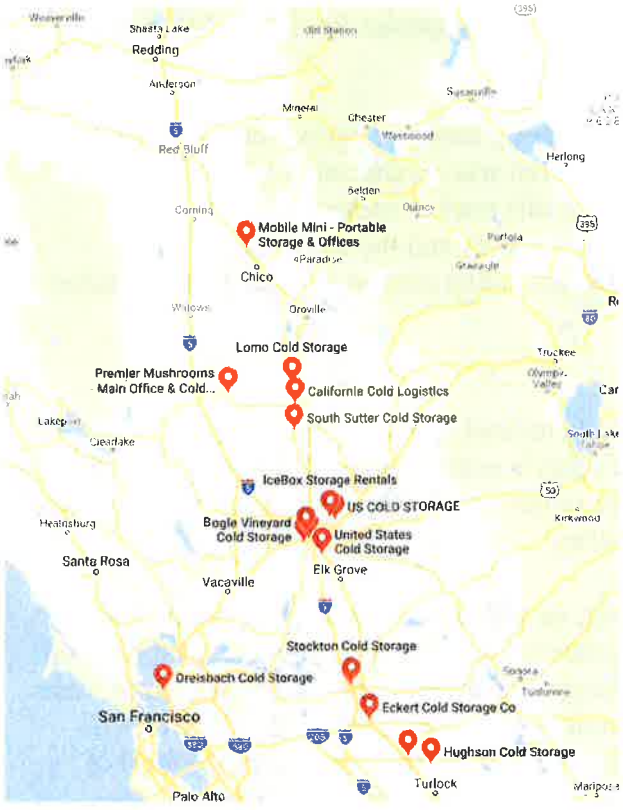
The regional market demographics of Glenn County, as well as the surrounding counties of Butte, Colusa, and Tehama lend itself to a strong potential for likely cold storage need for food and agriculture companies, based on agriculture being the number one industry in each of these communities[8]. Among the top three crops in all counties are walnuts and almonds, which do utilize cold storage. Food and agriculture companies well outnumber any pharmaceutical or technology companies in the regional market (neither are in the top five industries in Glenn, Butte, or Tehama County). Therefore the regional market for cold storage is much more apt to be driven by the needs of food and agriculture companies.

The total agricultural crop values in Glenn County increased from $748 million to $834 million between 2016 and 2017, an overall increase of 11.5 percent[9]. Among crops that would require cold storage: fruit and nut crops increased 7.7 percent; livestock and poultry products (including milk) 23 percent; nursery crops 22.9 percent; and vegetable crops 4.2 percent.

Glenn County has experienced upward growth for several of the major crops that necessitate cold storage in terms of actual tons produced as well, which may be a stronger indication of potential volume needs for cold storage. From 2014 to 2017, almonds tons produced increased 13 percent; citrus 1,075 percent; pistachios 16 percent; walnuts 38 percent; and vegetable crops 113 percent. As noted in the summarized results from the market surveys and based on Morrison's general experience with food and agriculture companies in the region, continued growth is expected in the near future.

In the region, there are few public cold storage facilities relative to what appears to be needed demand. In Glenn County, T. M. Duche Nut Company in Orland offers public cold storage. Many food and agriculture companies interviewed from both Butte and Glenn counties noted using Lomo Cold Storage in Live Oak – 52 minutes from Willows, 45 minutes from Chico (several of the interviews conducted were from Butte County food and agriculture companies).

[8] American Community Survey, United States Census Bureau.
[9] Glenn County Report 2017; 2018.



Though this is not representative of all competing regional public cold storage facilities, a Google maps search of cold storage shows the closest facilities to the southeast of Willows being Lomo Cold Storage in Live Oak (52 minute drive), California Cold Logistics in Yuba City (1 hour, 8 minute drive); and South Sutter Cold Storage (1 hour 12 minute drive). Notably, those locations are off Highway 99, rather than Interstate 5. There are no facilities shown immediately north of Willows.

Perhaps most notable in relation to competition in the regional market was the number of food and agriculture companies who noted that they had built on-site cold storage at their own facility or had plans to expand existing cold storage facilities on their own site. These varied from a large food and agriculture company fully constructing a cold storage building to smaller producers using portable cold storage containers made for this purpose. Future competition therefore, seems more likely to be private cold-storage facilities as opposed to public cold storage facilities. With that in mind, when looking at the regional market potential, the offering of additional value-added services to cold storage (such as distribution, trucking, co-packing, etc.) could be a significant marketing advantage to position a Glenn County cold storage facility effectively in the marketplace. The results of market survey interviews below notes the likely use of these additional services by potential users.

Qualitative Market Research – Market Survey Interviews

Morrison created a market interest survey for the purpose of interviewing potential users in the food and agriculture; transportation, technology and pharmaceutical industries in order to gauge the market need and demand for a cold storage facility in the region.

A draft of the survey questions was reviewed by a private company that manages cold storage facilities in order to ensure the questions were on point and that they would provide sufficient information to determine the market demand for a cold storage facility in Glenn County. Following the private company's feedback, the survey was submitted to key personnel within the City of Willows and Glenn County for review and approval. Once the survey was approved, outreach to potential survey participants commenced. Outreach to schedule appointments was conducted by phone calls and emails. Interviews, directed from the list of survey questions, were then conducted by phone. In-depth interviews by phone allowed Morrison to ask follow up questions if needed as well as to answer clarifying questions from the participants.

The survey structure consisted of five main sections. The first section was designed to gather the following general participant information: name, company, title, where the company is located, as well as what products they grow, handle, process, make or transport. This information is confidential. The second section was designed to be answered by companies that currently utilize or need cold storage facilities. The third section was designed to be answered by companies that do not currently utilize cold storage facilities but expressed some degree of likelihood of using or needing cold storage facilities in the next three to five years. The fourth section contained one question that was created to be answered by companies that indicated a very low likelihood of utilizing cold storage. The fifth and last section was designed to be answered by companies that either currently use cold storage or likely will in the next three to five years. The approved grower survey was slightly modified for the interviews with transportation companies, technology companies, and pharmaceutical companies. The survey questions are located in Appendix B.

Concurrently to the development of the survey, Morrison compiled an extensive list of companies in the region who might need or utilize cold storage to ask to participate in the survey. The compiled list was based on knowledge of and personal relationships with companies in the area, Farm Bureau membership lists in the region, Famers Market vendor lists, and Buy Local vendor lists.

When conducting interviews Morrison stressed the confidentiality of the survey to participants and informed them that their responses would be aggregated and that individual company responses would not be shared. The nature of the confidentiality of the survey was a key component in establishing trust with the participants and assuring them that no personally identifiable information would be shared with the City.

During the course of the interviews, 180 companies were contacted. The companies included food and agriculture companies who produce various commodities, transportation companies, technology companies, and pharmaceutical companies.

Of the 180 companies contacted, 78 were interviewed. Sixty-one food and agriculture companies, 16 transportation companies, and one technology company participated in the interviews. All pharmaceutical companies contacted declined to participate.

The level of participation of these companies demonstrate strong interest alone; representations made by a marketing firm familiar with similar surveys reported to Morrison that a response rate of 20 percent would indicate strong interest. The response rate to this survey was 43 percent.

Key Industries Targeted:
The survey targeted the following key industries in the region:

- Meat
- Nuts (almonds and walnuts)
- Dairy
- Olives
- Nurseries
- Fertilizer

- Fruits and Vegetables
- Bees
- Miscellaneous (organic rice, seeds, candy companies, vineyards, fish, rootstock, etc.)
- Transportation
- Technology
- Pharmaceuticals

The companies contacted are located in the following California counties: Glenn County, Tehama County, Butte County, Colusa County, Sutter County, Yolo County, Shasta County, Siskiyou County, Sacramento County, San Joaquin County, Placer County, Modoc County, Stanislaus County, Humboldt County, Del Norte County, San Bernardino County, and, Alameda County. The intent was to solicit input from potential users within a few hours drive of Glenn County. The companies contacted in the counties furthest away from Glenn County (i.e., San Bernardino, San Joaquin, Alameda, Humboldt etc.) are either the main offices of businesses that are located in one of the nearer counties, or transportation companies that have routes along the I-5.

Following is a list of the 180 companies contacted to participate in the survey in alphabetical order:

3VR
AB Medical Technologies
ActiveSite Pharmaceuticals
Agromillora California
Aldetec Inc.
Alexandre Farms
Alturas Ranches
Alza Corporation
Anna Steinhoff, Nichino America
Anthera Pharmaceuticals, Inc.
Arista
Bell Carter Foods
Bertagna Son Kissed Vineyard
Bettendorf Trucking
Big Valley Ag Services
Bleating Heart Cheese
Broken Box Ranch
Buzz's Bees
C&R
C.H. Robinson
Califlour Foods
California Olive Ranch
Capay Organic
Maisie Janes
Masami Cattle Ranch
Massa Natural Meats
Maywood Farms
McKesson
Micurx Pharmaceutical, Inc.
Miller Honey Farms
Mooney Farms
Mt. Ida Mandarin Ranch
Mt. Lassen Trout
Musco Family Olive Company
New Clairvaux Vineyard
NEXGEN
Nicolaus Nut Company
Noble Orchards
North Star Mills
North State Hulling
North Valley Ag Services
Northern Pak Express, LLC
Northern Refrigerated Transportation Inc.
Northwest Freightway
Old Dominion Freight line
Olivarez Honey Bees

Cargill Food Distribution
Carriere Family Farms
Cat Transportation Inc.
Century Technology, Inc.
CF Koehnen & Sons
Chaffin Family Orchards
Challenge Dairy Products
Chico Creek Wholesale Nursery
Chico Locker and Sausage
Chico Nut Company
Chico State Farm
Churn Creek Meadow Organic Farm
Cisco Meraki
CPS
Crain
Crop Production Services Inc.
D-1 Farm
Dave Wilson Nursery
Del Monte Meat Company
Divide Ranch
Dog Creek Cellars
Dream Catcher Ranch
Duarte
Duche Nut
Duivenvoorden Farms
Ebara Technologies, Inc.
Elim Biopharmaceuticals, Inc.
Feather River Organics (Recology)
Five Mary's Farms
Foothill Meat Company
Foster Farms Dairy
Fowler Nurseries
Frank C. Alegre
Furnari Sausage Co.
Genentech
GeoDAq
Gorrill Ranch
Great Western Transportation
Grey Fox Vineyards
Harmun Trucking Inc.
Harris Ranch Beef Company
Olson Meat Company
Omega Walnut
Orland Farmstead Creamery
Orland Meats
Pacific Coast Producers
Pacific Farms and Orchards
Pedrozo Dairy and Cheese Company
Pfizer, Inc.
Prather Ranch / Western Agriculture Service
Pro Pacific Fresh
Questcor Pharmaceuticals
R&A Trucking Company
RADCO Trucking
Richards Land & Cattle Co.
River Vista Farms
Riverwest Processing
Roadstar Trucking Inc
Romex
Roney Wines
Rumiano Cheese Factory
S&S Produce-The Butcher Shop
San Jose Distribution Services
Seeds by Design
Shubert's
Sierra Gold Nurseries
Sierra Nevada Brewing Company
Sierra Nevada Cheese
Simplot Soilbuilders
Skylake Pomegranate
Smucker's
Sohnrey Family Foods
Soil Basics
Spray Chem Corporation
Stuke Nursery Company, Inc.
Sun Fed Beef
Superior Farms
Sutter Home Vineyards
Talented Technologies
Tempo Automation
Teocal Transport
Teresi Trucking Inc.

Hart Farms
Harvest Meat Company
Haverton Hill Creamery
Heartland Express
Heitkam's Honey Bees
Heitz Trucking, Inc.
Helena Chemical
Honey Run Winery
IGT (International Game Technology)
Invuity
J&W Technology
Jasper Ranch
Jo Lynn's Heavenly Candies
Johnson Family Apiaries
JSG Trucking
Knaughty Farms
K-Pax Pharmaceuticals, Inc.
Lambert Ranch
Land O' Lakes
Lassen Canyon Nurseries
Lassen Land Company
Legacy Farms
Legend Transportation
Llano Seco Rancho
Lohman Apiaries
Lundberg Family Farms
Tesco Controls, Inc.
The Olive Grove Nursery
Tinoco Bee Service
TOMRA Group
Tozier Ranch
Trenerry Berry Farm
Tri-L Mandarin Ranch
Trinity Logistics - Chico
Trinity Logistics - Sacramento
Turri Family Farms
TX Barr Grassfed
Ultra Clean Technology
Valley Farm Transport
Vital Enterprises
Vortran Laser
Wagon Wheel Market
Western Hybrid Seeds
Western Integrated Technologies
Western Tree Nursery
Weststeyn Dairy Farms
Wheeler ranch & Feed
Whittenberg Farms
Wilbure-Ellis-Ord Bend
Wilkerson Ranch and Packing
Yancy Farms
Yolo Land & Cattle Co.

KEY FOOD AND AGRICULTURE SURVEY FINDINGS:

Own Cold Storage On Site
Of the 53 food and agriculture companies food and agriculture companies that currently utilize cold storage surveyed, 41 (77%) own their own cold storage on their own site. The remaining 12 (23%) do not. Of the 41 food and agriculture companies who own their own cold storage, 27 (66%) stated that this storage capacity is currently sufficient for their needs. Fourteen of the 41 food and agriculture companies (34%) stated that their existing cold storage capacity is not currently sufficient for their needs.

Utilize Off-Site Cold Storage Facilities
Of the 53 food and agriculture companies surveyed that utilize cold storage facilities, 30 utilize cold storage facilities off-site (57%).

Need for Additional Cold Storage in 3-5 Years
Of the 53 that currently use cold storage surveyed, 24 food and agriculture companies (45%) project needing additional cold storage capacity in the next three to five years. However, of those 24 food and agriculture companies who project needing additional capacity eight (33%) responded that there is no to a very small likelihood of using a facility in Glenn County.

Importance of Rail Service Near Cold Storage Facility
Survey participants (53 food and agriculture companies who currently use cold storage facilities and 2 who will likely use them in 3-5 years) were asked to rank the importance of rail service near a cold storage facility on a scale of 1 to 5 with 5 being the most important. Ninety-percent of survey participants ranked the importance of rail service very low as a one or a two. The scale and grower responses are as follows:

Scale of 1-5	Number of Grower Responses	Percentage (rounded)
5	2	4%
4-5	2	4%
3	1	2%
2	7	12%
1	43	78%

Two of the four food and agriculture companies that ranked rail service between a four and five represent some of the largest food and agriculture companies surveyed, with potentially large volumes of product.

Likelihood of Use of a Glenn County Cold Storage Facility
On a scale of 1-5, with 5 being the most likely, thirty food and agriculture companies ranked their likelihood of use a three, four, or five which represents more than 55% of survey participants. Twenty-four percent of the 53 food and agriculture companies surveyed ranked likelihood of use a 5.

SUMMARY OF RESPONSES – FOOD AND AGRICULTURE

Survey Section I
For Section I of the survey, participants were asked to provide their names, their titles, as well as the locations of their companies. As mentioned above, the information in this section is being kept confidential. Additionally, food and agriculture companies participants were asked what types of products they grow, handle or process. As summarized in *Key Industries Targeted* on Page 8, the food and agriculture companies contacted to participate in the survey represent the following diverse agricultural commodities: meat, nuts (almonds and walnuts), dairy, olives, nurseries, fertilizer, fruits, vegetables, bees, and miscellaneous commodities as well (organic rice, seeds, candy companies, vineyards, fish, rootstock).

Survey Section II

Currently Using Cold Storage

Of the 61 food and agriculture companies surveyed, 53 food and agriculture companies (87%) said they currently utilize or need cold storage. Eight food and agriculture companies (13%) responded that they do not currently utilize or need cold storage.

Container Types

The 61 food and agriculture companies surveyed represent a wide variety of industries and therefore also a wide variety of container types used to store products in cold storage. Additionally, many food and agriculture companies produce multiple commodities and store the different commodities in different types of containers and their responses reflect that accordingly. The 53 food and agriculture companies provided 86 responses to the question, *"Would your products in cold storage be in boxes, pallets, totes, bins, or sacks?"* Of the various containers, the majority of responses (63%) reflected using boxes, boxes on pallets, pallets, and/or totes to store the commodities they produce. Nineteen of the 53 food and agriculture companies use boxes, 15 use pallets, 11 use totes, and nine use boxes on pallets. Other containers used include: bins, bins on pallets, sacks, cartons, bags, buckets, drums, shelves and rolling cart, metal racks, tanks, octagonal fiber barrels, tubs, hanging storage and hooks, and rollers.

For the purposes of the projections, an estimate of capacity was completed assuming pallets would be stackable at least three high.

Frequency of Inventory Turnover

The frequency of inventory turnover varied widely depending on the commodity. Similarly to the above question, food and agriculture companies who produce multiple commodities had multiple responses in accordance with the multiple commodities produced (53 food and agriculture companies provided 62 responses). Thirty-six food and agriculture companies (58%) indicated that their inventory turned over as frequently as daily to two months. Fourteen food and agriculture companies (23%) indicated that their inventory turned over every 2-6 months. Eleven food and agriculture companies (18%) said their inventory turned over once a year and one grower (2%) responded that it was up to their food and agriculture companies to get the trees out of the cold storage.

Own Cold Storage On Site

Of the 53 food and agriculture companies that currently utilize cold storage 41 (77%) of them own their own cold storage on their own site. The remaining 12 food and agriculture companies (23%) do not own cold storage on site. Of the 41 food and agriculture companies who own their own cold storage, 27 (66%) stated that this storage capacity is currently sufficient for their needs. Fourteen of the 41 food and agriculture companies (34%) stated that their cold storage capacity is not currently sufficient for their needs.

Utilize Off-Site Cold Storage Facilities

Of the 53 food and agriculture companies that utilize cold storage facilities, 30 utilize cold storage facilities off-site (57%). Twenty-three (43%) do not utilize off-site cold storage facilities.

Delivery of Products to Cold Storage Facility
Of the 30 that utilize off-site cold storage facilities, 18 (60%) deliver products to the cold storage facility themselves. Two (7%) responded that they sometimes deliver the products to the cold storage facility. Of the 10 (33%) who do not deliver products to the cold storage facility themselves, one responded that a USDA processor picks up the products and the remaining food and agriculture companies use trucking companies to deliver their products to the cold storage facilities.

Length of Travel to Cold Storage Facility
Of the 18 food and agriculture companies that deliver products to the cold storage facility themselves and the two food and agriculture companies that deliver products themselves occasionally, the length of travel varies. Of the 18 food and agriculture companies that regularly deliver products to the cold storage facility themselves, six food and agriculture companies (33%) responded that they travel less than 30 minutes to deliver their commodities to the cold storage facility; six food and agriculture companies (33%) travel between 30 minutes and one hour; and, six food and agriculture companies (33%) travel between 1.5 hours and 3.5 hours. Two of those food and agriculture companies also use cold storage facilities in other states in addition to cold storage facilities in California.

Transportation Provided by Cold Storage Facility
Of the 10 food and agriculture companies who do not deliver their commodities to the cold storage facilities themselves, only one grower said that the cold storage provides transportation for them to the cold storage facility.

Price Per Month for Off-Site Cold Storage
The price per month to utilize an off-site cold storage facility varied widely for food and agriculture companies. For three smaller food and agriculture companies, they reported being charged a minimum per month of between $100 (for five pallets) to $135 (for four pallets). Per pound charges ranged from $0.01 per pound to $0.08 per pound. Per pallet charges ranged from $6 per pallet (for a commodity measured in hundredweight) to $30 per pallet. Some discussed a fixed base and then an additional per pound charge. One grower pays between $0.50 to $0.60 per box. For trees at one facility food and agriculture companies pay directly per tree and then at another facility the company pays a flat fee. Several food and agriculture companies referenced paying an in-and-out charge as well. For a shipping container that was converted to cold storage a grower pays $600 per month. For bins, one grower pays $36 per bin per month (a bin holds 1,600 pounds). One grower reported paying $1,644 for a month for 3,288 cubic feet. Seven food and agriculture companies did not know the exact figure they pay per month.

Due the variability in numbers a fee of $19 per pallet was used in the financial projections (see projections beginning on Page 39), which represents an average of the range presented by those interviewed.

Current Basis for Payment
Of the 18 food and agriculture companies that use off-site cold storage facilities, 12 (67%) reported paying by pallet. Other bases for payment included: a combination of

weight and pallet, by tree, by weight, by square foot, a fixed base and then a per pound charge, per box, per container (this grower uses a full shipping container that has been converted to a cold storage), and by bin. A couple of food and agriculture companies mentioned paying handling fees and fees for in-and-out as well as fees for monthly storage that sits. Three food and agriculture companies did not know the current basis of payment and one said their basis for payment was pending.

Need for Additional Cold Storage in 3-5 Years

Of the 53 that currently use cold storage, 24 food and agriculture companies (45%) project needing additional cold storage capacity in the next three to five years. However, of those 24 food and agriculture companies who project needing additional capacity, eight responded that there is no to a very small likelihood of using a facility in Glenn County. Four of those eight food and agriculture companies said their reasoning of a small likelihood of using a facility in Glenn County was due to location and for four food and agriculture companies it is because it is unlikely they would use an outside cold-storage facility.

Gleaning information from the last section of the survey, of the 24 food and agriculture companies who project needing additional cold storage, 11 ranked using a cold storage facility in Glenn County between a three to five with five being the highest likelihood of using a facility there. An additional company said that if they don't build their own facility they would rank using a cold storage facility in Glenn County as a four or five.

Factors to Most Impact Choice of a Cold Storage Facility

When asked, "*What would be the factors to most impact your choice in choosing to use a cold storage facility?*" the two factors that clearly stood out from the others were location and cost. Several of the 53 food and agriculture companies provided multiple responses to the question. Out of 96 responses provided, 32 (33%) reported location and 28 (29%) reported cost as being factors that would most impact their choice of a cold storage facility (a total of 62.5%).

Six mentioned services offered as being important, three mentioned reliability, ease of use and access, or quality assurance. Two reported convenience, cleanliness or the integrity of the cold system as being important factors. Each of the following answers were only mentioned once: hours of operation, tracking, humidity level, proper infrastructure for safety procedures, flexible rental terms, weather, rail, relationships, if they owned it themselves, refrigeration, ability to store meat, if it is needed by the individual producer, and customer service. Two others said they probably wouldn't store in Willows.

Months When Additional Cold Storage Capacity is Needed

Due to the wide variety of commodities that the food and agriculture companies surveyed produce, the months that food and agriculture companies need cold storage vary widely. Of the 53 food and agriculture companies who use cold storage 26 (49%) responded that they use it all year and many of them provided additional information about the months when they have the highest volume usage. The remaining responses provided ranged greatly and were evenly spread throughout the year. Following are the months food and agriculture companies reported needing cold storage capacity:

- January – February
- January – April
- January – May
- February – May
- May – June
- Late Spring – Summer
- July – November
- September and October and March
- September – March
- October – February
- October – March
- December – February
- December – April
- December – June

Based on this response, as noted in the Assumptions for the financial projections (see Page 40), it was estimated that there is a seasonal impact on sales in the months of July and August, which see a decline in the need for storage. The remaining ten months are assumed to be approximately equal in volume for the purposes of the financial projections.

Cold Storage Capacity Needed to Extend Products
Of the 53 food and agriculture companies who currently use cold storage, 28 (53%) reported needing cold storage capacity for their products to extend their market. Twenty-two food and agriculture companies (41%) said they do not need cold storage to extend their market and three responded that they do not need it right now.

Services Utilized in Coordination with Cold Storage
Twenty-one of the 53 food and agriculture companies (41%) who use cold storage currently need or utilize transportation services in coordination with cold storage. Fourteen food and agriculture companies (26%) stated that they did not need or use any additional services in coordination with cold storage. Seven food and agriculture companies (13%) reported needing or using a distribution service and two reported needing or using a delivery service or forklifts. The remaining responses included: refrigeration, drop ship, shipping, pending, documentation (county certifications, FIDOs, etc.), personnel, receiving, moving products, storage, an inventory system, processing and distributing beef, unloading and loading for road and rail car, freezer space, billing, early morning hours and Saturdays, logistics, EDI software, Target and Walmart Distribution, tracking and traceability services, ice, and a slaughter plant. One grower noted that cold transport would be more relevant for him than cold storage. Another grower noted that if they didn't already have cold storage on-site, freight would be what they would need.

Need for Blast Freezing
When asked, "*Do you have a need for blast freezing?*" six food and agriculture companies (11%) responded that they did have a need for it, but two of those food and agriculture companies said it was not essential. Forty-three food and agriculture companies (81%) said they did not need blast freezing, three (6%) said they would maybe need blast freezing, and one (2%) didn't know whether or not she would need it.

Length of Time Products are in Cold Storage Before Leaving the Facility
The length of time growers' products are in storage before they leave the cold storage facility varied widely by grower and commodity. Some food and agriculture companies provided a couple of timeframes based on each commodity they produce. Out of 53 food and agriculture companies who provided 56 responses, 22 (39%) indicated that their inventory was in cold storage one month or less before leaving the facility (ranging from a few days to one month). Twenty-five (45%) said their products were in cold storage for more than one month to six months. One said eight months and two reported one year. The other timeframes reported included: 60 days to two years, two months to three years, under two years, and two to three years. One didn't provide an answer, one stated it was just a storage, and one said various timeframes.

End Location for Products Stored in Cold Storage
Out of 67 responses from 53 food and agriculture companies (some food and agriculture companies provided multiple responses), 33 food and agriculture companies (49%) reported that the end location for the products they are storing in cold storage is Northern California (including Butte County, Tehama County, Glenn County, Colusa County, Modoc County, as well as responses that included just "Northern California"). Other food and agriculture companies combined "Northern California" with other areas such as: Northern California and Nevada; Bay Area and Northern California; California, Washington and Oregon; Bay Area; Bay Area and Hawaii; Central Valley and Northern California; Oakland to export; and California and Oregon. Other responses included: Worldwide (six growers); Europe and Asia; nationwide; mostly California; Midwest; Southeast Asia, Canada, Mexico, and domestic; Canada, United Kingdom, Australia, and Asia; west coast; and, domestic or export.

Survey Section III
As mentioned in the introduction, the third section of the survey was answered by food and agriculture companies who do not currently utilize cold storage but expressed a likelihood of using cold storage in the next three to five years. Only two food and agriculture companies who are not currently using cold storage indicated that it would be likely for them to use cold storage in the next three to five years. One said they might need it for 400 pomegranates and one expressed the potential of needing it for bees (this may not be possible in a typical shared cold storage warehousing space; devoted, secure space may be needed due to phytosanitary concerns). One grower said it was highly likely his company would use it depending on the location of the storage facility. Below is a bullet-point summary of the findings from the interviews with these two growers:

- *Container Types* – Both food and agriculture companies said their products are stored in boxes and one of those also stored the boxes on pallets.
- *Frequency of Inventory Turnover* – One grower predicted their inventory in cold storage would turnover in six months or less and the other one said once per year.
- *Approximate Volumes that Would Need Cold Storage* – Neither provided the weight of how much product they expected to put in cold storage although one said 400 pomegranates and the other said they would put 50% of their hives in cold storage.

- *Price for Cold Storage* – One grower said he had no idea what he would expect to pay for cold storage. The other grower reported that the going rate in California for cold storage for bee hives is $12 per hive.
- *Factors to Most Impact Choice of a Cold Storage Facility* – One grower said that cost and services offered would most impact their choice of a cold storage facility. The other grower responded that the degree to which it is designed to handle bees as well as the accessibility to load and unload bees would be the factors to most impact their choice of a cold storage facility.
- *Additional Services Needed* – One grower said they would be interested in services to help sell to larger interests and then one said they wouldn't need any additional services.
- *Months When Cold Storage is Needed* – One grower responded that October through December are the months they need cold storage capacity. The other grower said they need cold storage capacity from November through January.

Survey Section IV

For those food and agriculture companies who said it was not likely at all that they would need or utilize cold storage, the survey asked, "*Are there any warehousing/distribution needs you would have?*" Only three food and agriculture companies who said it was not likely at all mentioned other needs. The needs mentioned were: liquid storage, walnut storage, and warehouse space (for nuts).

Survey Section V

This survey section was asked to all 55 food and agriculture companies who either currently utilize cold storage (53 growers) or project there is a likelihood they will utilize it in the next three to five years (2 growers).

Special Considerations to your Business and/or Products

When asked, *"Are there any special considerations to your business and/or your products that you would need a cold storage facility to accommodate?"*, food and agriculture companies provided many and often multiple responses. The largest number of responses (16 responses) were related to temperature with some food and agriculture companies providing specific temperatures. The other responses (listed below) were mentioned 1-3 times:

- Temperature – 16 food and agriculture companies (48-30 degrees; around 40 degrees; for bees have to gradually decrease temperature from 60 degrees to 40 degrees over the summer; refrigerated temperature; 28 degrees; 37-38 degrees, 32 degrees; certain temperatures; temperatures, frozen; deep freeze (-20 degrees below, temperature;) temperature controlled; consistent temperature; temperature; freezer and cooler; freezer space (10 degrees or below).
- Humidity
- Special ventilation
- Pressure specific storage
- Hosing trees down in the morning and afternoon
- Ability for food and agriculture companies to pick up the trees
- Staff knowing how to handle the trees
- Security of product/no cross contamination/food safety
- Sufficient shipping facilities specific to food safety requirements / ensuring proper cold-chain management

- Pick-and-pack services
- Specific quality
- Certifications (Good Manufacturing Practice certification, Pest Control certifications handling certifications, food safety certifications)
- Cold storage identity preserved
- Ability to store wild rice seed
- Tracking capabilities
- Electronic records
- Electronic Data Interface so everything is electronically transferred
- Services and inventory management
- Record keeping on temperature
- Advanced warehousing capabilities
- FDA approved
- Ensuring proper separation of products (with like products; what products are co-mingled, can they be isolated; separation of products; no cross allergens; ability to store organic products)
- Cleanliness
- Distribution to Walmart and Target would be a value-add
- Having a forklift and pallet rack
- Access seven days a week
- Cost sensitivity to storage rate;
- For wild rice, it requires bins being moved around to allow water to move around and germinate them

Kosher and Halal Certifications

Currently 13 food and agriculture companies (24%) reported needing storage for kosher certified foods and two (4%) of those food and agriculture companies would also need storage for halal certified foods. One grower (2%) said they might need storage for kosher or halal-certified foods and 41 (75%) replied that they do not need storage for kosher or halal certified foods.

Factors Impacting Willingness to Move Business

Those surveyed were asked, *"If you currently are using cold storage off-site, and a new company could match the price of your current provider, what other factors would impact your willingness to move your business?"* The biggest factor stated that would impact their willingness to move their business was location/distance with 22 food and agriculture companies providing that response out of 61 responses (36%). The following responses were mentioned one to three times. There were three responses for each for the following factors: amount of space, the service, and the experience of the cold storage facility. Two food and agriculture companies stated that the ability to pick up and/or deliver product, or price, or established relationships were important factors. The remaining factors were each mentioned by only one grower: consistency, ability to drop off one drum at a time, cleanliness and logistics. Four food and agriculture companies said they would build or use their own onsite storage and two responded that they are unlikely or unwilling to move.

Cold Storage Availability Negatively Affecting Business Growth
Only 9 of the 55 food and agriculture companies (16%) who either currently use cold storage or project they will use cold storage in the next three to five years reported that cold storage availability negatively affects their ability to grow their business. Forty-six (84%) responded that it didn't negatively affect their ability to grow their business and one didn't know.

Maximum Contract Length Willing to Consider
Grower responses varied widely on the maximum contract length they would be willing to consider. Fourteen food and agriculture companies (out of 55) said one year would be the maximum contract length they would consider (25%). Twelve food and agriculture companies (22%) reported the maximum length they would consider to be six months. The next highest response was two years with only four food and agriculture companies (7%) providing that answer. Three food and agriculture companies said month-to-month and three food and agriculture companies said five years. Two food and agriculture companies responded that they would consider a two month contract and two responded they would be willing to consider a multi-year contract. The remaining answers were only mentioned by one grower each: daily rate, two weeks, three months, two to six months, seasonally, three years, three to five years, and depends on shipping. Five food and agriculture companies did not know the maximum length they would be willing to consider. One grower mentioned he is currently in a ten year deal and one commented that with one cold storage facility he uses he has a signed contract and one he has a verbal contract.

Likelihood of Using a Cold Storage Facility in Glenn County
Fifty-five survey participants were asked to rank their likelihood of using a cold storage facility in Glenn County with convenient access to I-5 on a scale of 1 to 5 with 5 being the most likely. The scale and grower responses are as follows:

Scale of 1-5	**Number of Food and Agriculture Company Responses**	**Percentage (rounded)**
5	12 (+ 1 grower that says he would rank it a 5 if the company decides not to build its own facility)	24%
4-5	3	5%
4	6	11%
3-4	1	2%
3	7	13%
2	3	5%
1	21	38%
Don't Know	1	2%

Thirty food and agriculture companies ranked their likelihood of use a three, four, or five which represents more than 55% of survey participants.

Importance of Rail Service Near Cold Storage Facility
Survey participants (55 growers) were asked to rank the importance of rail service near a cold storage facility on a scale of 1 to 5 with 5 being the most important. The scale and grower responses are as follows:

Scale of 1-5	Number of Responses	Percentage (rounded)
5	2	4%
4-5	2	4%
3	1	2%
2	7	13%
1	43	78%

Ninety-percent of survey participants ranked the importance of rail service as a one or a two. Two of the four food and agriculture companies that ranked rail service between a four and five represent some of the larger producers surveyed.

Anecdotal Experience with a Lack of Cold Storage Availability
The survey participants were asked if they had any anecdotal experiences with a lack of cold storage availability that they would be willing to share. Following are quotes from food and agriculture companies when asked this question:

- "Just that there isn't any."
- "We store for other companies so I know that cold storage is expensive to build and to justify having a product there all the time. Setbacks are the cost of building one, space on-site to build one, transporting back and forth"
- "We talk about it every Farm Bureau meeting."
- "Cold storage is a huge impediment in direct to consumer markets. So, for small farms it's really important. Walk-in freezers are expensive to build – so I could see the need for that if there were a lot of small producers around the area that would need cold storage."
- "When you need it, you need it. When you don't, you don't."
- "It used to be really difficult getting space until a few years ago and then it improved."
- "I know it is pretty limited."
- "We are in Chico and distribute to the Bay Area but there is nowhere to cold store it."
- "Last year, during El Nino we had to find more space so we had to add a second cold storage provider."
- "California Cold Logistics shut down their cold storage and they only have freezer space."
- "Lack of options especially for a bad smelling product."
- "It's the first place I've worked where it is not prominent."

Additional Observations from the Data

Of the 30 food and agriculture companies that utilize cold storage facilities off-site the turnover rate varied greatly. The 30 food and agriculture companies reported the frequency of their inventory turnover to be the following:

- Five days a week – 1 grower
- Five to seven days – 1 grower

- Weekly – 1 grower
- One time per week for fresh products and every two months for frozen products – 1 grower
- Once per week for one commodity and 6 months for the other commodity – 1 grower
- 52 times per year for non-frozen inventory and 8-12 times per year for frozen inventory – 1 grower
- Once per month – 2 growers
- 30 days for finished goods and 30-180 days for bulk goods – 1 grower
- Every two months – 5 growers
- Three months – 1 grower
- Four months – 2 growers
- At least every six months – 1 grower
- Two times per year – 1 grower
- Two to three times per year – 1 grower
- Yearly – 7 growers
- Inventory comes in once a year and then goes out once a month – 1 grower
- Up to food and agriculture companies to get the inventory out – 1 grower
- No answer – 1 grower

Additionally, of the 30 food and agriculture companies that currently utilize off-site cold storage facilities, 21 of the food and agriculture companies (70%) ranked the likelihood of using a cold storage facility in Glenn County with convenient access to I-5 between a three and a five with five being the most likely. Additionally, one grower said if they don't build their own cold storage they would rank it a 4-5. Those food and agriculture companies represent the following frequency of turns:

- Five to seven days – 1 grower
- 52 times per year for non-frozen inventory and 8-12 times per year for frozen inventory – 1 grower
- One month – 1 grower
- 30 days for finished goods and 30-180 days for bulk goods – 1 grower
- Every two months – 5 growers
- Three months – 1 grower
- Four months – 2 growers
- At least every six months – 1 grower
- Twice a year – 1 grower
- Two to three times per year – 1 grower
- One time per year – 4 growers
- Up to food and agriculture companies to get the inventory out – 1 grower
- Inventory comes in once a year and then goes out once a month – 1 grower
- No answer – 1 grower

SUMMARY OF RESPONSES – TRANSPORTATION / LOGISTICS COMPANIES

Out of the twenty-four transportation companies contacted sixteen agreed to participate in the survey.

Survey Section I

For Section I of the survey for transportation companies, as with the survey for growers, participants were asked to provide their names, their titles, as well as to confirm the locations of their companies. In addition, they were asked what commodities they currently transport, the frequency with which they transport along I-5 north of San Francisco in a 30 day period, as well as the amount of miles in an average route. If they indicated during the first question (*What commodities do you currently transport?*) that they do not use cold storage, the interviewer moved immediately to Section II and III questions.

The transportation companies contacted for the survey provide transportation for a wide range of industries from agricultural industries that produce various commodities (produce, dry rice, green rice, pistachios, almonds, walnuts olives, dry food, produce, frozen chicken, rice, prunes, peaches, fruits, strawberries, raspberries, apples, pears, bananas, vegetables, broccoli, collard greens, lettuce, etc.), to hauling garbage, chip, rock, oils, lumbers, dry freight, equipment, and textiles. Some simply responded that they did not handle any refrigerated commodities or that they did not utilize or need cold storage.

There were no clear patterns of answers that emerged regarding the frequency of transporting along the I-5 or the miles in an average route.

Survey Section II

Utilize Standalone Cold Storage Facilities or Warehousing

Out of the 16 survey participants, 14 (88%) said they did not utilize standalone cold storage facilities or warehousing for the commodities they transport. Three participants who said they do not utilize cold storage facilities added the following comments: one stated that they pick up from cold storage facilities using refrigerated trucks, but they deal with brokers not with the cold storage facility itself; one participant mentioned they do have a site in Chico and take product from a processing plant to a cold storage facility four to five times a day and those deliveries are usually going to end users; another participant added that he believed there was already sufficient cold storage in the area. The two that indicated that they do utilize standalone cold storage facilities were both logistics companies and they provided slightly more nuanced answers. One said they periodically use standalone cold storage facilities if what they are transporting needs to be cross-dropped or transloaded. That same participant mentioned that now that Electronic Logging Devices for truck drivers are coming into play they may or may not have enough hours to accommodate a load and may need to use cold storage with greater frequency. The second one reported that they have not utilized a standalone cold storage facility recently, but they would if they needed it.

Process of Using Cold Storage

When asked about the process of using cold storage, the two that reported using cold storage facilities provided the following responses. One reported that the process of using a cold storage facility is on a case-by-case basis as it depends on what commodities, how many pallets, and

how long the commodity needs to be in the cold storage facility. The other company said they have a team that scours the area to find the closest cold storage facility. They contact the closest cold storage facility to set up service. He added that they definitely see a need for cold storage facilities especially in the summer time.

Sufficiency of Current Cold Storage Facilities
When asked, *"Are the current cold storage facilities sufficient for your routes?"* one of the participants said that for him personally they are not sufficient, but they are sufficient for the brokers who move the commodities. The other participant said that it depends. They do utilize a cold storage facility in Yuba City, but he added that, "it doesn't mean it's not a necessity for us."

Likelihood of Utilizing a New Cold Storage on the I-5
The participants that currently utilize cold storage were asked to rank on a scale of one to five, with five being the most likely, how likely it is that they would utilize a new cold storage facility on the I-5 between Stockton and Oregon that they didn't own. One participant ranked the likelihood a three and one ranked it as a four. The one who ranked it as a four did qualify his answer by saying that it depends on the scenario, but that it would be a good option for their company. It would need to be readily available and on the way. He also asked whether it would have a cross dock and if it would be possible to rearrange commodities there.

Cost Per Month of Cold Storage
The two participants whose companies currently utilize cold storage had different answers when asked what their company pays per month to use cold storage. One responded that as a logistics company they wouldn't have those figures. The other participant stated that they don't have any long-term contracts or long-term storage. They set up the use of a cold storage facility within hours or in a day. For the second company they only utilize cold storage if some pallets have been rejected. The company then leaves the pallets at the cold storage facility until the customer can find another place to sell their commodity.

Basis of Payment
When asked about the basis of payment for the use of cold storage facilities one company responded that they think it is by pallet and there is one rate for seven days and another rate for 14 days. The other company said that it varies on a case by case basis but that the basis of payment is mostly by commodity and by temperature control.

Need for Additional Cold Storage in 3-5 Years
When asked about whether they project needing additional cold storage capacity along their transport routes in the next three to five years one company responded that the need always goes with supply and demand, so it might be needed. The other company responded that they thought they would need additional cold storage capacity, but that it depends on what lane the company decides to go in. They currently do fresh commodities, but in the future they may do frozen commodities and with the constraints of the hours of service for truck drivers they might need additional cold storage capacity.

Approximate Volumes that Would Need Cold Storage
The participants were asked about what the approximate volumes they project that they would transport in the next three to five years that would need cold storage. One participant responding saying it was dependent on the client. The other projects that they would need a full truck load (20 pallets) of additional storage in the next three to five years.

Factors to Most Impact Choice of a Cold Storage Facility
When asked about the factors that would most impact their choice in choosing to use a cold storage facility one survey participant said that location and cost would be the most important factors. He mentioned his company searches within a couple hundred mile radius for cold storage facilities. The other participant said that direct access off of the I-5 would be important, particularly not having to go through the town or city. Then the next most important factors would be price and lastly the hours of operation.

Months When Additional Cold Storage Capacity is Needed
In response to the question, *"What months do you need cold storage capacity along your routes? Are there any more than others?"* one respondent said that late spring, summer, and early fall are the months that they need additional cold storage capacity. He commented that a lot of times in the winter people will already have something figured out. The other respondent commented that there are peak seasons, but that essentially they would need cold storage year round.

Length of Time Products are in Cold Storage Before Leaving the Facility
When asked about the length of time the products they transport are in the storage facility before they leave the cold storage facility, one respondent said that it can vary anywhere from five to ten days. He commented that they are a logistics company so they don't transport the products. The other company responded that it is usually less than 24 hours. He noted that they use cold storage mostly to rearrange products or to leave it there if it is rejected. He anticipates that the Willows location would be primarily for rearrangement of products.

End Location for Products Stored in Cold Storage
In response to the question, *"Where is the end location of the products you are transporting to cold storage?"* one respondent said that while they don't have the data to say definitively, they believe the end location is likely mostly California. The other participant said that the end location is Northern California, the Bay Area, Washington, and Oregon.

Survey Section III
As mentioned in the introduction, the third section of the survey was asked to transportation companies who do not currently use cold storage but that expressed a likelihood of using cold storage in the next three to five years. Of the 14 companies who said they do not currently utilize cold storage all 14 responded that it would be unlikely that in the next three to five years that they would need to use standalone cold storage facilities along their routes. Since all responded that it was unlikely the remaining questions in Section III were not asked.

Survey Section IV

For those transportation companies who said it was not likely at all that they would need or utilize cold storage, they were asked the question, "*Are there any warehousing/distribution needs you would have?*" Out of the fourteen participants that do not currently utilize or project to utilize cold storage facilities, only one expressed a need and that was for a transload warehouse both at a port and at a rail station. Out of those who responded that they didn't have any additional needs a few provided some comments. One commented that they are just picking it up from one facility and dropping it off at another using their own refrigerated trucks. One commented that they have their own warehouse. One mentioned that they already have satellite terminals in the area. One stated that they have a need for it in Oakland and they are short on cold storage facilities especially by the port. One commented that they do trucking in the area, but they don't have a need for anything else. One mentioned that they do not work with brokers or with 3POs.

Survey Section V

This survey section was asked to the two transportation companies that currently utilize standalone cold storage facilities. There were no companies that projected they would likely use additional standalone cold storage facilities in the next three to five years.

Special Considerations to your Business and/or Products

Both companies that currently utilize cold storage said there are not currently any special considerations to their business that they would need a cold storage facility to accommodate.

Kosher and Halal Certifications

Neither company that currently utilizes cold storage facilities plans to need storage for kosher or halal-certified foods.

Factors Impacting Willingness to Move Business

When asked, "*If you currently are using cold storage off-site, and a new company could match the price of your current provider, what other factors would impact your willingness to move your business?,*" one company said the critical factor would be the hours of service. The other company listed the following factors: dependability, hours of operation, and price.

Cold Storage Availability Negatively Affecting Business Growth

Both companies reported that cold storage availability does not negatively affect their ability to grow their businesses.

Maximum Contract Length Willing to Consider

When asked about the maximum contract length they would consider for a company providing cold storage, one responded that the contract would need to be based on hours. The other company responded that they wouldn't enter into a long-term contract and for them it is really all about what the customer is looking for.

Importance of Rail Service Near Cold Storage Facility

The participants were asked to rank the importance of rail service near cold storage on a scale of one to five with five being the most important. One participant responded by saying that it is definitely important, but the company isn't currently utilizing it. The second participant ranked it

a five. He also commented that rail is important because when a shipment comes in, they notify you and if you don't get the shipment moved out in time the fees can be astronomical. He mentioned that if a business can get it off the rail quickly and get it to storage they can save a lot of money.

Anecdotal Experience with a Lack of Cold Storage Availability
When asked if the participants have any anecdotal experiences with a lack of cold storage availability that they would be willing to share both participants said they didn't have any experiences to share.

SUMMARY OF RESPONSES – TECHNOLOGY COMPANIES

Out of the 20 technology companies contacted, Morrison spoke with 11 companies. Ten of those companies immediately said that they do not use cold or temperature controlled storage nor do they anticipate any need for it. Only one company we spoke with both used cold storage and agreed to participate in the survey. A summary of that response is below.

Survey Section I
The company surveyed manufactures sorting equipment for both fresh and processed food. They use cold storage to store the commodities they use for demonstration purposes.

Survey Section II
As mentioned above, the company uses cold storage in order to demonstrate their products. They don't use cold storage for their business specifically. The participant didn't know how much by volume they put into cold storage each month. They stated they receive anywhere from one to 12 boxes which depends on the size of the product and how much the customer wants to run through the machine. The commodity only remains on site for a few weeks and then they either donate the commodity or they throw it away. The types of containers the products are stored in vary depending on the demonstration. They mentioned that they are usually on pallets or in boxes. The inventory in cold storage turns over every few weeks. The company does own their own cold storage on site and the storage capacity is sufficient for their needs. They do not currently utilize cold storage facilities off-site nor do they project needing additional cold storage capacity in the next three to five years. The factors that would most impact their choice in choosing to use a cold storage facility are location and cost. There are not certain months of the year that they need additional cold storage capacity as they do customer demos all year round. They do not need cold storage capacity to extend their market. In terms of other services they currently need/utilize in coordination with cold storage, they stated that they mostly use their own vehicles but occasionally have to rent a truck depending on the amount of product they are picking up. The product is usually in the cold storage facility for two to three weeks before it leaves the cold storage facility. The company itself is the end location.

Survey Section III
Since there were no technology companies who do not currently use cold storage nor expressed a likelihood of using cold storage in the next three to five years this section was not completed.

Survey Section IV
Since there were no technology companies who agreed to participate in the survey and that stated it was not likely at all they would need or utilize cold storage in the next three to five years this section regarding other warehousing or distribution needs was not completed.

Survey Section V
This survey section was asked to the technology company who currently utilizes cold storage. They reported that if they used an off-site cold storage facility they would need separation of organic, fresh, frozen, and refrigerated products. While they haven't seen any kosher products come in they do sort meat. They are not currently using an off-site cold storage facility. Cold storage availability does not negatively affect their ability to grow the business. They said they wouldn't consider an off-site cold storage facility and added that because of that a maximum contract length wasn't applicable. They reported that on a scale of one to five, with five being the most likely, their likelihood of using a cold storage facility in Glenn County with convenience access to I-5 as a one. They also reported the importance of rail service near cold storage as a one. Lastly, they didn't have any anecdotal experiences with a lack of cold storage availability to share.

SUMMARY OF RESPONSE – PHARMACEUTICAL COMPANIES
Morrison contacted ten pharmaceutical companies. Three companies said they do not transfer calls unless a specific person is asked for. Messages were left with the other seven companies without any return calls.

Secondary Market Research & Volume Estimates
Based on the strong response to the market interest survey by food and agriculture companies. Morrison conducted secondary market research to inform potential volume estimates (potential use in pallets) correlating to this demand.

As noted in the market survey summary above, on a scale of 1-5, with 5 being the most likely, thirty food and agriculture companies ranked their likelihood of use of a Glenn County cold storage facility a three, four, or five which represents more than 55% of survey participants. Twenty-four percent of all food and agriculture companies ranked likelihood of use a 5. However, this potential use represented a wide range of food and agriculture companies by size, commodity, need for cold storage volume, and manner in which the commodity is stored.

As documented in the Assumptions for the financial projections (see Page 40), Morrison's approach therefore was to leverage this strong market interest with an analysis of the 2018 Glenn County Crop Report, produced by the Glenn County Agricultural Commissioner's Office. Morrison reviewed the crop report, and the total volume of commodities produced in Glenn County and the commodities that would likely need cold storage (based on responses from the market interest survey). From there, a total volume of commodities produced in Glenn County that need cold storage was documented. The same approach was applied to an analysis of the Butte County Crop Report.

Assuming just those users with the highest interest in a Glenn County cold storage facility (24%) and accounting for a more conservative volume among likely users, Morrison calculated volume projections (and corresponding revenue) based on just 8 percent of the total volume of Glenn County commodities produced. This does not account for volume of agriculture commodities produced in neighboring counties and offers a reasonable estimate of likely use, accounting for regional competition, existing contracts with competitors, and potential for producers to develop their own on-site cold storage.

The amount of relevant agricultural products produced were first converted into tons if not already stated in tons, and then converted to the number of pallets that would hold the products. A rate of 1,800 pounds per pallet was used based on typical maximum weight limits of a standard pallet to convert tonnage produced to pallets produced. Pallets were then the units used for calculating volume of sales. For Glenn County this was equated to 510,803 pallets of agricultural products that may require cold storage per year, and 240,322 pallets per year for Butte County.

Three different levels of potential activity were estimated for these projections: Conservative, Moderate and Aggressive. For the purpose of presenting financial projections, Morrison utilized the Moderate sales level. Each sales level represented a different volume of pallets that would be stored at the facility throughout the year. The Moderate level is the equivalent of 8% of Glenn County's agricultural production or a volume of 34,555 pallets annually in Years 2-5 of the venture, accounting for a lower volume in Year 1 as business is built.

Therefore, based on:

- Trends in the global, United States, and California cold storage industry overall
- An analysis of the regional market for cold storage
- The high response rate to the market survey and strong indication of demand
- Secondary market research

Morrison has projected a potential facility would likely experience gross revenues for use of the facility of $1,119,594 in Year 1; $1,492,792; and $1,865,989 in Years 3-5 respectively. ▪

■

SECTION V. – OPERATIONAL ANALYSIS

As detailed in the Scope of Work for this feasibility venture, the operational analysis for a potential cold storage facility was to include an assessment of potential locations for a cold storage facility within the city limits of Willows; an assessment of land/building acquisition; and an assessment of equipment needs and costs.

Site Feasibility

Morrison's approach to analyzing potential locations for a cold storage facility began with direction from City of Willows and County of Glenn personnel, which included the expansion of reviewing potential sites within Glenn County as a whole, rather than just the City of Willows. During the feasibility analysis and business case process, a number of potential sites within

Glenn County were reviewed with consideration as a potential location for a future cold storage facility.

The process of assessing site feasibility began with an initial review of six sites identified by County Of Glenn personnel as most likely feasible sites for a future cold storage facility, based on their knowledge of the region and past conversations with private companies interested in potential cold storage facilities. All of the sites are currently undeveloped. In representations made by a private cold storage facility operator, it is likely that this would be preferred by any operator as they could build a facility to suit their needs, rather than remodel an existing structure, which could pose significant challenges and little cost savings with regards to needed design and features (loading docks, preservation of the cold chain). A review of a number of vacant buildings within the City of Willows in particular found that the buildings would be inadequate for the needs of a cold storage facility.

The potential six sites reviewed included:

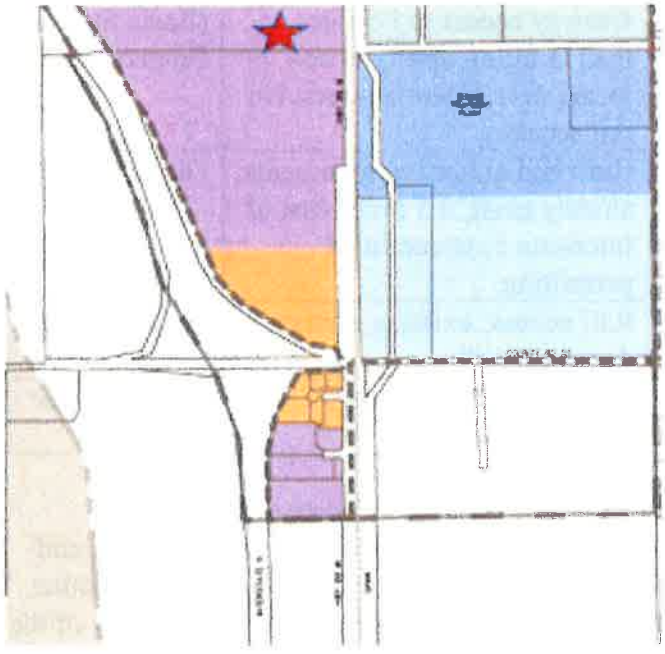
Site Number and Location	Acreage Estimate	Zoning	Additional Features	Owner
1 – Willows	30	Heavy Manufacturing	Rail access could be developed at the property; close freeway access to Interstate 5.	City of Willows
2 – Willows	~314 that could be subdivided	Light Manufacturing	Near a current beverage cold storage warehouse/distribution company; rail access could be developed at the property; about 1.2 miles to I-5.	Private owner
3 – Willows	Lots from 1-5 acres	Light Manufacturing	On old Highway 99; Close freeway access to I-5 (less than .5 mile); ability to co-locate near potential users. No rail access.	Private owner (Basin Street Properties)
4 – Orland	Lots from 3 to 18 acres	Industrial Park or MP District	Curb and gutter improvements already exist; 3.5 miles east of Interstate 5; streamlined permitting.	Glenn County
5 – Orland	20 acre	Service Commercial	Rail access; existing home and domestic well.	Private owner
6 – Orland	80 acres; 18 acres	Heavy industrial	Proximity directly near Interstate 5.	Private owner

It is likely that any of the sites listed in the table would be feasible to locate a cold storage facility with respect to size needed, permitted use (or the ease in getting the use permitted), and general functionality of a potential cold storage facility. However, the sites identified do require vastly different financial resources which would inherently impact the economic feasibility of the project.

An analysis of the six sites narrowed the most feasible locations to two specific properties: A site commonly referred to as "Basin Street" (Site 3) by County of Glenn and City of Willows Personnel and a nearby site adjacent to the City of Willows' wastewater treatment facility (Site 1). These were deemed the most feasible due to each sites proximity to Interstate 5, the size of the lots (smaller acreage to allow for reduced land acquisition costs); the fact that one property is currently owned by the City of Willows (potentially eliminating land acquisition costs if the facility was city-owned); and the fact that the other property has significant energy behind it from U.S. Economic Development Administration funding. This site also has interest from one major local food and agriculture company, Rumiano Cheese, as reported by a 2019 news article in the Glenn County Transcript.

Each of these sites was then further evaluated for suitability and analyzed based on the market demand study conducted and reported needs of potential users (i.e. rail access, access to Interstate 5, etc.), with a particular focus on growers and processors of food and beverage products. Additional input as to the desired features of a potential location were solicited from a potential cold storage facility operator to determine suitable locations as well. In consideration of the feasibility of a site, the co-located storage of commodities was considered as feasible, based on representations made by a private cold storage facility that currently stores multiple commodities. That would limit the need for multiple sites.

With rail access being the major distinction between both properties, and this access development costly, ultimately it was considered that Basin Street would be the site that would offer the most flexibility for design of a cold storage facility; the likely lowest land acquisition costs if a private third-party operator was to construct the facility (as opposed to the City of Willows); and the closest proximity to Interstate 5, necessary for the transport of products in cold storage.



The Basin Street property is a total 38 acre property on the south side of Willows, within the City of Willows limits. Lots of varying sizes from one to five acres are available, with the owner being California Land Invest, LLC.

A significant downside to this property is that it in undeveloped and will require land improvements at a cost of $10 per square foot (see Assumptions on Page 40). However, the only site that does not require these is the Orland site in the airport industrial park, which is 3.5 miles east of Interstate 5.

The current zoning of the land is ML Light Manufacturing. Permitted uses

under the Willows Municipal Code for the ML Light Manufacturing use include wholesale and storage warehouses, which would be the designated use for a cold storage facility, based on conversations with the City of Willows Planning Director (see Appendix C for zoning definition). Therefore a cold storage facility would be an allowed use by right. There is an overlay on this site that would require a use permit, which would be subject to review and approval by the City of Willows Planning Commission. This would be a few thousand dollars, at most, based on representations from the City of Willows Planning Staff.

Land acquisition costs, as documented in the financial projections for this venture, were confirmed with Frank Marinello of Basin Street Properties to be about $4 per square foot or $175,000 per acre (see Assumptions beginning on Page 40).

Building Costs

In assessing the feasibility of a future cold storage facility in Glenn County and to inform the financial analysis of this study, research was performed as it relates to the likely design, engineering, and construction needs and costs for a potential cold storage facility.

As any potential operator of a cold storage facility would likely seek to design and construct a facility to best suit their needs and personal specifications, extensive feasibility work was not conducted on the design specifications for a potential facility. This was also not directed by the City of Willows to be considered within the Scope of Work of this feasibility analysis and business case.

Morrison's approach to analyzing building costs for a cold storage facility began with an on-site interview of a private cold storage facility operator. This allowed for a tour of what a potential cold storage facility could look like and the building needs for a facility

The operator provided likely costs of building a facility on an undeveloped site. Those numbers were vetted by Morrison personnel and were higher than anticipated, based on Morrison's experience working with food and agriculture companies building privately-owned facilities.

To more accurately inform the financial analysis of this study, insights from two reputable construction firms that design, engineer, and build cold storage facilities provided some general standards and norms that would likely be considered in the construction of a potential facility.

Hansen-Rice, Inc., based in Nampa, Idaho, has constructed more than 38 million square feet of facility for industries across the world. Their work includes building temperature controlled, freezer, cooler, and low temperature warehousing, in addition to designing and constructing food processing facilities, distribution centers, and warehousing facilities, among other projects.

Mark Rice of Hansen-Rice noted that the majority of projects their firm has been involved in have been privately funded and operated. Public-private partnership in the design, construction, and operation phase is rare, according to Rice's experience in the industry. Based on his experience, he noted that cold storage facilities intended for multiple users (rather than privately owned and used by a single company for their own products) are often no smaller than 50,000 square feet, with 100,000 square feet the standard trend for the industry.

Mr. Rice represented that the costs of design, engineering, and construction for a standard cold storage facility (storing products at ~32 degrees) with loading docks would likely fall between $125 and $140 per square foot, considering similar projects completed in Northern California.

If lower temperature freezer space is needed Mr. Rice projected the costs to build in Northern California could average $165 a square foot. The costs of land acquisition, permitting, and all needed equipment and technology needs would be in addition to these costs.

Mr. Rice did convey that in his experience many cold storage facilities are constructed in phases, initially being built at a smaller square footage and expanding over time. On average cold storage facilities are constructed within 8 to 10 months, from the beginning of the design phase until final completion, Mr. Rice said.

In addition to the expertise of Mr. Rice, Chico-based Modern Building was also consulted as to likely costs of design, engineering, and construction of a potential cold storage facility. Modern Building has constructed several Northern California cold storage and warehousing projects, including a cold storage distribution facility that is within one mile of one of the identified potential sites for a future cold storage facility.

Modern Building noted that in considering recent projects, the likely fee range for design, engineering, and construction would likely fall between $80 and $150 per square foot, commensurate with the range estimated by Mr. Rice.

Modern Building has also constructed many cold storage facilities in phases, adding to square footage over time as need and demand grew.

Based on this research, Morrison used a cost of $140 per square foot in the financial projections for the design, engineering, and construction of a cold storage facility (see Assumptions beginning on Page 40).

Equipment Needs and Costs
Morrison's approach to analyzing building costs for a cold storage facility began with an interview of the same private cold storage facility operator that provided a site visit.

The operator was asked to provide a list of equipment that would be needed in the first year of operations, based on the primary users being food and agriculture companies.

This list provided by this operator included: pallet racks, forklifts, reach forklifts, pallet jacks, battery charging station, and a backup generator. The list also included likely costs as represented by this operator. Results of internet searches from equipment vendors for this equipment were used to inform the financial projections.

Additionally, Morrison added plastic pallets; pallet racks; and a stretch wrapper to the needed equipment list, with acquisition costs informed by internet searches from equipment vendors.

Based on this research, Morrison used a total equipment cost of $579,430 in the financial projections for the purchase of pallet racks, forklifts, reach forklifts, pallet jacks, battery charging station, a backup generator; plastic pallets; pallet racks; and a stretch wrapper (see Assumptions beginning on Page 40). .

■

SECTION VI. – MANAGEMENT ANALYSIS

As detailed in the Scope of Work for this feasibility venture, the management and organization analysis was to include an assessment of the potential management and organization structure of facility; the identification of likely expertise/qualifications needed to operate facility; the assessment of needed personnel to operate a Glenn County cold storage facility and costs; and the assessment of potential hours/days of operation.

At the outset of this project, City of Willows and Glenn County personnel represented that a private cold storage company had demonstrated interest in potentially constructing and operating a public cold storage facility within the county.

With that in mind, Morrison discussed with City of Willows and Glenn County personnel whether Morrison's scope for this feasibility analysis and business case should extensively assess the feasibility of the city and or county operating a facility, or a private entity operating the facility, recognizing that there are other management options outside of these options that would not be analyzed (community/membership model for example). It was determined to explore the challenges and benefits of an ownership/management structure by a private owner; a city-owned management/ownership structure; and a public/private partnership.

Each approach was considered and provided below:

Private operator
The majority of public cold storage facilities are operated by private companies, and in California, many of these companies already have a strong presence. Among several others, these include well-known industry leaders Americold Logistics, Lineage Logistics, and United States Cold Storage. A cold storage industry report from 2014 noted that "Despite over 600 operators in the U.S. refrigerated storage industry, the top 10 players dominate about 80 percent of the market."[10]

The core competency of these companies is providing public cold storage services and related services, and as such these companies likely possess time-tested and well-refined processes and functions, with well-informed pricing models; operations plans; accounting procedures; and necessary certifications to meet compliance needs. This would ensure effective operation of a facility and likely economic sustainability of the venture. An established operator looking to expand into a new market and generate additional revenue may be able to absorb short-term start-up costs and weather any fluctuation in initial operations more effectively than a city or county operator. A private operator also would avoid the added expense of prevailing wage for construction and would not have to keep wages and benefits in line with other public employees.

[10] Perspectives on cold storage investment opportunities; 2014. JLL.

However, a private operator constructing and operating a cold storage facility is based solely on their willingness to do so and thus far, based on representations from City of Willows and Glenn County personnel, there has been interest from only one company in the past two years to do so. The completion of this feasibility analysis and business case however, may be a potential marketing tool to attract private companies to the region.

A private operator would be unfamiliar with the region and the likely users of the facility – corporate policies may not fit the expressed preferences of potential users and standard measures of performance may not be aligned with the small, rural nature of Glenn County and likely users of a cold storage facility.

One alternative is to attract one of the existing private food and agriculture companies in Glenn County to build excess capacity if they have plans to build cold storage and operate a public warehousing space in conjunction with their own cold storage space. This would likely require the ability to have distinct and separate spaces in the facility for each use, and public users would need to mitigate the risk that the private owner could eventually need the entire space for their own needs.

Public entity operator
As stated above, most public cold storage facilities are owned and operated by private companies. The City of Willows currently does not have existing personnel with experience in managing and operating a cold storage facility. Though the City of Willows has engaged in several complex and large-scale capital infrastructure projects with success (including the development of the Basin Street property that is the recommended site for this facility), the day-to-day operation of a cold storage facility would require expertise not currently available within current city leadership.

Furthermore, with a the lack of expertise in the industry, if the City sought to operate this facility, current City leadership would have to rely solely on the expertise of a hired outside professional, which could expose the city to significant liability, considering the need of any facility to meet local, state, and federal regulations as it relates to food safety.

Additionally, the City of Willows' 2018-2019 budget was adopted with a general fund deficit of $98,000. The City also faces a PERS unfunded liability $78,000 higher than that in 2017/2018, with this liability anticipated to grow. Adding additional City Staff to execute the construction of, and manage and operate a cold storage facility is not financially feasible at this point.

The City of Willows would be well-positioned to receive federal grant funding to operate the facility; however construction costs may be subject to prevailing wage (which would result in higher costs); and any employees hired would be public employees, subject to wages and benefits defined in agreements between the city and collective bargaining units.

Public Private Partnership
In the absence of a private operator opening a cold storage facility on their own accord, the model of a public-private partnership could be considered for this venture. There are several

cities, economic development corporations, and non-profit associations that have built cold storage facilities or provided financial assistance to build facilities that are either public cold storage facilities operated by a private entity, or private cold storage facilities.

For example, the city of Wrangell, Alaska owns a building with cold storage capabilities, but leases the space out to Trident Seafoods. In Stevens Point, Wisconsin, the City of Stevens Point conveyed land to a private company to construct and operate a cold storage facility.

In Greenfield, Massachusetts, the Franklin County Community Development Corporation, a non-profit, operates the Western Massachusetts Food Processing Center, which in addition to cold storage, provides a commercial kitchen, technical assistance, business planning, product development, distribution resources and manufacturing space.

As noted previously, a private cold storage company did state that having the city, or outside entity build a cold storage facility and rent it out would not be their preferred option, as most private cold storage companies would likely want to design and build their own facility to their personal specifications. The City of Willows may be able to work in partnership with local government or non-profit entities to develop a cold storage facility (i.e. County of Glenn, 3CORE, North Valley Food Hub), but this still leaves an absence of expertise in cold storage operations and regulations.

Recommended Model

Based on the analysis, it seems the most feasible and sustainable option for a management and operation structure is to leverage this feasibility analysis and business case to attract a private company to operate a public cold storage facility in Glenn County.

To that end, the assessment of needed personnel and expertise to operate a Glenn County cold storage facility and costs; and the assessment of potential hours/days of operation would be largely dependent on the private operator's experience.

To inform the projections, Morrison's approach was to consult with a private cold storage company on their staffing levels and costs. This was compared to a financial statement study for NAICS code 493120 (Refrigerated Warehousing and Storage) from the Risk Management Association (referred to as "RMA Ratios") which provided average costs of operations and general and administration costs for public cold storage facilities.

Based on input provided by a cold storage operator, Morrison's experience and consideration of the other research documented in this Feasibility analysis and business case, a sufficient team would consist of a combination of six to eight full and part time employees with an earnings range of $30,000 to $60,000 annually, as well as facility manager earning between $80,000 to $100,000, dedicating approximately 75% of their time directly to operations, and the remaining to administration. Adding an estimate for taxes and benefits of 15-25%, based on Morrison's experience, this supports a range of Personnel costs between $276,000 and $693,750. An estimate of 60% of Total Personnel and Overhead Costs was used to calculate annual Personnel costs, in Years 3+, at $407,003 (see Assumptions beginning on Page 40).

Job descriptions from private cold storage companies are provided in the Appendix C of this document for an example of expertise that would be sought for these positions. Among others, this generally includes the requirement to have forklift operation experience for nearly all positions; experience with inventory control functions and procedures, including cycle counts, product rotation and recall, training, customer claims and requests, and record keeping; three to five years of prior experience in warehouse management.

■

SECTION VII. – CAPITAL

Recognizing that the most feasible option for a cold storage facility in Glenn County is likely for the facility to be owned and operated by a private company, Morrison's approach to determining the capital needs of the operation was focused on what the needs of a private for-profit operator would be.

Capital and operating costs are detailed in the financial projections prepared for this study and documented in the Assumptions for the financial projections (see Page 40). These include:

- Total land costs of $175,000 per acre. Assuming a maximum of four acres needed for the facility, a cost of $700,000 is used.
- Building construction costs of $140 per square foot for a total estimated construction cost of $4.5 million. Based on the results of the market survey and the input from construction and engineering firms that a building could be built in phases, Morrison is recommended a 32,200 square foot building be considered, with the ability to add additional space in the future.
- Total equipment costs of $541,540.

Operating capital will be needed to manage cash flow; the project does not anticipate generating an ending positive cash balance until Year 3 of the venture.

To inform the financial projections, it was assumed that these capital costs would be financed through a conventional bank loan to the private entity, assuming an ownership structure that is a private operator.

Interest was calculated based on long-term debt principal and line of credit balances, as detailed in the financial projections, and an interest rate of 5%, which was determined based on current commercial loan rates as reported on CommercialLoanDirect.com (see Assumptions beginning on Page 40). ■

SECTION VIII. – RISK ASSESSMENT

As noted in this study, a Glenn County cold storage facility would likely be most feasible if it was constructed, owned, and operated by a private company well-versed in cold storage operations. If that approach was employed there would likely be low business risk. Morrison would advise that the City of Willows constructing, owning, and operating a cold storage facility would lend itself to a higher level of risk.

Potential risks for a private operation include:

1. *Availability of labor and materials to construct a facility and of equipment.* With the recent impacts of the Camp Fire and the increased demand to build homes and buildings in nearby Butte County, the availability of labor for construction will likely be impacted. A nationwide survey in August 2018 conducted by Autodesk and the Associated General Contractors of America shows 80 percent of construction companies nationwide are facing difficulties filling hourly craft positions, with more than half having trouble filling salaried positions, like project managers, engineers and architects. The same survey found nearly half of California construction employer respondents said it would be even harder to hire over the next 12 months (prior to the Camp Fire). Still, this would likely slow the construction timeline of a project rather than make it impossible to build. A private, well-experienced operator likely has standard building designs that could be readily adapted for Glenn County, and reduce time needs on the design side of construction, allowing for a more streamlined design and construction timeline.
2. *Demand fluctuations.* With a public cold storage facility, demand fluctuations will be the most significant risk for a private entity to manage. It will be critical to a private entity to secure a number of large volume regular users to support the ability to maintain operations for the smaller, more on-demand needs reflected from the market survey. To mitigate risk, six-month or one-year contracts, with a minimum charge regardless of volume delivered, may be a policy to employ. Long-term contracts will not be a significant challenge for a cold storage facility to solicit; 70% of the respondents to the market demand survey indicated that they would consider a maximum contract length of at least six months (see discussion of results beginning on Page 7).
3. *Obsolescence.* As this would be a brand new facility, it will be likely be equipped with new, state-of-the-art equipment and software. Obsolescence should not be an issue for many years.
4. *Plant safety and legal liability.* Plant safety and legal liability will be a risk that could be readily mitigated with an experienced operator well-versed in food safety policies; best practices; forklift safety; and all California state cold storage requirements and Food Safety Modernization Act compliance needs. A cold storage operator will existing facilities in California will already have policies, practices, and procedures in place to address safety and legal liability.
5. *Food safety.* As a facility that would be managing and handling food and beverage products, there is risk in cross contamination with multiple commodities and food safety liability inherent to the industry. This could be mitigated through an experienced operator, well-versed in food safety policies; building design that seeks to avoid cross-contamination; and that possesses experience in training personnel in food safety risk management. Insurance coverage for food safety incidents is also available.
6. *Financing.* Financing arrangements with a conventional bank lender would likely have to be secured by any private company seeking to construct a cold storage facility in Glenn County. An experienced operator with a strong history of building and operating cold storage facilities will likely not face any significant risk in acquiring financing.
7. *Competition.* As discussed in the market analysis, there are few public cold storage facilities in the region that would offer significant competition. The major risk in competition comes largely from private food and agriculture companies building their own on-site cold storage to meet their own needs. This is especially true of larger food and agriculture companies with

a high volume of product (one respondent to the market demand survey was in the process of designing and building their own cold storage in the absence of Glenn County having public cold storage space). Still, building cold storage is a timely process and if a private cold storage facility operator was to effectively communicate their plans and interest in building a facility in Glenn County, they may be able to deter private food and agriculture companies from proceeding with plans for their own cold storage facilities and shift their interest to using a public cold storage facility.

8. *Labor*. The nationwide skilled labor shortage could have an impact on labor needed to operate and manage a Glenn County cold storage facility. Still, as noted in the regional market overview in the Market Analysis section (see Page 5), Glenn County's economy is largely driven by agriculture, with this industry and supporting business (including cold storage facilities) employing the largest number of people in the county. With nearby Butte, Tehama, and Colusa counties providing additional potential labor pools; and Butte Community College, California State University, Chico attracting young talent to the region, labor will likely not be a significant risk factor.

Summary: While it is not possible to anticipate every possible risk, the major risks noted above appear as though they could be appropriately mitigated by an experienced cold storage operator.

■

SECTION IX. – FINANCIAL PROJECTIONS

Through an evaluation of key market trends; a market demand survey consisting on in-depth one-on-one potential user interviews; representations made by a private cold storage operator concerning historical costs; and additional outside research, financial statements have been prepared on a month-by-month basis for the five years of the venture, summarized annually below. The full financial projections and assumptions are included in Appendix A of this document. Below is a brief and summarized version of both documents.

These financial projections were developed to assist in the assessment of the potential for a cold storage facility in the City of Willows. A specific operator has not been identified as of the time of these projections but may include independent operators of other cold storage facilities, parties with a need for cold storage capacity as part of their business activities, or the City itself.

For the purpose of these projections, it is assumed that this business would be established as a division, limited liability company (LLC), S-Corporation, or subsidiary of a currently existing company or organization which would cause income from this venture to flow to the owners' tax returns and be taxed at the rates relevant to their entire income. Accordingly, income taxes are not reflected in these projections for the venture; and any potential owner/operator should assess tax issues based on their overall tax situation.

It is presumed that operations will commence in January 2020 ("Year 1") for projection purposes, though actual operations may start in subsequent months or years. All construction and related payments to readying the facility for normal operation is assumed to occur prior to commencement of operations. All transactions are in US dollars (USD). All projections are in nominal dollars (not inflation adjusted) and not tax adjusted unless otherwise noted.

The assumptions and support for each line item is documented below. As referenced, support includes market pricing research, a financial statement study for NAICS code 493120 (Refrigerated Warehousing and Storage) from the Risk Management Association (referred to as "RMA Ratios"), and a survey of potential customers comprised primarily of food and agriculture companies located within Glenn County (see discussion of survey beginning on Page 7).

Certain assumptions are based on information obtained from a cold storage company in San Joaquin County (referred to as "Cold Storage Operator") regarding the nature of the business, including startup costs and seasonality of operating expenses. Some assumptions are based on representations by the City of Willows (see the related Representation Letter).

Income Statement assumptions:
The Detailed Projected Income Statements show revenue and expense projections detailed by account. The supporting assumptions for each line are as follows:

- Sales: Based on the responses from the Market Survey (see discussion beginning on Page 7) it was estimated that there is a seasonal impact on sales in the months of July and August, which see a decline in the need for storage. The remaining ten months are assumed to be approximately equal in volume for the purposes of these estimates. Additionally, it is assumed that, based on Morrison's experience of similar studies and observation of initial operations in a business, the facility would take time to get up to full sales and accordingly it is estimated that Year 1 would approximate 60% of anticipated sales, Year 2 would approximate 80% of normal sales, and going forward from Year 3 would experience normal (100%) sales levels.
- *Storage Revenue:* These are based on a percent of total agricultural production, using both the Glenn County and Butte County 2017 Crop Reports, produced by each county's respective Agricultural Commissioner. The amount of relevant agricultural products produced were first converted into tons if not already stated in tons, and then converted to the number of pallets that would hold the products. A rate of 1,800 pounds per pallet was used based on typical maximum weight limits of a standard pallet to convert tonnage produced to pallets produced. Pallets were then the units used for calculating volume of sales. For Glenn County this was equated to 510,803 pallets of agricultural products that may require cold storage per year, and 240,322 pallets per year for Butte County. The cost per pallet used for revenue was $19 pallet, consistent with the average cost participants in the Market Survey reported paying at other regional cold storage facilities.

  Three different levels of potential activity were estimated for these projections: Conservative, Moderate and Aggressive. For the purpose of presenting these projections, we have utilized the Moderate sales level. Each sales level represented a different volume of pallets that would be stored at the facility throughout the year. For each level the following was assumed:
  - Conservative: the equivalent of 4% of Glenn County's agricultural production or $656,552 annually.

- Moderate: the equivalent of 8% of Glenn County's agricultural production or $1,313,104 annually.
- Aggressive: the equivalent of a combination of 8% of Glenn County's and 4% of Butte County's agricultural production or $1,313,104 and $321,100, respectively, totaling $1,634,204, annually.

The portions of agricultural production listed above were chosen based on a combination of factors, including sales levels of similarly sized cold storage facilities, opinion on capture of market based on Morrison's experience, and the responses to the Market Survey (see discussion beginning on Page 7). Refer to *Glenn County 2017 Agricultural Production* and *Butte County 2017 Agricultural Production* for tons per pallet and Glenn County and Butte County related figures, respectively.

- *Handling and Sorting Revenue:* Based on information provided by the Market Survey, cold storage facilities charge a handling or sorting fee when processing incoming pallets from customers and that charge can range widely depending on the facility, but based on the most common range of charges noted, a fee of $200 is assumed for these projections. This fee was most commonly charged as a flat fee regardless of the number of pallets being processed in a single shipment.
- *Blast Freezing Revenue:* Based on information provided by a Cold Storage Operator as well as information provided by the Market Survey, cold storage facilities offer blast freezing of stored products, charging a fee per pallet blast frozen and that charge can range widely depending on the facility, but based on the most common charges a fee of $60 was used for these projections. Based on information provided by the Market Survey it's estimated that 5% of pallets would be blast frozen.

- Cost of operations & General and administration:

The combined total of *Cost of operations* and *General and administration* is estimated to be approximately 72.8%, per the RMA Ratios. Some costs that comprise this total are calculated independently for this projection (such as depreciation, interest and utilities), while the remaining expenses are estimated using the 72.8% of total costs as a guideline.

- *Utilities:* Represents utilities cost in operating the cold storage facility. At a Moderate sales level, the monthly costs are estimated at $24,718 during summer months (June – August), $16,479 during winter months (December – February), and $20,599 during all other months. The ratio of costs of summer compared to winter months are based on information provided by the Cold Storage Operator. These costs were estimated based on the assumption that the facility would primarily utilize electricity and natural gas for power.
- *Depreciation:* Represents depreciation of the costs of buildings and equipment, below, over the estimated useful lives of the assets. The useful life for buildings is estimated at 15 years, 30 years for land improvements, and the 7 years for equipment. The estimated useful lives were determined using the 2009 USDA Farm Storage Facility Loan Program Fact Sheet.

- General and administration:

- *Administrative expenses:* These represent office support salaries, office supplies, marketing, etc.

- *Interest:* Calculated based on long-term debt principal and line of credit balances, both noted below, and an interest rate of 5%, which was determined based on current commercial loan rates as reported on CommercialLoanDirect.com.
- Net income: Based on the net financial result of the financial projections.

Projected Balance Sheets:
The projected balance sheets reflect the estimated net impact of activities related to this venture. Key assumptions include:

- Cash: Represents net cash earned by the business. The cash balance at any point reflects the cumulative cash balance of the business over time (distributions not budgeted and would be determined by the eventual owner). If net cash from all activities drops below zero per the Projected Cash Flows, that amount is reflected as a draw on the Line of Credit in these projections.
- Accounts receivable: Represents outstanding invoices estimated at 100% of the previous month's revenues.
- Property, plant & equipment (net): Represents the value of all fixed assets, including: land, buildings, and equipment. Each category is valued as follows:
    - Land: The location for the cold storage facility is based on a previously identified area by the City of Willows, located near the intersection of Road 57 and Highway 99 West, immediately off the Road 57 exit (no. 601) on Highway 5. The value of the four acres estimated for the facility is $700,000, or $175,000 per acre, according Basin Street Properties, the owners of the property (see discussion in *Operational Analysis* beginning on Page 5) .
    - Land Improvements: The value of the costs to develop the surrounding land around the facility, including the construction of: parking lots, sidewalks, installations for utilities, water drainage, etc. Estimated costs of $10 per square foot, per guidance provided by Basin Street Properties, the owners of the property see discussion in *Operational Analysis* beginning on Page 5).
    - Buildings: The building value is based on cost by square footage equaling $140 per square foot, refer to Building Construction Costs in *Capital and Operating Costs*. This amount was an average of approximate ranges provided by two different construction company located familiar with building cold storage facilities. The total square footage required for the facility (32,200 square feet) was calculated based on the volume of pallets in Storage Revenue and contingent on sales level see discussion in *Operational Analysis* beginning on Page 5).
    - Equipment: The types of equipment necessary for operations is based on information by the Cold Storage Operator. Equipment includes items such as: pallet racks, forklifts, reach forklifts, pallet jacks, battery charging station, and backup generator. Equipment values were was determined through pricing listed by sellers online, with volumes for certain items, such as racking, based on square footage used for Buildings above see discussion in *Operational Analysis* beginning on Page 5).
- Line of credit: Represents financing to supply the working capital required for operation of the facility for the first several years. As noted at "Cash" above, if net cash from all activities drops below zero per the Projected Cash Flows, that amount is recorded as a draw on the Line of Credit.

- Accounts payable: Represents outstanding invoices to be paid to vendors. A/P projections assume 100% of each month's invoices will be paid in the month subsequent to receipt.
- Current maturities of LT debt: Represents debt principal to be paid within the following twelve months all Long Term Debt.
- Long term debt: Calculated based on 50% of total Property, plant & equipment, above, before accumulated depreciation, with the remainder of which is assumed to be Capital Contributions, below. The term of this debt is assumed to be 7 years with monthly payments, based on the most common bank financing for the initial operations of a business. The cost of this financing is documented as part of Interest, under Detailed Projected Income Statement assumptions above.
- Retained earnings: Represents the cumulative earnings retained from the results of the operation of the business.
- Contributions: Represents estimated equity contributions to the business by the owner(s), calculated as Plant & equipment, before accumulated depreciation, less long term debt and current maturities.

Income Statement

	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Gross revenues	$1,119,594	$1,492,792	$1,865,989	$1,865,989	$1,865,989
Deductions	-	-	-	-	-
Net Sales	1,119,594	1,492,792	1,865,989	1,865,989	1,865,989
Cost of Operations	1,012,744	1,138,943	1,265,141	1,265,141	1,265,141
Gross Margin	106,849	353,849	600,849	600,849	600,849
Selling expense	-	-	-	-	-
General and administrative	267,026	248,764	218,581	191,738	165,666
Other (income) and expense	-	-	-	-	-
Net income (loss)	$(160,176)	$ 105,085	$ 382,267	$ 409,110	$ 435,182

	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Balance Sheet					
Assets					
Current:					
Cash	$ -	$ -	$ 133,890	$ 456,532	$ 779,065
Accounts Receivable	102,629	136,839	171,049	171,049	171,049
	102,629	136,839	304,939	627,581	950,114
Long term:					
Plant & equipment (net)	6,744,697	6,319,454	5,894,211	5,468,969	5,043,726
Total Assets	$6,847,326	$6,456,293	$6,199,150	$6,096,550	$5,993,840
Liabilities & Equity					
Current:					

	Year 1	Year 2	Year 3	Year 4	Year 5
Balance Sheet					
Line of credit	$ 207,073	$ 163,008	$ -	$ -	$ -
Accounts Payable	69,241	78,387	86,779	84,665	82,442
Current maturities of LT debt	461,199	484,794	509,597	535,669	563,075
	737,513	726,189	593,376	620,334	645,517
Long term:					
Long term debt	2,685,020	2,200,226	1,690,628	1,154,959	591,883
Equity					
Retained earnings	(160,177)	(55,092)	327,176	736,287	1,171,470
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,424,793	3,529,878	3,912,146	4,321,257	4,756,440
Total Liabilities & Equity	$6,847,326	$6,456,293	$6,199,150	$6,096,550	$5,993,840

■

SECTION X. – CONCLUSIONS

The purpose of a feasibility assessment is to determine the general viability of a proposed approach to a project. In the actual execution of a strategy, external circumstances, internal decisions, and other factors may dictate departures from the original plan. Further, it is not possible to consider every possible cost or circumstance, internal or external. Accordingly, no representation is made as to the outcome of any action City of Willows or any other party may take based on this Assessment.

Within the limitations of the paragraph above, Morrison concludes that the general approaches to approach, competition and markets, operations and management; capital needs, and risks discussed in this assessment are technically feasible.

■

Appendix A

MORRISON

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
SALES												
Storage revenue	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 32,828	$ 32,828	$ 72,221	$ 72,221	$ 72,221	$ 72,221
Handling and sorting revenue	19,005	19,005	19,005	19,005	19,005	19,005	8,639	8,639	19,005	19,005	19,005	19,005
Blast freezing revenue	11,403	11,403	11,403	11,403	11,403	11,403	5,183	5,183	11,403	11,403	11,403	11,403
Gross sales	102,629	102,629	102,629	102,629	102,629	102,629	46,650	46,650	102,629	102,629	102,629	102,629
COST OF OPERATIONS												
Personnel	20,823	20,823	20,823	20,823	20,823	20,823	9,465	9,465	20,823	20,823	20,823	20,823
Overhead	12,620	12,620	12,620	12,620	12,620	12,620	12,620	12,620	12,620	12,620	12,620	12,620
Utilities	13,927	13,927	17,409	17,409	17,409	20,891	20,891	20,891	17,409	17,409	17,409	13,927
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Total Cost of Operations	82,807	82,807	86,288	86,288	86,288	89,770	78,412	78,412	86,288	86,288	86,288	82,807
Gross margin	19,823	19,823	16,341	16,341	16,341	12,859	(31,763)	(31,763)	16,341	16,341	16,341	19,823
GENERAL AND ADMINISTRATIVE												
Administrative expenses	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
Interest	14,937	14,937	14,802	14,666	14,544	14,422	14,299	14,191	14,267	14,344	14,220	14,096
Total General & Admin	22,712	22,712	22,577	22,441	22,319	22,197	22,074	21,966	22,042	22,119	21,995	21,871
Net income	$ (2,889)	$ (2,889)	$ (6,236)	$ (6,100)	$ (5,978)	$ (9,338)	$ (53,837)	$ (53,728)	$ (5,701)	$ (5,778)	$ (5,654)	$ (2,048)
EBITDA	$ 47,485	$ 47,485	$ 44,003	$ 44,003	$ 44,003	$ 40,521	$ (4,101)	$ (4,101)	$ 44,003	$ 44,003	$ 44,003	$ 47,485

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
SALES												
Storage revenue	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 43,770	$ 43,770	$ 96,294	$ 96,294	$ 96,294	$ 96,294
Handling and sorting revenue	25,341	25,341	25,341	25,341	25,341	25,341	11,518	11,518	25,341	25,341	25,341	25,341
Blast freezing revenue	15,204	15,204	15,204	15,204	15,204	15,204	6,911	6,911	15,204	15,204	15,204	15,204
Gross sales	136,839	136,839	136,839	136,839	136,839	136,839	62,200	62,200	136,839	136,839	136,839	136,839
COST OF OPERATIONS												
Personnel	27,764	27,764	27,764	27,764	27,764	27,764	12,620	12,620	27,764	27,764	27,764	27,764
Overhead	16,826	16,826	16,826	16,826	16,826	16,826	16,826	16,826	16,826	16,826	16,826	16,826
Utilities	13,927	13,927	17,409	17,409	17,409	20,891	20,891	20,891	17,409	17,409	17,409	13,927
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Total Cost of Operations	93,954	93,954	97,436	97,436	97,436	100,918	85,774	85,774	97,436	97,436	97,436	93,954
Gross margin	42,885	42,885	39,403	39,403	39,403	35,922	(23,574)	(23,574)	39,403	39,403	39,403	42,885
GENERAL AND ADMINISTRATIVE												
Administrative expenses	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
Interest	13,972	13,833	13,597	13,361	13,138	12,914	12,690	12,479	12,514	12,549	12,322	12,095
Total General & Admin	21,747	21,608	21,372	21,136	20,913	20,689	20,465	20,253	20,289	20,324	20,097	19,870
Net income	$ 21,138	$ 21,277	$ 18,031	$ 18,268	$ 18,490	$ 15,232	$ (44,039)	$ (43,828)	$ 19,114	$ 19,079	$ 19,306	$ 23,015
EBITDA	$ 70,547	$ 70,547	$ 67,065	$ 67,065	$ 67,065	$ 63,584	$ 4,088	$ 4,088	$ 67,065	$ 67,065	$ 67,065	$ 70,547

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
SALES												
Storage revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Handling and sorting revenue	31,676	31,676	31,676	31,676	31,676	31,676	14,398	14,398	31,676	31,676	31,676	31,676
Blast freezing revenue	19,005	19,005	19,005	19,005	19,005	19,005	8,639	8,639	19,005	19,005	19,005	19,005
Gross sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
COST OF OPERATIONS												
Personnel	34,705	34,705	34,705	34,705	34,705	34,705	15,775	15,775	34,705	34,705	34,705	34,705
Overhead	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033
Utilities	13,927	13,927	17,409	17,409	17,409	20,891	20,891	20,891	17,409	17,409	17,409	13,927
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Total Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
GENERAL AND ADMINISTRATIVE												
Administrative expenses	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
Interest	11,867	11,623	11,283	10,941	10,613	10,358	10,190	10,022	9,852	9,682	9,511	9,340
Total General & Admin	19,642	19,398	19,058	18,716	18,387	18,133	17,965	17,796	17,627	17,457	17,286	17,115
Net income	$ 46,306	$ 46,549	$ 43,408	$ 43,750	$ 44,078	$ 40,851	$ (33,351)	$ (33,182)	$ 44,839	$ 45,009	$ 45,179	$ 48,833
EBITDA	$ 93,609	$ 93,609	$ 90,128	$ 90,128	$ 90,128	$ 86,646	$ 12,276	$ 12,276	$ 90,128	$ 90,128	$ 90,128	$ 93,609

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
SALES												
Storage revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Handling and sorting revenue	31,676	31,676	31,676	31,676	31,676	31,676	14,398	14,398	31,676	31,676	31,676	31,676
Blast freezing revenue	19,005	19,005	19,005	19,005	19,005	19,005	8,639	8,639	19,005	19,005	19,005	19,005
Gross sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
COST OF OPERATIONS												
Personnel	34,705	34,705	34,705	34,705	34,705	34,705	15,775	15,775	34,705	34,705	34,705	34,705
Overhead	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033
Utilities	13,927	13,927	17,409	17,409	17,409	20,891	20,891	20,891	17,409	17,409	17,409	13,927
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Total Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
GENERAL AND ADMINISTRATIVE												
Administrative expenses	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
Interest	9,168	8,995	8,821	8,647	8,472	8,296	8,119	7,942	7,764	7,585	7,406	7,225
Total General & Admin	16,943	16,770	16,596	16,422	16,247	16,071	15,894	15,717	15,539	15,360	15,181	15,000
Net income	$ 49,005	$ 49,178	$ 45,870	$ 46,044	$ 46,219	$ 42,913	$ (31,280)	$ (31,103)	$ 46,927	$ 47,106	$ 47,285	$ 50,947
EBITDA	$ 93,609	$ 93,609	$ 90,128	$ 90,128	$ 90,128	$ 86,646	$ 12,276	$ 12,276	$ 90,128	$ 90,128	$ 90,128	$ 93,609

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
SALES												
Storage revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Handling and sorting revenue	31,676	31,676	31,676	31,676	31,676	31,676	14,398	14,398	31,676	31,676	31,676	31,676
Blast freezing revenue	19,005	19,005	19,005	19,005	19,005	19,005	8,639	8,639	19,005	19,005	19,005	19,005
Gross sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
COST OF OPERATIONS												
Personnel	34,705	34,705	34,705	34,705	34,705	34,705	15,775	15,775	34,705	34,705	34,705	34,705
Overhead	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033	21,033
Utilities	13,927	13,927	17,409	17,409	17,409	20,891	20,891	20,891	17,409	17,409	17,409	13,927
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Total Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
GENERAL AND ADMINISTRATIVE												
Administrative expenses	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775	7,775
Interest	7,044	6,863	6,680	6,497	6,313	6,128	5,942	5,756	5,569	5,381	5,192	5,003
Total General & Admin	14,819	14,637	14,455	14,272	14,088	13,903	13,717	13,531	13,344	13,156	12,967	12,778
Net income	$ 51,128	$ 51,310	$ 48,011	$ 48,194	$ 48,378	$ 45,081	$ (29,103)	$ (28,917)	$ 49,122	$ 49,310	$ 49,499	$ 53,170
EBITDA	$ 93,609	$ 93,609	$ 90,128	$ 90,128	$ 90,128	$ 86,646	$ 12,276	$ 12,276	$ 90,128	$ 90,128	$ 90,128	$ 93,609

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Year 1	Year 2	Year 3	Year 4	Year 5
SALES					
Storage revenue	$ 787,862	$ 1,050,483	$ 1,313,104	$ 1,313,104	$ 1,313,104
Handling and sorting revenue	207,332	276,443	345,554	345,554	345,554
Blast freezing revenue	124,399	165,866	207,332	207,332	207,332
Gross sales	1,119,594	1,492,792	1,865,989	1,865,989	1,865,989
COST OF OPERATIONS					
Personnel	227,157	302,876	378,595	378,595	378,595
Overhead	151,438	201,917	252,396	252,396	252,396
Utilities	208,907	208,907	208,907	208,907	208,907
Depreciation	425,243	425,243	425,243	425,243	425,243
Total Cost of Operations	1,012,744	1,138,943	1,265,141	1,265,141	1,265,141
Gross margin	106,849	353,849	600,849	600,849	600,849
GENERAL AND ADMINISTRATIVE					
Administrative expenses	93,299	93,299	93,299	93,299	93,299
Interest	173,727	155,464	125,281	98,438	72,366
Total General & Admin	267,026	248,764	218,581	191,738	165,666
	114.31%	92.96%	79.51%	78.08%	76.68%
Net income	$ (160,176)	$ 105,085	$ 382,267	$ 409,110	$ 435,182
	-14.31%	*7.04%*	*20.49%*	*21.92%*	*23.32%*
EBITDA	$ 438,793	$ 685,792	$ 932,791	$ 932,791	$ 932,791

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Gross revenues	$ 102,629	$ 102,629	$ 102,629	$ 102,629	$ 102,629	$ 102,629	$ 46,650	$ 46,650	$ 102,629	$ 102,629	$ 102,629	$ 102,629
Net Sales	102,629	102,629	102,629	102,629	102,629	102,629	46,650	46,650	102,629	102,629	102,629	102,629
Cost of Operations	82,807	82,807	86,288	86,288	86,288	89,770	78,412	78,412	86,288	86,288	86,288	82,807
Gross Margin	19,823	19,823	16,341	16,341	16,341	12,859	(31,763)	(31,763)	16,341	16,341	16,341	19,823
Selling expense	-	-	-	-	-	-	-	-	-	-	-	-
General and administrative	22,712	22,712	22,577	22,441	22,319	22,197	22,074	21,966	22,042	22,119	21,995	21,871
Other (income) expense	-	-	-	-	-	-	-	-	-	-	-	-
Net income	$ (2,889)	$ (2,889)	$ (6,236)	$ (6,100)	$ (5,978)	$ (9,338)	$ (53,837)	$ (53,728)	$ (5,701)	$ (5,778)	$ (5,654)	$ (2,048)

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Gross revenues	$ 136,839	$ 136,839	$ 136,839	$ 136,839	$ 136,839	$ 136,839	$ 62,200	$ 62,200	$ 136,839	$ 136,839	$ 136,839	$ 136,839
Net Sales	136,839	136,839	136,839	136,839	136,839	136,839	62,200	62,200	136,839	136,839	136,839	136,839
Cost of Operations	93,954	93,954	97,436	97,436	97,436	100,918	85,774	85,774	97,436	97,436	97,436	93,954
Gross Margin	42,885	42,885	39,403	39,403	39,403	35,922	(23,574)	(23,574)	39,403	39,403	39,403	42,885
Selling expense	-	-	-	-	-	-	-	-	-	-	-	-
General and administrative	21,747	21,608	21,372	21,136	20,913	20,689	20,465	20,253	20,289	20,324	20,097	19,870
Other (income) expense	-	-	-	-	-	-	-	-	-	-	-	-
Net income	$ 21,138	$ 21,277	$ 18,031	$ 18,268	$ 18,490	$ 15,232	$ (44,039)	$ (43,828)	$ 19,114	$ 19,079	$ 19,306	$ 23,015

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Gross revenues	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 77,750	$ 77,750	$ 171,049	$ 171,049	$ 171,049	$ 171,049
Net Sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross Margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
Selling expense	-	-	-	-	-	-	-	-	-	-	-	-
General and administrative	19,642	19,398	19,058	18,716	18,387	18,133	17,965	17,796	17,627	17,457	17,286	17,115
Other (income) expense	-	-	-	-	-	-	-	-	-	-	-	-
Net income	$ 46,306	$ 46,549	$ 43,408	$ 43,750	$ 44,078	$ 40,851	$ (33,351)	$ (33,182)	$ 44,839	$ 45,009	$ 45,179	$ 48,833

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Gross revenues	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 77,750	$ 77,750	$ 171,049	$ 171,049	$ 171,049	$ 171,049
Net Sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross Margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
Selling expense	-	-	-	-	-	-	-	-	-	-	-	-
General and administrative	16,943	16,770	16,596	16,422	16,247	16,071	15,894	15,717	15,539	15,360	15,181	15,000
Other (income) expense	-	-	-	-	-	-	-	-	-	-	-	-
Net income	$ 49,005	$ 49,178	$ 45,870	$ 46,044	$ 46,219	$ 42,913	$ (31,280)	$ (31,103)	$ 46,927	$ 47,106	$ 47,285	$ 50,947

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Gross revenues	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 171,049	$ 77,750	$ 77,750	$ 171,049	$ 171,049	$ 171,049	$ 171,049
Net Sales	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
Cost of Operations	105,102	105,102	108,583	108,583	108,583	112,065	93,135	93,135	108,583	108,583	108,583	105,102
Gross Margin	65,947	65,947	62,466	62,466	62,466	58,984	(15,386)	(15,386)	62,466	62,466	62,466	65,947
Selling expense	-	-	-	-	-	-	-	-	-	-	-	-
General and administrative	14,819	14,637	14,455	14,272	14,088	13,903	13,717	13,531	13,344	13,156	12,967	12,778
Other (income) expense	-	-	-	-	-	-	-	-	-	-	-	-
Net income	$ 51,128	$ 51,310	$ 48,011	$ 48,194	$ 48,378	$ 45,081	$ (29,103)	$ (28,917)	$ 49,122	$ 49,310	$ 49,499	$ 53,170

City of Willows Cold Storage
Summary Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross revenues	$ 1,119,594	$ 1,492,792	$ 1,865,989	$ 1,865,989	$ 1,865,989
Net Sales	1,119,594	1,492,792	1,865,989	1,865,989	1,865,989
Cost of Operations	1,012,744	1,138,943	1,265,141	1,265,141	1,265,141
Gross Margin	106,849	353,849	600,849	600,849	600,849
Selling expense	-	-	-	-	-
General and administrative	267,026	248,764	218,581	191,738	165,666
Other (income) expense	-	-	-	-	-
Net income	$ (160,176)	$ 105,085	$ 382,267	$ 409,110	$ 435,182

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Assets												
Current:												
Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accounts Receivable	102,629	102,629	102,629	102,629	102,629	102,629	46,650	46,650	102,629	102,629	102,629	102,629
	102,629	102,629	102,629	102,629	102,629	102,629	46,650	46,650	102,629	102,629	102,629	102,629
Long term:												
Plant & equipment (net)	7,134,503	7,099,066	7,063,629	7,028,192	6,992,755	6,957,319	6,921,882	6,886,445	6,851,008	6,815,571	6,780,134	6,744,697
	7,134,503	7,099,066	7,063,629	7,028,192	6,992,755	6,957,319	6,921,882	6,886,445	6,851,008	6,815,571	6,780,134	6,744,697
Total Assets	$ 7,237,132	$ 7,201,695	$ 7,166,258	$ 7,130,821	$ 7,095,384	$ 7,059,947	$ 6,968,531	$ 6,933,094	$ 6,953,636	$ 6,918,199	$ 6,882,763	$ 6,847,326
Liabilities & Equity												
Current:												
Line of credit	$ 35,732	$ 39,066	$ 42,549	$ 49,528	$ 56,523	$ 63,548	$ 74,084	$ 129,272	$ 184,503	$ 191,862	$ 199,452	$ 207,073
Accounts Payable	70,082	70,082	73,428	73,293	73,171	76,530	65,050	64,941	72,894	72,970	72,846	69,241
Current maturities of LT debt	440,579	442,415	444,259	446,110	447,968	449,835	451,709	453,591	455,481	457,379	459,285	461,199
	546,393	551,563	560,236	568,930	577,662	589,913	590,843	647,804	712,878	722,211	731,583	737,513
Long term debt	3,108,658	3,070,941	3,033,067	2,995,035	2,956,845	2,918,496	2,879,986	2,841,317	2,802,486	2,763,493	2,724,338	2,685,020
Equity												
Retained earnings	(2,889)	(5,779)	(12,015)	(18,115)	(24,093)	(33,431)	(87,268)	(140,996)	(146,697)	(152,475)	(158,128)	(160,177)
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,582,081	3,579,191	3,572,955	3,566,855	3,560,877	3,551,539	3,497,702	3,443,974	3,438,273	3,432,495	3,426,842	3,424,793
Total Liabilities & Equity	$ 7,237,132	$ 7,201,695	$ 7,166,258	$ 7,130,821	$ 7,095,384	$ 7,059,947	$ 6,968,531	$ 6,933,094	$ 6,953,636	$ 6,918,199	$ 6,882,763	$ 6,847,326

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Assets												
Current:												
Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accounts Receivable	136,839	136,839	136,839	136,839	136,839	136,839	62,200	62,200	136,839	136,839	136,839	136,839
	136,839	136,839	136,839	136,839	136,839	136,839	62,200	62,200	136,839	136,839	136,839	136,839
Long term:												
Plant & equipment (net)	6,709,260	6,673,823	6,638,386	6,602,950	6,567,513	6,532,076	6,496,639	6,461,202	6,425,765	6,390,328	6,354,891	6,319,454
	6,709,260	6,673,823	6,638,386	6,602,950	6,567,513	6,532,076	6,496,639	6,461,202	6,425,765	6,390,328	6,354,891	6,319,454
Total Assets	$ 6,846,099	$ 6,810,662	$ 6,775,225	$ 6,739,788	$ 6,704,351	$ 6,668,914	$ 6,558,838	$ 6,523,401	$ 6,562,604	$ 6,527,167	$ 6,491,730	$ 6,456,293
Liabilities & Equity												
Current:												
Line of credit	$ 211,245	$ 192,387	$ 173,547	$ 158,111	$ 142,597	$ 127,019	$ 114,859	$ 162,132	$ 209,352	$ 193,794	$ 178,433	$ 163,008
Accounts Payable	80,264	80,125	83,371	83,135	82,912	86,170	70,802	70,590	82,288	82,323	82,096	78,387
Current maturities of LT debt	463,120	465,050	466,988	468,933	470,887	472,849	474,820	476,798	478,785	480,780	482,783	484,794
	754,630	737,562	723,906	710,179	696,396	686,038	660,481	709,520	770,425	756,897	743,312	726,189
Long term debt	2,645,538	2,605,891	2,566,080	2,526,102	2,485,958	2,445,646	2,405,167	2,364,519	2,323,701	2,282,714	2,241,555	2,200,226
Equity												
Retained earnings	(139,039)	(117,761)	(99,730)	(81,463)	(62,972)	(47,740)	(91,779)	(135,606)	(116,492)	(97,413)	(78,107)	(55,092)
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,445,931	3,467,209	3,485,240	3,503,507	3,521,998	3,537,230	3,493,191	3,449,364	3,468,478	3,487,557	3,506,863	3,529,878
Total Liabilities & Equity	$ 6,846,099	$ 6,810,662	$ 6,775,225	$ 6,739,788	$ 6,704,351	$ 6,668,914	$ 6,558,838	$ 6,523,401	$ 6,562,604	$ 6,527,167	$ 6,491,730	$ 6,456,293

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Assets												
Current:												
Cash	$ -	$ -	$ -	$ -	$ 18,142	$ 57,346	$ 93,154	$ 54,592	$ 16,030	$ 55,318	$ 94,605	$ 133,890
Accounts Receivable	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
	171,049	171,049	171,049	171,049	189,191	228,395	170,904	132,342	187,079	226,367	265,654	304,939
Long term:												
Plant & equipment (net)	6,284,017	6,248,580	6,213,144	6,177,707	6,142,270	6,106,833	6,071,396	6,035,959	6,000,522	5,965,085	5,929,648	5,894,211
	6,284,017	6,248,580	6,213,144	6,177,707	6,142,270	6,106,833	6,071,396	6,035,959	6,000,522	5,965,085	5,929,648	5,894,211
Total Assets	$ 6,455,066	$ 6,419,629	$ 6,384,192	$ 6,348,755	$ 6,331,461	$ 6,335,227	$ 6,242,300	$ 6,168,300	$ 6,187,600	$ 6,191,451	$ 6,195,301	$ 6,199,150
Liabilities & Equity												
Current:												
Line of credit	$ 144,038	$ 101,942	$ 59,767	$ 20,900	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accounts Payable	89,306	89,063	92,204	91,862	91,534	94,761	75,664	75,495	90,774	90,604	90,433	86,779
Current maturities of LT debt	486,814	488,843	490,880	492,925	494,979	497,041	499,112	501,192	503,280	505,377	507,483	509,597
	720,159	679,847	642,851	605,687	586,513	591,802	574,776	576,687	594,054	595,981	597,916	596,376
Long term debt	2,158,724	2,117,049	2,075,200	2,033,177	1,990,979	1,948,605	1,906,055	1,863,327	1,820,421	1,777,336	1,734,072	1,690,628
Equity												
Retained earnings	(8,786)	37,763	81,172	124,921	168,999	209,850	176,499	143,317	188,155	233,164	278,343	327,176
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,576,184	3,622,733	3,666,142	3,709,891	3,753,969	3,794,820	3,761,469	3,728,287	3,773,125	3,818,134	3,863,313	3,912,146
Total Liabilities & Equity	$ 6,455,066	$ 6,419,629	$ 6,384,192	$ 6,348,755	$ 6,331,461	$ 6,335,227	$ 6,242,300	$ 6,168,300	$ 6,187,600	$ 6,191,451	$ 6,195,301	$ 6,199,150

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Assets												
Current:												
Cash	$ 176,658	$ 219,425	$ 262,191	$ 301,475	$ 340,758	$ 380,040	$ 415,839	$ 377,268	$ 338,697	$ 377,977	$ 417,255	$ 456,533
Accounts Receivable	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
	347,707	390,474	433,240	472,524	511,807	551,089	493,589	455,018	509,746	549,026	588,304	627,582
Long term:												
Plant & equipment (net)	5,858,775	5,823,338	5,787,901	5,752,464	5,717,027	5,681,590	5,646,153	5,610,716	5,575,279	5,539,842	5,504,405	5,468,969
	5,858,775	5,823,338	5,787,901	5,752,464	5,717,027	5,681,590	5,646,153	5,610,716	5,575,279	5,539,842	5,504,405	5,468,969
Total Assets	$ 6,206,481	$ 6,213,811	$ 6,221,140	$ 6,224,987	$ 6,228,833	$ 6,232,678	$ 6,139,742	$ 6,065,734	$ 6,085,025	$ 6,088,868	$ 6,092,709	$ 6,096,550
Liabilities & Equity												
Current:												
Line of credit	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accounts Payable	86,607	86,434	89,742	89,568	89,393	92,699	73,593	73,415	88,685	88,507	88,327	84,665
Current maturities of LT debt	511,721	513,853	515,994	518,144	520,303	522,471	524,648	526,834	529,029	531,233	533,447	535,669
	598,328	600,287	605,736	607,712	609,696	615,170	598,241	600,249	617,714	619,740	621,774	620,334
Long term debt	1,647,003	1,603,196	1,559,206	1,515,033	1,470,676	1,426,134	1,381,407	1,336,493	1,291,392	1,246,103	1,200,626	1,154,959
Equity												
Retained earnings	376,181	425,359	471,229	517,273	563,492	606,405	575,125	544,022	590,949	638,055	685,340	736,287
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,961,151	4,010,329	4,056,199	4,102,243	4,148,462	4,191,375	4,160,095	4,128,992	4,175,919	4,223,025	4,270,310	4,321,257
Total Liabilities & Equity	$ 6,206,481	$ 6,213,811	$ 6,221,140	$ 6,224,987	$ 6,228,833	$ 6,232,678	$ 6,139,742	$ 6,065,734	$ 6,085,025	$ 6,088,868	$ 6,092,709	$ 6,096,550

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Assets												
Current:												
Cash	$ 499,291	$ 542,049	$ 584,806	$ 624,081	$ 663,355	$ 702,628	$ 738,419	$ 699,838	$ 661,258	$ 700,528	$ 739,798	$ 779,066
Accounts Receivable	171,049	171,049	171,049	171,049	171,049	171,049	77,750	77,750	171,049	171,049	171,049	171,049
	670,340	713,098	755,855	795,130	834,404	873,677	816,169	777,588	832,307	871,577	910,847	950,115
Long term:												
Plant & equipment (net)	5,433,532	5,398,095	5,362,658	5,327,221	5,291,784	5,256,347	5,220,910	5,185,473	5,150,036	5,114,600	5,079,163	5,043,726
	5,433,532	5,398,095	5,362,658	5,327,221	5,291,784	5,256,347	5,220,910	5,185,473	5,150,036	5,114,600	5,079,163	5,043,726
Total Assets	$ 6,103,872	$ 6,111,192	$ 6,118,512	$ 6,122,351	$ 6,126,188	$ 6,130,024	$ 6,037,079	$ 5,963,061	$ 5,982,343	$ 5,986,176	$ 5,990,009	$ 5,993,840
Liabilities & Equity												
Current:												
Line of credit	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Accounts Payable	84,484	84,302	87,601	87,418	87,234	90,531	71,416	71,229	86,490	86,302	86,114	82,442
Current maturities of LT debt	537,901	540,143	542,393	544,653	546,923	549,201	551,490	553,788	556,095	558,412	560,739	563,075
	622,385	624,445	629,994	632,071	634,157	639,732	622,906	625,017	642,585	644,714	646,853	645,517
Long term debt	1,109,101	1,063,053	1,016,813	970,380	923,753	876,933	829,917	782,705	735,297	687,691	639,887	591,883
Equity												
Retained earnings	787,415	838,725	886,736	934,930	983,308	1,028,389	999,286	970,370	1,019,492	1,068,802	1,118,300	1,171,470
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	4,372,385	4,423,695	4,471,706	4,519,900	4,568,278	4,613,359	4,584,256	4,555,340	4,604,462	4,653,772	4,703,270	4,756,440
Total Liabilities & Equity	$ 6,103,872	$ 6,111,192	$ 6,118,512	$ 6,122,351	$ 6,126,188	$ 6,130,024	$ 6,037,079	$ 5,963,061	$ 5,982,343	$ 5,986,176	$ 5,990,009	$ 5,993,840

City of Willows Cold Storage
Projected Balance Sheets
(See "Financial Statement Assumptions" for explanations)

	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current:					
Cash	$ -	$ -	$ 133,890	$ 456,532	$ 779,065
Accounts Receivable	102,629	136,839	171,049	171,049	171,049
	102,629	136,839	304,939	627,581	950,114
Long term:					
Plant & equipment (net)	6,744,697	6,319,454	5,894,211	5,468,969	5,043,726
	6,744,697	6,319,454	5,894,211	5,468,969	5,043,726
Total Assets	$ 6,847,326	$ 6,456,293	$ 6,199,150	$ 6,096,550	$ 5,993,840
Liabilities & Equity					
Current:					
Line of credit	$ 207,073	$ 163,008	$ -	$ -	$ -
Accounts Payable	69,241	78,387	86,779	84,665	82,442
Current maturities of LT debt	461,199	484,794	509,597	535,669	563,075
	737,513	726,189	596,376	620,334	645,517
Long term debt	2,685,020	2,200,226	1,690,628	1,154,959	591,883
Equity					
Retained earnings	(160,177)	(55,092)	327,176	736,287	1,171,470
Contributions	3,584,970	3,584,970	3,584,970	3,584,970	3,584,970
	3,424,793	3,529,878	3,912,146	4,321,257	4,756,440
Total Liabilities & Equity	$ 6,847,326	$ 6,456,293	$ 6,199,150	$ 6,096,550	$ 5,993,840

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Cash Flows from Operating Activities												
Net income	$ (2,889)	$ (2,889)	$ (6,236)	$ (6,100)	$ (5,978)	$ (9,338)	$ (53,837)	$ (53,728)	$ (5,701)	$ (5,778)	$ (5,654)	$ (2,048)
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Decrease (increase) in accounts receivable	(102,629)	-	-	-	-	-	55,979	-	(55,979)	-	-	-
Decrease (increase) in inventory	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accounts payable	70,082	-	3,346	(135)	(122)	3,359	(11,480)	(109)	7,953	76	(124)	(3,605)
Net cash provided by (used in) operating activities	0	32,547	32,547	29,202	29,337	29,458	26,099	(18,400)	(18,290)	29,735	29,659	29,784
Cash Flows from Investing Activities												
Purchases of equipment	(7,169,940)											
Capital contributions	3,584,970											
	(3,584,970)	-	-	-	-	-	-	-	-	-	-	-
Cash Flows from Financing Activities												
Line of credit advance/(repayment)	35,732	3,334	3,483	6,979	6,995	7,025	10,536	55,188	55,231	7,359	7,590	7,621
Payments of LT debt	(35,732)	(35,881)	(36,031)	(36,181)	(36,332)	(36,483)	(36,635)	(36,788)	(36,941)	(37,095)	(37,249)	(37,405)
Proceeds of LT debt	3,584,970											
	3,584,970	(32,547)	(32,547)	(29,202)	(29,337)	(29,458)	(26,099)	18,400	18,290	(29,735)	(29,659)	(29,784)
Net change in cash	-	-	-	-	-	-	-	-	-	-	-	-
Beginning cash	-	-	-	-	-	-	-	-	-	-	-	-
Ending cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Cash Flows from Operating Activities												
Net income	$ 21,138	$ 21,277	$ 18,031	$ 18,268	$ 18,490	$ 15,232	$ (44,039)	$ (43,828)	$ 19,114	$ 19,079	$ 19,306	$ 23,015
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Decrease (increase) in accounts receivable	(34,210)	-	-	-	-	-	74,639	-	(74,639)	-	-	-
Decrease (increase) in inventory	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accounts payable	11,023	(139)	3,246	(236)	(223)	3,258	(15,368)	(212)	11,698	35	(227)	(3,709)
Net cash provided by (used in) operating activities	33,388	56,575	56,714	53,468	53,704	53,927	50,669	(8,603)	(8,390)	54,551	54,516	54,743
Cash Flows from Investing Activities												
Purchases of equipment												
Capital contributions												
	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flows from Financing Activities												
Line of credit advance/(repayment)	4,172	(18,858)	(18,840)	(15,437)	(15,514)	(15,578)	(12,160)	47,272	47,221	(15,558)	(15,361)	(15,425)
Payments of LT debt	(37,560)	(37,717)	(37,874)	(38,032)	(38,190)	(38,349)	(38,509)	(38,670)	(38,831)	(38,993)	(39,155)	(39,318)
Proceeds of LT debt												
	(33,388)	(56,575)	(56,714)	(53,468)	(53,704)	(53,927)	(50,669)	8,603	8,390	(54,551)	(54,516)	(54,743)
Net change in cash	-	-	-	-	-	-	-	-	-	-	-	-
Beginning cash	-	-	-	-	-	-	-	-	-	-	-	-
Ending cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Cash Flows from Operating Activities												
Net income	$ 46,306	$ 46,549	$ 43,408	$ 43,750	$ 44,078	$ 40,851	$ (33,351)	$ (33,182)	$ 44,839	$ 45,009	$ 45,179	$ 48,833
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Decrease (increase) in accounts receivable	(34,210)	-	-	-	-	-	93,299	-	(93,299)	-	-	-
Decrease (increase) in inventory	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accounts payable	10,919	(243)	3,141	(342)	(328)	3,227	(19,097)	(169)	15,279	(170)	(171)	(3,654)
Net cash provided by (used in) operating activities	58,452	81,743	81,986	78,845	79,187	79,515	76,288	2,086	2,255	80,276	80,445	80,616
Cash Flows from Investing Activities												
Purchases of equipment												
Capital contributions												
	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flows from Financing Activities												
Line of credit advance/(repayment)	(18,970)	(42,097)	(42,174)	(38,867)	(20,900)	-	-	-	-	-	-	-
Payments of LT debt	(39,482)	(39,647)	(39,812)	(39,978)	(40,144)	(40,311)	(40,479)	(40,648)	(40,817)	(40,988)	(41,158)	(41,330)
Proceeds of LT debt												
	(58,452)	(81,743)	(81,986)	(78,845)	(61,045)	(40,311)	(40,479)	(40,648)	(40,817)	(40,988)	(41,158)	(41,330)
Net change in cash	-	-	-	-	18,142	39,203	35,808	(38,563)	(38,562)	39,288	39,287	39,286
Beginning cash	-	-	-	-	-	18,142	57,346	93,154	54,592	16,030	55,318	94,605
Ending cash	$ -	$ -	$ -	$ -	$ 18,142	$ 57,346	$ 93,154	$ 54,592	$ 16,030	$ 55,318	$ 94,605	$ 133,890

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Cash Flows from Operating Activities												
Net income	$ 49,005	$ 49,178	$ 45,870	$ 46,044	$ 46,219	$ 42,913	$ (31,280)	$ (31,103)	$ 46,927	$ 47,106	$ 47,285	$ 50,947
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Decrease (increase) in accounts receivable	-	-	-	-	-	-	93,299	-	(93,299)	-	-	-
Decrease (increase) in inventory	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accounts payable	(172)	(173)	3,308	(174)	(175)	3,306	(19,106)	(178)	15,270	(178)	(180)	(3,662)
Net cash provided by (used in) operating activities	84,270	84,442	84,615	81,307	81,481	81,656	78,350	4,156	4,335	82,365	82,542	82,722
Cash Flows from Investing Activities												
Purchases of equipment												
Capital contributions												
	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flows from Financing Activities												
Line of credit advance/(repayment)	-	-	-	-	-	-	-	-	-	-	-	-
Payments of LT debt	(41,502)	(41,675)	(41,849)	(42,023)	(42,198)	(42,374)	(42,550)	(42,728)	(42,906)	(43,085)	(43,264)	(43,444)
Proceeds of LT debt												
	(41,502)	(41,675)	(41,849)	(42,023)	(42,198)	(42,374)	(42,550)	(42,728)	(42,906)	(43,085)	(43,264)	(43,444)
Net change in cash	42,768	42,767	42,766	39,284	39,283	39,282	35,799	(38,572)	(38,571)	39,280	39,278	39,278
Beginning cash	133,890	176,658	219,425	262,191	301,475	340,758	380,040	415,839	377,268	338,697	377,977	417,255
Ending cash	$ 176,658	$ 219,425	$ 262,191	$ 301,475	$ 340,758	$ 380,040	$ 415,839	$ 377,268	$ 338,697	$ 377,977	$ 417,255	$ 456,533

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Cash Flows from Operating Activities												
Net income	$ 51,128	$ 51,310	$ 48,011	$ 48,194	$ 48,378	$ 45,081	$ (29,103)	$ (28,917)	$ 49,122	$ 49,310	$ 49,499	$ 53,170
Depreciation	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437	35,437
Decrease (increase) in accounts receivable	-	-	-	-	-	-	93,299	-	(93,299)	-	-	-
Decrease (increase) in inventory	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in accounts payable	(181)	(182)	3,299	(183)	(184)	3,297	(19,115)	(187)	15,261	(188)	(188)	(3,672)
Net cash provided by (used in) operating activities	86,384	86,565	86,747	83,448	83,631	83,815	80,518	6,333	6,521	84,559	84,748	84,935
Cash Flows from Investing Activities												
Purchases of equipment												
Capital contributions												
	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flows from Financing Activities												
Line of credit advance/(repayment)	-	-	-	-	-	-	-	-	-	-	-	-
Payments of LT debt	(43,625)	(43,807)	(43,990)	(44,173)	(44,357)	(44,542)	(44,727)	(44,914)	(45,101)	(45,289)	(45,478)	(45,667)
Proceeds of LT debt												
	(43,625)	(43,807)	(43,990)	(44,173)	(44,357)	(44,542)	(44,727)	(44,914)	(45,101)	(45,289)	(45,478)	(45,667)
Net change in cash	42,759	42,758	42,757	39,275	39,274	39,273	35,790	(38,581)	(38,580)	39,270	39,270	39,268
Beginning cash	456,533	499,291	542,049	584,806	624,081	663,355	702,628	738,419	699,838	661,258	700,528	739,798
Ending cash	$ 499,291	$ 542,049	$ 584,806	$ 624,081	$ 663,355	$ 702,628	$ 738,419	$ 699,838	$ 661,258	$ 700,528	$ 739,798	$ 779,066

City of Willows Cold Storage
Statement of Project Cash Flows
(See "Financial Statement Assumptions" for explanations)

	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Flows from Operating Activities					
Net income	$ (160,177)	$ 105,085	$ 382,268	$ 409,111	$ 435,183
Depreciation	425,243	425,243	425,243	425,243	425,243
Decrease (increase) in accounts receivable	(102,629)	(34,210)	(34,210)	-	-
Decrease (increase) in inventory	-	-	-	-	-
Increase (decrease) in accounts payable	69,241	9,146	8,392	(2,114)	(2,223)
Net cash provided by (used in) operating activities	231,678	505,264	781,693	832,240	858,203
Cash Flows from Investing Activities					
Purchases of equipment	(7,169,940)	-	-	-	-
Capital contributions	3,584,970	-	-	-	-
	(3,584,970)	-	-	-	-
Cash Flows from Financing Activities					
Line of credit advance/(repayment)	207,073	(44,065)	(163,008)	-	-
Payments of LT debt	(438,751)	(461,199)	(484,794)	(509,597)	(535,669)
Proceeds of LT debt	3,584,970	-	-	-	-
	3,353,292	(505,264)	(647,802)	(509,597)	(535,669)
Net change in cash	-	-	133,890	322,642	322,533
Beginning cash	-	-	-	133,890	456,533
Ending cash	$ -	$ -	$ 133,890	$ 456,532	$ 779,065

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturities, Interest Expense & Capital Contributions

			Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Total Capital Costs	$ 7,169,940	**LT Debt Interest Expense**	$ 14,937	$ 14,788	$ 14,639	$ 14,489	$ 14,338	$ 14,187	$ 14,035	$ 13,882	$ 13,729	$ 13,575	$ 13,420	$ 13,265
		Principal Balance	$ 3,549,238	$ 3,513,357	$ 3,477,326	$ 3,441,145	$ 3,404,814	$ 3,368,331	$ 3,331,696	$ 3,294,908	$ 3,257,967	$ 3,220,873	$ 3,183,623	$ 3,146,219
% Financed	50.0%	**Current Portion**	$ 440,579	$ 442,415	$ 444,259	$ 446,110	$ 447,968	$ 449,835	$ 451,709	$ 453,591	$ 455,481	$ 457,379	$ 459,285	$ 461,199
Financing Amount	$ 3,584,970	**Long-Term Portion**	$ 3,108,658	$ 3,070,941	$ 3,033,067	$ 2,995,035	$ 2,956,845	$ 2,918,496	$ 2,879,986	$ 2,841,317	$ 2,802,486	$ 2,763,493	$ 2,724,338	$ 2,685,020
Loan Term in Years	7	**LOC Interest Expense**	$ -	$ 149	$ 163	$ 177	$ 206	$ 236	$ 265	$ 309	$ 539	$ 769	$ 799	$ 831
Financing APR	5.0%	**Total Interest Expense**	$ 14,937	$ 14,937	$ 14,802	$ 14,666	$ 14,544	$ 14,422	$ 14,299	$ 14,191	$ 14,267	$ 14,344	$ 14,220	$ 14,096
Payment Frequency	Monthly													
No. of Payments per Year	12													
Contributions	$ 3,584,970													

Plant & Equipment, Accumulated Depreciation, and Depreciation Expense

			Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Fixed Asset Balance		**Depreciation Expense**	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437
Land	$ 700,000	*Buildings*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*
Land Improvements	$ 1,420,400	*Equipment*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*
Buildings	$ 4,508,000	*Land Improvements*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*
Equipment	$ 541,540													
Estimated Life of...		**Accumulated Depreciation**	$ 35,437	$ 70,874	$ 106,311	$ 141,748	$ 177,185	$ 212,621	$ 248,058	$ 283,495	$ 318,932	$ 354,369	$ 389,806	$ 425,243
Land	-	*Buildings*	*25,044*	*50,089*	*75,133*	*100,178*	*125,222*	*150,267*	*175,311*	*200,356*	*225,400*	*250,444*	*275,489*	*300,533*
Land Improvements	30	*Equipment*	*6,447*	*12,894*	*19,341*	*25,788*	*32,235*	*38,681*	*45,128*	*51,575*	*58,022*	*64,469*	*70,916*	*77,363*
Buildings	15	*Land Improvements*	*3,946*	*7,891*	*11,837*	*15,782*	*19,728*	*23,673*	*27,619*	*31,564*	*35,510*	*39,456*	*43,401*	*47,347*
Equipment	7													

Revenue

			Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
		Storage Revenue	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 72,221	$ 32,828	$ 32,828	$ 72,221	$ 72,221	$ 72,221	$ 72,221
Sales Level	Moderate	*Regular*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*	*32,828*
Pallets Annually	34,555	*Seasonal*	*39,393*	*39,393*	*39,393*	*39,393*	*39,393*	*39,393*	-	-	*39,393*	*39,393*	*39,393*	*39,393*
		Blast freezing revenue	$ 11,403	$ 11,403	$ 11,403	$ 11,403	$ 11,403	$ 11,403	$ 5,183	$ 5,183	$ 11,403	$ 11,403	$ 11,403	$ 11,403
Handling Fee per Shipment	$ 200.00	**Handling and sorting revenue**	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 8,639	$ 8,639	$ 19,005	$ 19,005	$ 19,005	$ 19,005
Average Pallets per Shipment	20	**Total Revenue**	**$ 102,629**	**$ 102,629**	**$ 102,629**	**$ 102,629**	**$ 102,629**	**$ 102,629**	**$ 46,650**	**$ 46,650**	**$ 102,629**	**$ 102,629**	**$ 102,629**	**$ 102,629**
Average Shipments per Year	1,728	**% of Annual Revenue**	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	4.2%	4.2%	9.2%	9.2%	9.2%	9.2%
Blast Price per Pallet	$ 60.00													
% of Inventory Blasted	5.0%													
% of Sales...		**Revenue Proportion in Initial Years of Operations**												
Seasonal	50.0%	**Year 1**	60.0%											
Regular	50.0%	**Year 2**	80.0%											
		Year 3+	100.0%											

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturiti

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
LT Debt Interest Expense	$ 13,109	$ 12,953	$ 12,796	$ 12,638	$ 12,479	$ 12,320	$ 12,160	$ 12,000	$ 11,839	$ 11,677	$ 11,515	$ 11,351
Principal Balance	$ 3,108,658	$ 3,070,941	$ 3,033,067	$ 2,995,035	$ 2,956,845	$ 2,918,496	$ 2,879,986	$ 2,841,317	$ 2,802,486	$ 2,763,493	$ 2,724,338	$ 2,685,020
Current Portion	$ 463,120	$ 465,050	$ 466,988	$ 468,933	$ 470,887	$ 472,849	$ 474,820	$ 476,798	$ 478,785	$ 480,780	$ 482,783	$ 484,794
Long-Term Portion	$ 2,645,538	$ 2,605,891	$ 2,566,080	$ 2,526,102	$ 2,485,958	$ 2,445,646	$ 2,405,167	$ 2,364,519	$ 2,323,701	$ 2,282,714	$ 2,241,555	$ 2,200,226
LOC Interest Expense	$ 863	$ 880	$ 802	$ 723	$ 659	$ 594	$ 529	$ 479	$ 676	$ 872	$ 807	$ 743
Total Interest Expense	$ 13,972	$ 13,833	$ 13,597	$ 13,361	$ 13,138	$ 12,914	$ 12,690	$ 12,479	$ 12,514	$ 12,549	$ 12,322	$ 12,095

Plant & Equipment, Accumulated

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Depreciation Expense	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437
Buildings	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*
Equipment	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*
Land Improvements	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*
Accumulated Depreciation	$ 460,680	$ 496,117	$ 531,554	$ 566,990	$ 602,427	$ 637,864	$ 673,301	$ 708,738	$ 744,175	$ 779,612	$ 815,049	$ 850,486
Buildings	*325,578*	*350,622*	*375,667*	*400,711*	*425,756*	*450,800*	*475,844*	*500,889*	*525,933*	*550,978*	*576,022*	*601,067*
Equipment	*83,810*	*90,257*	*96,704*	*103,150*	*109,597*	*116,044*	*122,491*	*128,938*	*135,385*	*141,832*	*148,279*	*154,726*
Land Improvements	*51,292*	*55,238*	*59,183*	*63,129*	*67,074*	*71,020*	*74,966*	*78,911*	*82,857*	*86,802*	*90,748*	*94,693*

Revenue

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Storage Revenue	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 96,294	$ 43,770	$ 43,770	$ 96,294	$ 96,294	$ 96,294	$ 96,294
Regular	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*	*43,770*
Seasonal	*52,524*	*52,524*	*52,524*	*52,524*	*52,524*	*52,524*	-	-	*52,524*	*52,524*	*52,524*	*52,524*
Blast freezing revenue	$ 15,204	$ 15,204	$ 15,204	$ 15,204	$ 15,204	$ 15,204	$ 6,911	$ 6,911	$ 15,204	$ 15,204	$ 15,204	$ 15,204
Handling and sorting revenue	$ 25,341	$ 25,341	$ 25,341	$ 25,341	$ 25,341	$ 25,341	$ 11,518	$ 11,518	$ 25,341	$ 25,341	$ 25,341	$ 25,341
Total Revenue	**$ 136,839**	**$ 136,839**	**$ 136,839**	**$ 136,839**	**$ 136,839**	**$ 136,839**	**$ 62,200**	**$ 62,200**	**$ 136,839**	**$ 136,839**	**$ 136,839**	**$ 136,839**
% of Annual Revenue	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	4.2%	4.2%	9.2%	9.2%	9.2%	9.2%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturiti

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
LT Debt Interest Expense	$ 11,188	$ 11,023	$ 10,858	$ 10,692	$ 10,525	$ 10,358	$ 10,190	$ 10,022	$ 9,852	$ 9,682	$ 9,511	$ 9,340
Principal Balance	$ 2,645,538	$ 2,605,891	$ 2,566,080	$ 2,526,102	$ 2,485,958	$ 2,445,646	$ 2,405,167	$ 2,364,519	$ 2,323,701	$ 2,282,714	$ 2,241,555	$ 2,200,226
Current Portion	$ 486,814	$ 488,843	$ 490,880	$ 492,925	$ 494,979	$ 497,041	$ 499,112	$ 501,192	$ 503,280	$ 505,377	$ 507,483	$ 509,597
Long-Term Portion	$ 2,158,724	$ 2,117,049	$ 2,075,200	$ 2,033,177	$ 1,990,979	$ 1,948,605	$ 1,906,055	$ 1,863,327	$ 1,820,421	$ 1,777,336	$ 1,734,072	$ 1,690,628
LOC Interest Expense	$ 679	$ 600	$ 425	$ 249	$ 87	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Interest Expense	$ 11,867	$ 11,623	$ 11,283	$ 10,941	$ 10,613	$ 10,358	$ 10,190	$ 10,022	$ 9,852	$ 9,682	$ 9,511	$ 9,340

Plant & Equipment, Accumulated

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Depreciation Expense	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437
Buildings	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*
Equipment	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*
Land Improvements	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*
Accumulated Depreciation	$ 885,923	$ 921,360	$ 956,796	$ 992,233	$ 1,027,670	$ 1,063,107	$ 1,098,544	$ 1,133,981	$ 1,169,418	$ 1,204,855	$ 1,240,292	$ 1,275,729
Buildings	*626,111*	*651,156*	*676,200*	*701,244*	*726,289*	*751,333*	*776,378*	*801,422*	*826,467*	*851,511*	*876,556*	*901,600*
Equipment	*161,173*	*167,620*	*174,066*	*180,513*	*186,960*	*193,407*	*199,854*	*206,301*	*212,748*	*219,195*	*225,642*	*232,089*
Land Improvements	*98,639*	*102,584*	*106,530*	*110,476*	*114,421*	*118,367*	*122,312*	*126,258*	*130,203*	*134,149*	*138,094*	*142,040*

Revenue

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Storage Revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Regular	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*
Seasonal	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	-	-	*65,655*	*65,655*	*65,655*	*65,655*
Blast freezing revenue	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 8,639	$ 8,639	$ 19,005	$ 19,005	$ 19,005	$ 19,005
Handling and sorting revenue	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 14,398	$ 14,398	$ 31,676	$ 31,676	$ 31,676	$ 31,676
Total Revenue	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 77,750**	**$ 77,750**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**
% of Annual Revenue	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	4.2%	4.2%	9.2%	9.2%	9.2%	9.2%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturiti

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
LT Debt Interest Expense	$ 9,168	$ 8,995	$ 8,821	$ 8,647	$ 8,472	$ 8,296	$ 8,119	$ 7,942	$ 7,764	$ 7,585	$ 7,406	$ 7,225
Principal Balance	$ 2,158,724	$ 2,117,049	$ 2,075,200	$ 2,033,177	$ 1,990,979	$ 1,948,605	$ 1,906,055	$ 1,863,327	$ 1,820,421	$ 1,777,336	$ 1,734,072	$ 1,690,628
Current Portion	$ 511,721	$ 513,853	$ 515,994	$ 518,144	$ 520,303	$ 522,471	$ 524,648	$ 526,834	$ 529,029	$ 531,233	$ 533,447	$ 535,669
Long-Term Portion	$ 1,647,003	$ 1,603,196	$ 1,559,206	$ 1,515,033	$ 1,470,676	$ 1,426,134	$ 1,381,407	$ 1,336,493	$ 1,291,392	$ 1,246,103	$ 1,200,626	$ 1,154,959
LOC Interest Expense	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Interest Expense	$ 9,168	$ 8,995	$ 8,821	$ 8,647	$ 8,472	$ 8,296	$ 8,119	$ 7,942	$ 7,764	$ 7,585	$ 7,406	$ 7,225

2025 Principal Balances

Plant & Equipment, Accumulated

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Depreciation Expense	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437
Buildings	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*
Equipment	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*
Land Improvements	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*
Accumulated Depreciation	$ 1,311,165	$ 1,346,602	$ 1,382,039	$ 1,417,476	$ 1,452,913	$ 1,488,350	$ 1,523,787	$ 1,559,224	$ 1,594,661	$ 1,630,098	$ 1,665,535	$ 1,700,971
Buildings	*926,644*	*951,689*	*976,733*	*1,001,778*	*1,026,822*	*1,051,867*	*1,076,911*	*1,101,956*	*1,127,000*	*1,152,044*	*1,177,089*	*1,202,133*
Equipment	*238,535*	*244,982*	*251,429*	*257,876*	*264,323*	*270,770*	*277,217*	*283,664*	*290,111*	*296,558*	*303,005*	*309,451*
Land Improvements	*145,986*	*149,931*	*153,877*	*157,822*	*161,768*	*165,713*	*169,659*	*173,604*	*177,550*	*181,496*	*185,441*	*189,387*

Revenue

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Storage Revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Regular	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*
Seasonal	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	-	-	*65,655*	*65,655*	*65,655*	*65,655*
Blast freezing revenue	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 8,639	$ 8,639	$ 19,005	$ 19,005	$ 19,005	$ 19,005
Handling and sorting revenue	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 14,398	$ 14,398	$ 31,676	$ 31,676	$ 31,676	$ 31,676
Total Revenue	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 77,750**	**$ 77,750**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**
% of Annual Revenue	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	4.2%	4.2%	9.2%	9.2%	9.2%	9.2%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturiti

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
LT Debt Interest Expense	$ 7,044	$ 6,863	$ 6,680	$ 6,497	$ 6,313	$ 6,128	$ 5,942	$ 5,756	$ 5,569	$ 5,381	$ 5,192	$ 5,003
Principal Balance	$ 1,647,003	$ 1,603,196	$ 1,559,206	$ 1,515,033	$ 1,470,676	$ 1,426,134	$ 1,381,407	$ 1,336,493	$ 1,291,392	$ 1,246,103	$ 1,200,626	$ 1,154,959
Current Portion	$ 537,901	$ 540,143	$ 542,393	$ 544,653	$ 546,923	$ 549,201	$ 551,490	$ 553,788	$ 556,095	$ 558,412	$ 560,739	$ 563,075
Long-Term Portion	$ 1,109,101	$ 1,063,053	$ 1,016,813	$ 970,380	$ 923,753	$ 876,933	$ 829,917	$ 782,705	$ 735,297	$ 687,691	$ 639,887	$ 591,883
LOC Interest Expense	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Interest Expense	$ 7,044	$ 6,863	$ 6,680	$ 6,497	$ 6,313	$ 6,128	$ 5,942	$ 5,756	$ 5,569	$ 5,381	$ 5,192	$ 5,003
	$ 1,109,101	$ 1,063,053	$ 1,016,813	$ 970,380	$ 923,753	$ 876,933	$ 829,917	$ 782,705	$ 735,297	$ 687,691	$ 639,887	$ 591,883

Plant & Equipment, Accumulated

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Depreciation Expense	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437	$ 35,437
Buildings	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*	*25,044*
Equipment	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*	*6,447*
Land Improvements	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*	*3,946*
Accumulated Depreciation	$ 1,736,408	$ 1,771,845	$ 1,807,282	$ 1,842,719	$ 1,878,156	$ 1,913,593	$ 1,949,030	$ 1,984,467	$ 2,019,904	$ 2,055,340	$ 2,090,777	$ 2,126,214
Buildings	*1,227,178*	*1,252,222*	*1,277,267*	*1,302,311*	*1,327,356*	*1,352,400*	*1,377,444*	*1,402,489*	*1,427,533*	*1,452,578*	*1,477,622*	*1,502,667*
Equipment	*315,898*	*322,345*	*328,792*	*335,239*	*341,686*	*348,133*	*354,580*	*361,027*	*367,474*	*373,920*	*380,367*	*386,814*
Land Improvements	*193,332*	*197,278*	*201,223*	*205,169*	*209,114*	*213,060*	*217,006*	*220,951*	*224,897*	*228,842*	*232,788*	*236,733*

Revenue

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Storage Revenue	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 120,368	$ 54,713	$ 54,713	$ 120,368	$ 120,368	$ 120,368	$ 120,368
Regular	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*	*54,713*
Seasonal	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	*65,655*	-	-	*65,655*	*65,655*	*65,655*	*65,655*
Blast freezing revenue	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 19,005	$ 8,639	$ 8,639	$ 19,005	$ 19,005	$ 19,005	$ 19,005
Handling and sorting revenue	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 31,676	$ 14,398	$ 14,398	$ 31,676	$ 31,676	$ 31,676	$ 31,676
Total Revenue	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 77,750**	**$ 77,750**	**$ 171,049**	**$ 171,049**	**$ 171,049**	**$ 171,049**
% of Annual Revenue	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	4.2%	4.2%	9.2%	9.2%	9.2%	9.2%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Long-Term Debt, Current Maturiti	Year 1	Year 2	Year 3	Year 4	Year 5
LT Debt Interest Expense	$ 169,284	$ 146,837	$ 123,241	$ 98,438	$ 72,366
Principal Balance	$ 3,146,219	$ 2,685,020	$ 2,200,226	$ 1,690,628	$ 1,154,959
Current Portion					
Long-Term Portion					
LOC Interest Expense	$ 4,442	$ 8,627	$ 2,040	$ -	$ -
Total Interest Expense	$ 173,727	$ 155,464	$ 125,281	$ 98,438	$ 72,366

Plant & Equipment, Accumulated	Year 1	Year 2	Year 3	Year 4	Year 5
Depreciation Expense	$ 425,243	$ 425,243	$ 425,243	$ 425,243	$ 425,243
Buildings					
Equipment					
Land Improvements					
Accumulated Depreciation	$ 425,243	$ 850,486	$ 1,275,729	$ 1,700,971	$ 2,126,214
Buildings					
Equipment					
Land Improvements					

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Storage Revenue	$ 787,862	$ 1,050,483	$ 1,313,104	$ 1,313,104	$ 1,313,104
Regular	*393,931*	*525,241*	*656,552*	*656,552*	*656,552*
Seasonal	*393,931*	*525,241*	*656,552*	*656,552*	*656,552*
Blast freezing revenue	$ 124,399	$ 165,866	$ 207,332	$ 207,332	$ 207,332
Handling and sorting revenue	$ 207,332	$ 276,443	$ 345,554	$ 345,554	$ 345,554
Total Revenue	$ 1,119,594	$ 1,492,792	$ 1,865,989	$ 1,865,989	$ 1,865,989
% of Annual Revenue					

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Building Construction Costs:

Construction Costs:

$ 140	Cost per Sq. Foot
25.0%	Estimated Additional Sq. Feet as a % of Minimum
32,200	Sq. Feet Required
$ 4,508,000	Total Estimated Building Construction Cost

Land Improvement Costs:

4	Acres
43,560	Acres to Square Feet Ratio
174,240	Total Square Feet or Property
142,040	Total Square Feet, Less Building
$ 10.00	Estimated Cost per Sq. Foot
$ 1,420,400	Total Cost of Land Improvements

Cost of Financing

Source: https://www.commercialloandirect.com/commercial-rates.php

Conventional Commercial Loan Rates

Term	Fixed Rate	Max LTV*
7 Years	4.200% - 5.050%	**85%** - Owner-Occupied / 75% - Investment
10 Years	4.300% - 5.150%	**85%** - Owner-Occupied / 75% - Investment
15 Years	4.650% - 5.650%	**85%** - Owner-Occupied / 75% - Investment

2 more rows

Commercial Loan Rates 2019 - Commercial Mortgage Interest Rates
https://www.commercialloandirect.com/commercial-rates.php

Equipment Costs:

Equipment/Overhead Costs:

	Amount	Price Per		
$ 100,000	4	$ 25,000		REACH FORKLIFTS
$ 120,000	4	$ 30,000		PACERS
$ 10,000	4	$ 2,500		PALLET JACKS
$ 12,000	2	$ 6,000	Sq. Ft. per rack	STRETCH WRAPPER
$ 27,540	60	$ 459	504	PALLET RACKS
$ 222,000	2,000	$ 111		PLASTIC PALLETS
$ 50,000	1	$ 50,000		BACK UP GENERATOR
$ 541,540	**Total**			

Energy Costs

24.9	Kwh per Sq. ft. per year	9,200	BTUs per Sq. ft. per year
801,780	Total Kwh per year	5,480,440,000	Total BTUs per year
$ 0.13	Cost per Kwh	$ 18.50	Cost per Million BTU
$ 107,519	Total annual electricity cost	$ 101,388	Total annual natural gas cost

Note: the below inputted amounts were used only as a means of calculating the relative level of energy use depending on the season of the year.

Season	Cost Info	% of Annual Cost	Calculated Monthly Amount
Winter	$ 70,000	20.0%	$ 13,927
Spring	$ 87,500	25.0%	$ 17,409
Summer	$ 105,000	30.0%	$ 20,891
Fall	$ 87,500	25.0%	$ 17,409

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Administrative Costs

LOW	HIGH		
$ 30,000	$ 50,000		Administrative staff (1) annual salary range.
$ 80,000	$ 100,000		Facility manager annual salary range.
$ 20,000	$ 25,000	25.0%	Facility manager time allocation to administration.
15.0%	25.0%		Range of additional costs for payroll taxes, benefits, etc.
$ 7,500	$ 18,750		Range of additional cost rate for payroll taxes, benefits, etc.
$ 57,500	**$ 93,750**		Range of Administrative salary costs.
$ 75,625			Average Administrative salary costs

Note: Average Administrative salary costs less than estimated annual administrative costs.

5.0%	Administrative cost as a percent of Revenue
$ 93,299	Estimated annual administrative costs, assuming 100% revenue.
$ 7,775	Estimated monthly administrative costs, assuming 100% revenue.

Personnel & Overhead Costs

· Likely average monthly personnel costs to staff the facility and a list or organization chart of key personnel needed

39.0%	Depreciation, Utilities, and Administrative costs as a % of Revenue (Year 3+)		
72.8%	Operating expenses as a % of Revenue per RMA Ratios		
33.8%			
$ 630,991	Total Personnel and Overhead Costs Annualized		
60.0%	% Personnel Costs	$	378,595
40.0%	% Overhead Costs	$	252,396

Overhead Monthly Costs

$ 21,033	$ Overhead Costs Monthly

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

RMA STATISTICS		
ASSETS	*Conservative* **0-1MM**	*Moderate Aggressive* **1-3MM**
Cash & Equivalents	4.3%	14.6%
Trade Receivables (net)	19.5%	14.0%
Inventory	2.6%	0.7%
All Other Current	4.1%	3.3%
Total Current	30.5%	32.6%
Fixed Assets (net)	61.4%	43.2%
Intangibles (net)	6.1%	8.8%
All Other Non-Current	1.9%	15.5%
Total	100.0%	100.0%
LIABILITIES		
Notes Payables-Short Term	20.9%	3.3%
Cur. Mat. - LTD	6.0%	3.7%
Trades Payables	11.5%	1.3%
All Other Current	0.0%	0.1%
Income Taxes Payable	5.9%	7.5%
Total Current	44.3%	15.9%
Long-Term Debt	54.4%	26.4%
Deferred Taxes	0.0%	0.0%
All Other Non-Current	2.4%	0.3%
Net Worth	-1.2%	57.3%
Total Liabilities & Net Worth	100.0%	100.0%
INCOME DATA		
Net Sales	100.0%	100.0%
Gross Profit		
Operating Expenses	76.2%	72.8%
Operating Profit	23.8%	27.2%
All Other Expneses (net)	14.5%	4.1%
Profit before Taxes	9.3%	23.1%

PROJECTED RATIOS

Moderate					
Jan-20	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
0.0%	0.0%	0.0%	2.2%	7.5%	13.0%
1.4%	1.5%	2.1%	2.8%	2.8%	2.9%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1.4%	1.5%	2.1%	4.9%	10.3%	15.9%
98.6%	98.5%	97.9%	95.1%	89.7%	84.1%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
0.5%	3.0%	2.5%	0.0%	0.0%	0.0%
6.1%	6.7%	7.5%	8.2%	8.8%	9.4%
1.0%	1.0%	1.2%	1.4%	1.4%	1.4%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
7.5%	10.8%	11.2%	9.6%	10.2%	10.8%
43.0%	39.2%	34.1%	27.3%	18.9%	9.9%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
49.5%	50.0%	54.7%	63.1%	70.9%	79.4%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
102.8%	114.3%	93.0%	79.5%	78.1%	76.7%
-2.8%	-14.3%	7.0%	20.5%	21.9%	23.3%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
46.3%	39.2%	45.9%	50.0%	50.0%	50.0%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

RMA STATISTICS			DIFFERENCE BETWEEN PROJECTED AND RMA					
			5.0%	Significant Variance Threshold				
ASSETS	*Conservative* 0-1MM	*Moderate Aggressive* 1-3MM	Jan-20	Year 1	Year 2	Year 3	Year 4	Year 5
Cash & Equivalents	4.3%	14.6%						
Trade Receivables (net)	19.5%	14.0%	-12.6%	-12.5%	-11.9%	-11.2%	-11.2%	-11.1%
Inventory	2.6%	0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%
All Other Current	4.1%	3.3%	-3.3%	-3.3%	-3.3%	-3.3%	-3.3%	-3.3%
Total Current	30.5%	32.6%	-31.2%	-31.1%	-30.5%	-27.7%	-22.3%	-16.7%
Fixed Assets (net)	61.4%	43.2%	55.4%	55.3%	54.7%	51.9%	46.5%	40.9%
Intangibles (net)	6.1%	8.8%	-8.8%	-8.8%	-8.8%	-8.8%	-8.8%	-8.8%
All Other Non-Current	1.9%	15.5%	-15.5%	-15.5%	-15.5%	-15.5%	-15.5%	-15.5%
Total	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
LIABILITIES								
Notes Payables-Short Term	20.9%	3.3%	-2.8%	-0.3%	-0.8%	-3.3%	-3.3%	-3.3%
Cur. Mat. - LTD	6.0%	3.7%	2.4%	3.0%	3.8%	4.5%	5.1%	5.7%
Trades Payables	11.5%	1.3%	-0.3%	-0.3%	-0.1%	0.1%	0.1%	0.1%
All Other Current	0.0%	0.1%	-0.1%	-0.1%	-0.1%	-0.1%	-0.1%	-0.1%
Income Taxes Payable	5.9%	7.5%	-7.5%	-7.5%	-7.5%	-7.5%	-7.5%	-7.5%
Total Current	44.3%	15.9%	-8.4%	-5.1%	-4.7%	-6.3%	-5.7%	-5.1%
Long-Term Debt	54.4%	26.4%	16.6%	12.8%	7.7%	0.9%	-7.5%	-16.5%
Deferred Taxes	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All Other Non-Current	2.4%	0.3%	-0.3%	-0.3%	-0.3%	-0.3%	-0.3%	-0.3%
Net Worth	-1.2%	57.3%	-7.8%	-7.3%	-2.6%	5.8%	13.6%	22.1%
Total Liabilities & Net Worth	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
INCOME DATA								
Net Sales	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gross Profit								
Operating Expenses	76.2%	72.8%	30.0%	41.5%	20.2%	6.7%	5.3%	3.9%
Operating Profit	23.8%	27.2%	-30.0%	-41.5%	-20.2%	-6.7%	-5.3%	-3.9%
All Other Expneses (net)	14.5%	4.1%	-4.1%	-4.1%	-4.1%	-4.1%	-4.1%	-4.1%
Profit before Taxes	9.3%	23.1%	23.2%	16.1%	22.8%	26.9%	26.9%	26.9%

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

RMA STATISTICS

ASSETS	*Conservative* 0-1MM	*Moderate Aggressive* 1-3MM
Cash & Equivalents	4.3%	14.6%
Trade Receivables (net)	19.5%	14.0%
Inventory	2.6%	0.7%
All Other Current	4.1%	3.3%
Total Current	30.5%	32.6%
Fixed Assets (net)	61.4%	43.2%
Intangibles (net)	6.1%	8.8%
All Other Non-Current	1.9%	15.5%
Total	100.0%	100.0%
LIABILITIES		
Notes Payables-Short Term	20.9%	3.3%
Cur. Mat. - LTD	6.0%	3.7%
Trades Payables	11.5%	1.3%
All Other Current	0.0%	0.1%
Income Taxes Payable	5.9%	7.5%
Total Current	44.3%	15.9%
Long-Term Debt	54.4%	26.4%
Deferred Taxes	0.0%	0.0%
All Other Non-Current	2.4%	0.3%
Net Worth	-1.2%	57.3%
Total Liabilities & Net Worth	100.0%	100.0%
INCOME DATA		
Net Sales	100.0%	100.0%
Gross Profit		
Operating Expenses	76.2%	72.8%
Operating Profit	23.8%	27.2%
All Other Expneses (net)	14.5%	4.1%
Profit before Taxes	9.3%	23.1%

Explanations of Significant Variances

Cash is assumed zero with net cash inflows/outflows all assumed to be applied to/pulled from the line of credit
The difference here is largely the result of almost entirely new PP&E with little depreciation to net the value down. A/R acceptable.

The difference here is largely the result of almost entirely new PP&E with little depreciation to net the value down. A/R acceptable.
The nature of intangibles varies by source, often occuring from M&A activities. For the purpose of these projections, no intangible assets are assumed. Variance acceptable.

Long-term debt is larger due to significant upfront capital costs to establish business. This will normalize as debt is paid down and the trend over the 5 year period projected supports this trajectory.

Tax expense assumed zero for projections. See Significant Assumptions for more details.

Long-term debt is larger due to significant upfront capital costs to establish business. This will normalize as debt is paid down and the trend over the 5 year period projected supports this trajectory.

Negative net worth result of immediate operations.

Note: Years 1 & 2 are assumed to be growth years and running not a full capacity, only Years 3+ will be assessed.

Opreating expenses are a greater % of revenue due to larger than normal amounts of debt resulting from significant starting capital costs. Will likely normalize in Year 6 or 7.

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Commodity	Acres	Yield	Units Produced	Price / Unit	Total Value	Tonnage	Cold Storage?	Pallets
Almond	52,621	0.84	44,202	$ 4,912.00	$ 217,118,456	44,202	YES	49,113
Almond Hull			55,250	$ 73.00	$ 4,033,250	55,250	NO	-
Citrus	245	5.95	1,458	$ 1,734.00	$ 2,527,739	1,458	YES	1,620
Grape	312	6.48	2,022	$ 1,077.00	$ 2,177,436	2,022	YES	2,246
Olive, Oil	4,050	4.28	17,334	$ 529.00	$ 9,169,686	17,334	YES	19,260
Olive, Table	4,050	8.06	32,643	$ 1,007.00	$ 32,871,501	32,643	YES	36,270
Pistachio	1,949	1.29	2,514	$ 3,205.00	$ 8,058,043	2,514	YES	2,794
Prune	3,767	2.61	9,832	$ 2,057.00	$ 20,224,157	9,832	NO	-
Walnut	31,060	2.47	76,718	$ 2,408.00	$ 184,737,426	76,718	YES	85,242
Misc. Fruit & Nut	1,072		-		$ 3,286,000	Insufficient Info.	YES	-
Alfalfa	10,970	5.67	62,200	$ 163.00	$ 10,138,584	62,200	NO	-
Bean	476	1.26	600	$ 679.00	$ 407,237	600	YES	666
Corn, Fodder	12,620	5.87	74,079	$ 154.00	$ 11,408,228	74,079	NO	-
Corn, Silage	1,455	26.52	38,587	$ 36.00	$ 1,389,118	38,587	NO	-
Cotton, Lint	2,978	3.35	9,976	$ 400.00	$ 3,990,520	Insufficient Info.	NO	-
Cotton, Seed			4,156	$ 290.00	$ 1,205,240	4,156	NO	-
Hay, Other	2,677	1.63	4,364	$ 153.00	$ 667,617	4,364	NO	-
Oats, Fodder	3,497	3.19	11,155	$ 128.00	$ 1,427,895	Insufficient Info.	NO	-
Rice, Paddy	83,407	4.63	386,174	$ 325.00	$ 125,506,683	Insufficient Info.	NO	-
Wheat	5,652	2.56	14,469	$ 141.00	$ 2,040,146	14,469	NO	-
Wheat, Silage	5,991	13.00	77,883	$ 39.00	$ 3,037,437	77,883	NO	-
Misc. Field Crops	11,749		-		$ 4,002,000	Insufficient Info.	NO	-
Packaged Bees			143,911	$ 27.46	$ 3,951,796	72	YES	80
Pollination			-		$ 18,125,000	N/A	NO	-
Queen Bees			364,276	$ 23.00	$ 8,378,348	Insufficient Info.	NO	-
Misc. Apiary Products			-		$ 150,000	Insufficient Info.	NO	-
Beans	808	1,904.00	1,538,432	$ 0.43	$ 661,526	769	YES	855
Rice	2,193	8,003.00	17,550,579	$ 0.18	$ 3,159,104	8,775	NO	-
Sunflowers	3,563	1,000.00	3,563,000	$ 1.31	$ 4,667,530	1,782	YES	1,979
Vine Seeds	1,751		-		$ 31,532,000	Insufficient Info.	NO	-
Other Seeds	277		-		$ 1,156,000	Insufficient Info.	NO	-
Calves			20,790	$ 156.00	$ 3,243,240	1,164	NO	-
Feeders			61,740	$ 138.00	$ 8,520,120	3,457	NO	-
Cows and Bulls			41,370	$ 65.00	$ 2,689,050	2,317	NO	-
Dairy Cattle			-		$ 24,296,000	N/A	NO	-
Sheep and Lamb			5,900	$ 169.00	$ 997,100	N/A	NO	-
Hogs and Pigs			2,158	$ 144.00	$ 310,752	N/A	NO	-
Misc. Livestock & Poultry			-		$ 501,000	N/A	NO	-
Milk: Marketing			3,626,187	$ 16.36	$ 59,324,419	203,066	YES	225,629
Milk: Manufacturing			20,491	$ 17.96	$ 368,018	1,147	YES	1,275
Wool			37,170	$ 1.55	$ 57,614	19	NO	-
Misc. Livestock & Poultry Products			-		$ 88,000	Insufficient Info.	YES	-
Nursery Products			-		$ 7,006,000	Insufficient Info.	YES	-
Tomatoes, Processing	1,740	45.37	78,944	$ 73.35	$ 5,790,528	4,421	YES	4,912
Misc. Vegetable Crops			-		$ 235,000	Insufficient Info.	YES	-
TOTAL	**250,930**	**11,052**	**27,980,564**		**834,632,541**			**431,942**

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Commodity	Notes
Almond	
Almond Hull	
Citrus	
Grape	
Olive, Oil	
Olive, Table	
Pistachio	
Prune	
Walnut	
Misc. Fruit & Nut	Includes: Blueberry, Black Walnut, Cherry, Kiwifruit, Pecan, Asian Pear, Peach
Alfalfa	
Bean	
Corn, Fodder	
Corn, Silage	
Cotton, Lint	*Unit by Bale*
Cotton, Seed	
Hay, Other	
Oats, Fodder	*Unit by Acre*
Rice, Paddy	*Unit by Acre*
Wheat	
Wheat, Silage	
Misc. Field Crops	Includes: Organic Corn, Organic Rice, Barley, Safflower, Straw, Sudangrass and Sorghum
Packaged Bees	*Unit by Pound, w/o Queen*
Pollination	Includes: Almond, Prune, Sunflower, Onion and Vineseed
Queen Bees	*Unit by Each*
Misc. Apiary Products	Includes: Beeswax and Honey
Beans	*Unit by Pound*
Rice	*Unit by Pound*
Sunflowers	*Unit by Pound*
Vine Seeds	Includes: Melon, Pumpkin, Squash, Watermelon and Cucumber
Other Seeds	Includes: Carrot, Cabbage, Chard, Gourd, Onion, Kale, Mustard and Radish
Calves	*Unit by CWT*
Feeders	*Unit by CWT*
Cows and Bulls	*Unit by CWT*
Dairy Cattle	
Sheep and Lamb	*Unit by Head*
Hogs and Pigs	*Unit by Head*
Misc. Livestock & Poultry	Includes: Goat, Chicken, Unspecified Game birds
Milk: Marketing	*Unit by CWT*
Milk: Manufacturing	*Unit by CWT*
Wool	*Unit by Pound*
Misc. Livestock & Poultry Products	Includes: Goat Milk and Eggs
Nursery Products	Includes: Strawberry Plants and Sod
Tomatoes, Processing	
Misc. Vegetable Crops	
TOTAL	

Maximum Weight Limit on a Standard Pallet in Tons	0.9
Average Monthly Charge per Pallet	$ 19.00
Average length of storage per pallet	2.0
Maximum Potential Revenue	$ 16,413,797
Cu. Ft. per Pallet	80.0
Cubic Footage Required for MPR	5,759,227

Conservative	
Estimated % of Glenn County Ag. Production	4.0%
No. of Pallets at % of Glenn County Ag. Production	17,278
Revenue on % of Glenn County Ag. Production	$ 656,552
Sq. Ft. per Pallet	13.4
Sq. Footage Required	12,862

Moderate, Aggressive (1 of 2)	
Estimated % of Glenn County Ag. Production	8.0%
No. of Pallets at % of Glenn County Ag. Production	34,555
Revenue on % of Glenn County Ag. Production	$ 1,313,104
Sq. Ft. per Pallet	13.4
Sq. Footage Required	25,725

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Commodity	Acres	Yield	Units Produced	Price / Unit	Total Value	Tonnage	Cold Storage?	Pallets
Almond	39,575	0.75	29,681	$ 4,656.00	$ 138,195,900	29,681	YES	32,979
Almond Hull			36,000	$ 60.00	$ 2,160,000	36,000	NO	-
Citrus	212	3.50	742	$ 2,000.00	$ 1,484,000	742	YES	824
Kiwifruit	579	5.95	3,445	$ 645.00	$ 2,222,057	3,445	YES	3,828
Olive, Oil	1,499	4.85	7,270	$ 599.00	$ 4,354,820	7,270	YES	8,078
Olive, Table	333	3.61	1,202	$ 876.00	$ 1,053,066	1,202	YES	1,336
Peaches	1,384	13.50	18,684	$ 425.00	$ 7,940,700	18,684	YES	20,760
Pistachio	765	0.64	490	$ 4,465.00	$ 2,186,064	490	YES	544
Prune	6,719	2.46	16,529	$ 2,130.00	$ 35,206,216	16,529	NO	-
Walnut	49,832	2.40	119,597	$ 2,132.00	$ 254,980,378	119,597	YES	132,885
Misc. Fruit & Nut	1,012		-		$ 5,282,640	Insufficient Info.	YES	-
Beans, Dry Edible	429	1.30	558	$ 1,098.00	$ 612,355	558	YES	620
Alfalfa	470	6.67	3,135	$ 156.00	$ 489,044	3,135	NO	-
Rice, Paddy	93,444	4.40	411,154	$ 354.00	$ 145,548,374	Insufficient Info.	NO	-
Safflower	122	0.75	92	$ 300.00	$ 27,450	92	YES	102
Wheat	3,432	1.37	4,702	$ 98.00	$ 460,780	4,702	YES	5,224
Misc. Field Crops	3,586		-		$ 2,868,800	Insufficient Info.	YES	-
Pollination			-		$ 8,622,212	N/A	NO	-
Misc. Apiary Products			-		$ 2,576,000	Insufficient Info.	NO	-
Rice	4,700	9,800.00	46,060,000	$ 0.24	$ 11,054,400	23,030	NO	-
Other Seeds			-		$ 1,131,786	Insufficient Info.	NO	-
Cattle & Calves			64,008	$ 181.50	$ 11,617,452	N/A	NO	-
Sheep			2,664	$ 164.50	$ 438,228	N/A	NO	-
Misc. Livestock & Poultry			-		$ 688,500	Insufficient Info.	NO	-
Milk: Market			65,411	$ 18.15	$ 1,187,210	3,663	YES	4,070
Milk: Manufacturing			-		$ 9,500	-	YES	-
TOTAL	**208,093**	**9,852**	**46,845,362**		**642,397,932**			**211,250**

City of Willows Cold Storage
Detailed Projected Income Statements
(See "Financial Statement Assumptions" for explanations)

Commodity	Notes
Almond	
Almond Hull	
Citrus	
Kiwifruit	
Olive, Oil	
Olive, Table	
Peaches	
Pistachio	
Prune	
Walnut	
Misc. Fruit & Nut	Includes: Blueberry, Black Walnut, Cherry, Kiwifruit, Pecan, Asian Pear, Peach
Beans, Dry Edible	
Alfalfa	
Rice, Paddy	*Unit by Acre*
Safflower	
Wheat	
Misc. Field Crops	Includes: Organic Corn, Organic Rice, Barley, Safflower, Straw, Sudangrass and Sorghum
Pollination	Includes: Almond, Prune, Sunflower, Onion and Vineseed
Misc. Apiary Products	Includes: Beeswax and Honey
Rice	*Unit by Pound*
Other Seeds	Includes: Carrot, Cabbage, Chard, Gourd, Onion, Kale, Mustard and Radish
Cattle & Calves	*Unit by CWT*
Sheep	*Unit by CWT*
Misc. Livestock & Poultry	Includes: Goat, Chicken, Unspecified Game birds
Milk: Market	*Unit by CWT*
Milk: Manufacturing	*Unit by CWT*
TOTAL	

Standard Max Weight on a Pallet in Tons	0.9
Average Monthly Charge per Pallet	$ 19.00
Average length of storage per pallet	2.0
Maximum Potential Revenue	$ 8,027,502
Cu. Ft. per Pallet	80.0
Cubic Footage Required for MPR	2,816,667

Aggressive (2 of 2)	
Estimated % of Butte County Ag. Production	4.0%
No. of Pallets at % of Butte County Ag. Production	8,450
Revenue on % of Butte County Ag. Production	$ 321,100
Sq. Ft. per Pallet	13.4
Sq. Footage Required	6,291

Appendix B

MORRISON

City of Willows
Market Interest/Demand for Cold Storage
Survey to Prospective Users

Ask All	Name
	Company
	Title
	City Where Company Is Located
Ask All	What types of products do you make or process?
If answer no, move to Blue. If Yes, answer all purple, then move to Yellow	**Do you currently utilize/need cold storage?**
	If Yes: How much volume, by weight/pallet, are you currently putting in cold storage each month, or how much volume by weight/pallet would you have a need for cold storage for?
	If Yes: Would your products in cold storage be in boxes, pallets, totes, bins or sacks?
	If Yes: How often does your inventory in cold storage turnover? How often in six months? A year?
	If Yes: Do you own cold storage on your own site?
	If yes: Is this storage capacity sufficient for your current needs?
	If Yes: Do you utilize cold storage facilities off-site?
	If yes: Do you deliver products to the cold storage site yourself?
	If yes: How far are you currently traveling to the cold storage site?
	If yes, but not delivering on own: Does your cold storage facility provide transportation to/from the cold storage facility for you?
	If yes: What are you currently paying per month for cold storage and for what capacity? Or what you expect to pay?
	If yes: What is your current basis for payment (weight, size of items, etc)?
	If Yes: Do you project needing additional cold storage capacity in the next 3 to 5 years?
	If yes: What would be the approximate volumes you produce that would need cold storage?
	If Yes: What would be the factors to most impact your choice in choosing to use a cold storage facility (i.e. Costs; location; services offered?)
	If Yes: What months do you need cold storage capacity? Are there any more than others?
	If Yes: Do you need cold storage capacity for your products to extend your market?
	If Yes: What other services do you currently need/utilize in coordination with cold storage (trucking, distribution, etc.)?
	If Yes: If you're utilizing cold storage now, how long are your products in storage before they leave the cold storage facility?
	If Yes: Where is the end location for the products you are storing in cold storage(Northern California, Bay Area, LA)?
If not likely, move to green. If likely ask all blue, then move to Yellow.	If no: How likely would it be in the next three to five years that you would need cold storage?
	If likely at all: Are your products in boxes, pallets, bins or sacks?
	If Yes: How often would your product your inventory in cold storage would turnover? How often in six months? A year?
	If likely at all: How much of your product needs to be in cold storage (by weight)?
	If likely at all: What would you expect to pay for cold storage?
	If likely at all: What would be the factors to impact your choice in cold storage facilities(i.e. Costs; location; services offered?)
	If likely at all: What other services would you need/utilize in coordination with cold storage (trucking, distribution, etc.)?
	If likely at all: What months would you need cold storage capacity? Are there any more than others?
	If not likely at all: Are there any warehousing/distribution needs you would have?
Ask for both Purple and Blue	Are there any special considerations to your business and/or your products that you would need a cold storage facility to accommodate?
	Do you plan to need storage for any kosher products?
	If you currently are using cold storage off-site, and a new company could match the price of your current provider, what other factors would impact your willingness to move your business?
	Does cold storage availability negatively affect your ability to grow your business?
	What is the maximum contract length you would consider for a company providing cold storage?
	On a scale of 1-5, with 5 being the most likely, how likely would you be to use a cold storage facility in Glenn County, with convenient access to I-5
	On a scale of 1-5, how important is rail service near cold storage?
	Do you have any anecdotal experiences with a lack of cold storage availability that you would be willing to share?

Appendix C

MORRISON

2018 GCCA Global Cold Storage Capacity Report

By Victoria Salin, Texas A&M University

for the International Association
of Refrigerated Warehouses, a Global Cold Chain Alliance Core Partner

July 2018

IARW International Association of Refrigerated Warehouses

A Core Partner of

GLOBAL COLD CHAIN ALLIANCE®

Acknowledgements

The Global Cold Chain Alliance (GCCA) would like to recognize the author of this report:

Author

This report was prepared by Victoria Salin under contract to the IARW. Salin is a Professor in the Department of Agricultural Economics at Texas A&M University specializing in agribusiness management and finance. Dr. Salin is co-director of the Agribusiness, Food & Consumer Economics Research Center (http://AFCERC.tamu.edu) and leads research and outreach projects relating to food safety, traceability, financial markets, and strategic management.

Disclaimer

The information promulgated by IARW is not intended to be a comprehensive resource with respect to the refrigerated warehousing industry. While the material has been compiled with care, IARW have not validated all of the information contained herein and do not assume any responsibility for its use, accuracy, or applicability. All users of the information unconditionally agree: (1) not to hold IARW responsible in any manner or to any extent for the user's action(s) or the consequences of such action(s) relating to the use of the information provided and (2) to indemnify IARW for all expenses, fees, costs, damages, awards, or other amounts incurred related to or arising from the user's use of the information. As used above, IARW shall mean the organization and each organization's directors, officers, employees, volunteers, members, and agents.

The information promulgated by the Global Cold Chain Alliance (GCCA) is not intended to be a comprehensive resource with respect to the refrigerated warehousing industry. While the material has been compiled with care, GCCA, and the authors of the manual have not validated all of the information contained herein and do not assume any responsibility for its use, accuracy, or applicability. All users of the information unconditionally agree: (1) not to hold GCCA or the authors responsible in any manner or to any extent for the user's action(s) or the consequences of such action(s) relating to the use of the information provided and (2) to indemnify GCCA, and the authors for all expenses, fees, costs, damages, awards, or other amounts incurred related to or arising from the user's use of the information. As used above, GCCA shall mean the organizations and each organization's directors, officers, employees, volunteers, members, and agents.

Table of Contents

Introduction

This report provides an update on refrigerated warehouse capacity using information collected from international offices of the Global Cold Chain Alliance (GCCA). The primary data source was a survey administered by GCCA staff in Spring 2018. In addition, official government reports were sources for information on the United States (U.S. Department of Agriculture) and India (India Ministry of Food Processing Industries).

Summary of the Findings

The total capacity of refrigerated warehouses worldwide was 616 million cubic meters in 2018, 2.67% greater than the capacity reported in 2016. India was the single largest country market, at 150 million cubic meters, followed by the United States at 131 million cubic meters, and China at 105 million cubic meters.

Refrigerated warehouse space was distributed unevenly across countries based on the index of market penetration developed by the Global Cold Chain Alliance (GCCA). The market development index is calculated as cold storage capacity per urban resident. The urban population is used in this benchmark because it is expected that urban centers are where the middle-class income population is concentrated. In developing country markets, the middle-class and high-income consumer segments support the demand for refrigerated and frozen foods, which ultimately drives the refrigerated warehouse service industry.

Refrigerated warehouses serve various needs in the food logistics process: storage of seasonally produced foods to allow them to be available year-round, short-term storage staged in strategic locations to meet retail distribution needs, and import-export logistics facilities along global transportation routes. There are two classifications of business models: warehouses available to multiple users on a for-hire basis and those operated by a food company exclusively for the company's sole use. In this report, as in industry practice, the warehouses available for-hire on a third-party basis are referred to as "public" refrigerated warehouses, although most of them are privately owned businesses. The term "private" warehouse is reserved for those warehouses operated by a food company exclusively for that company's use.

Limitations and Methodological Notes

The figures in this report are the most complete data available to document the global refrigerated warehouse industries. Certain limitations should be noted due to variations in units of measure and in defining the scope of the industry.

Units of measure. This report contains the potential for statistical error due to the required application of quantitative conversion factors. Most of the respondents to this survey collect information in cubic meters, which is the standard capacity unit adopted by the Global Cold Chain Alliance. Therefore, most of the units of measure are consistent throughout the report. However, a few nations customarily report in pallets, which presents a complication because the size of a standard pallet differs for European and American markets (see the Appendix for the applied conversion factors). Some responses were received in metric tonnage units. Tonnage units were converted to cubic meters on the basis of an assumption provided by food industry experts about the type of product stored.

Scope of the industry as a limitation on the data. Warehouses that do business with a number of customers are known as public refrigerated warehouse (PRWs) and are a part of the third-party logistics (3PL) business. The Global Cold Chain Alliance is a trade association of PRWs and therefore sources large amounts of information from the PRW industry. Warehouses that were operated privately may not have

been thoroughly covered by the information sources affiliated with the GCCA. For example, the data collected for Mexico over the past 10 years have included only the public for-hire warehousing capacity. In 2018, the total Mexican market size was notably substantially higher because privately operated space was included in the estimate for the first time.

Some national government agencies collect information on public, for-hire warehouses as well as privately operated space. Regardless of the source of information, every effort has been made to obtain a size estimate inclusive of both public space and private space, and to break out the market shares of the two types of business.

The definition of the industry used by some government statistics agencies also contributes to possible inconsistency in scope of the data. For example, the government of India reported on warehouse space used for vegetable and fruit products and therefore the national estimate may not include warehousing used for meat, dairy, and processed foods. In the United States, the national survey program targets those warehouses that typically store foods for more than one month. As a result, the estimate of the privately-operated warehouse space in the United States likely is understated because it does not include distribution centers used for storage over periods of less than one month.

Largest Country Markets

India has reported 150 million cubic meters of refrigerated warehousing in 2018, maintaining the position of the largest total capacity among the countries in the GCCA database. India had 7,645 cold storages in 2018, each averaging less than 20,000 cubic meters in size. Nearly all of the cold storage facilities were owned by private sector companies and the products stored were mainly potatoes and other vegetables.

The United States, with 131 million cubic meters of refrigerated warehouse capacity, was ranked second behind India. Refrigerated facilities in the United States averaged approximately 113,000 cubic meters each.

China was the third-ranked country market in 2018, at 105 million cubic meters. After several years of rapid expansion, growth in the Chinese refrigerated warehouse industry has leveled off, according to industry sources.

The country-by-country capacity data for 2018 and 2016 (most recent year available) are shown in Figure 1 for the top 20 countries. Table 1 shows refrigerated warehouse capacity for all the countries included in the GCCA global database, 2014-2018 as available.

Figure 1:

Capacity of Refrigerated Warehouses, Twenty Largest Country Markets, 2016 and 2018 as available, in Million Cubic Meters.

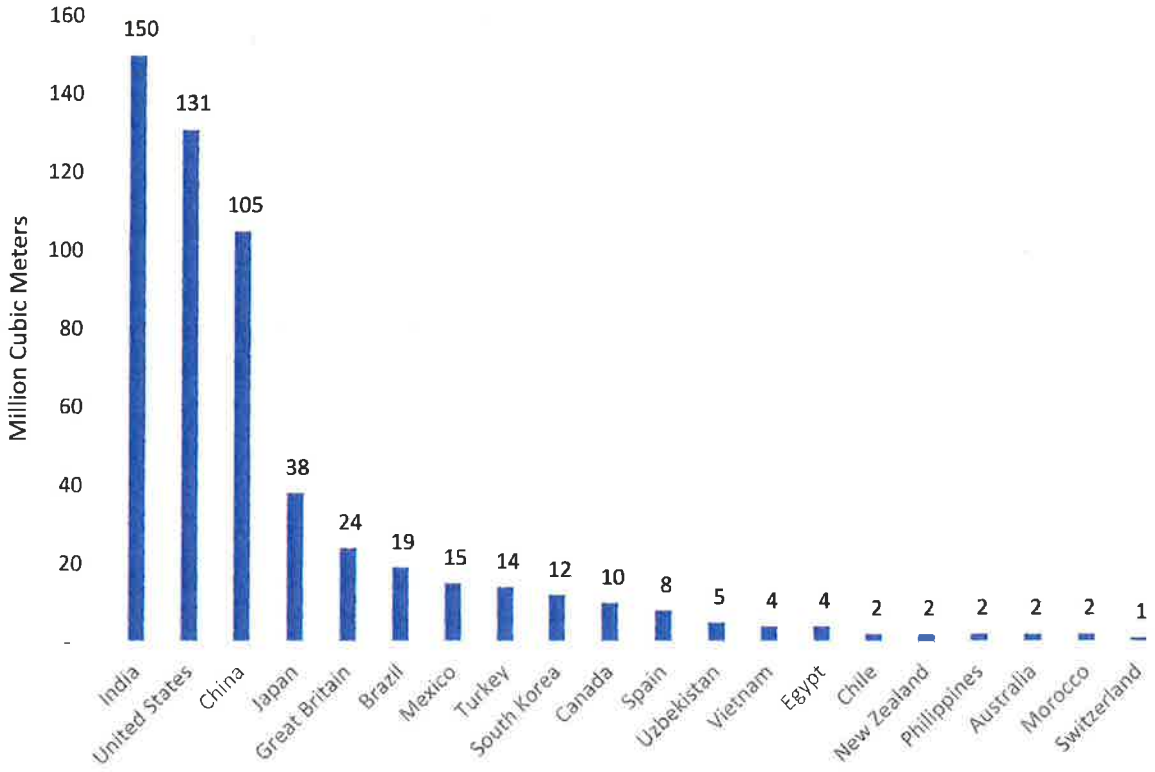


Table 1:

Refrigerated Warehouse Capacity and Market Development Index, by Country, 2014-2018 as Available

Country	2014		2016		2018	
	Million m^3	m^3 per urban resident	Million m^3	m^3 per urban resident	Million m^3	m^3 per urban resident
Afghanistan	0.024	0.003	0.0181	0.002	-	-
Australia	5.083	0.245	6.04	0.281	1.865	0.085
Austria	1.000	0.174	-	-	-	-
Bangladesh	0.129	0.003	-	-	-	-
Belgium	2.720	0.250	2.70	0.245	0.10	0.009
Brazil	16.050	0.094	16.83	0.095	19.057	0.106
Canada	8.850	0.310	9.91	0.337	9.653	0.316
Chile	3.658	0.232	1.55	0.096	2.165	0.133
China	76.080	0.107	107	0.143	105	0.132
Colombia	0.100	0.003	-	-	-	-
Denmark	3.000	0.613	-	-	-	-
Dominican Republic	0.024	0.003	-	-	-	-
Ecuador	-	-	0.043	0.004	-	-
Egypt	3.25	0.089	-	-	3.5	0.085
El Salvador	0.042	0.010	0.02	0.005	-	-
Finland	1.000	0.216	.039	.085	-	-
France	15.500	0.282	6.29	0.111	-	-
Germany	23.950	0.395	16.00	0.265	-	-
Great Britain	24.646	0.490	32.37	0.624	24.117	0.441
Greece	1.200	0.171	0.7	0.102-	-	-
Guatemala	0.035	0.005	-	-	0.125	0.014
India	130.720	0.328	141.13	0.335	150.229	0.343
Indonesia	12.320	0.110	3.87	0.028	-	-
Iran	14.000	0.253	-	-	-	-
Italy	4.500	0.107	3.8	0.09	-	-
Japan	32.650	0.277	-	-	37.612	0.315
Kazakhstan[N]	-	-	-	-	0.002	0.00[2]
Kenya	-	-	0.0215	0.002	-	-
Kuwait	0.281	0.069	0.33	0.082	-	-
Kyrgyzstan[N]	-	-	-	-	0.019	0.009
Libya	0.250	0.052	-	-	-	-
Mauritius	-	-	0.22	0.436	-	-
Mexico	4.869	0.053	6.5	0.065	15	0.152
Morocco	1.700	0.086	1.7	0.082	-	-
Namibia	0.150	0.165	-	-	-	-

Table 1--Continued:

Refrigerated Warehouse Capacity and Market Development Index, by Country, 2014-2018 as Available

Country	2014		2016		2018	
	Million m^3	m^3 per urban resident	Million m^3	m^3 per urban resident	Million m^3	m^3 per urban resident
Netherlands	-	-	13.7	0.958	-	-
New Zealand	1.712	0.44	-	-	2.054	0.503
Nicaragua	0.00[1]	0.00[2]	-	-	-	-
Nigeria	0.04	0.00[2]	-	-	0.001	0.00[2]
Norway	-	-	-	-	-	-
Oman	0.021	0.008	-	-	-	-
Panama	0.137	0.046	-	-	-	-
Peru	-	-	2	0.081	0.100	.004
Philippines[N]	-	-	-	-	2	0.037
Portugal	-	-	0.42	0.064	-	-
Romania	0.292	0.027	0.5	0.046	-	-
Saudi Arabia	1.395	0.058	-	-	-	-
South Africa	0.323	0.010	0.47	0.013	-	-
South Korea	-	-	12.0	0.281	-	-
Spain	-	-	10.0	0.276	7.5	0.206
Sweden	-	-	2.0	0.239	-	-
Switzerland	-	-	1.5	0.248	0.62	0.100
Tajikistan[N]	-	-	-	-	0.10	0.041
Tunisia	1.310	0.179	-	-	-	-
Turkey	6.804	0.127	9.24	0.165	14.367	0.242
Turkmenistan	-	-	-	-	0.072	0.025
United States	114.851	0.438	118.07	0.440	130.965	0.490
Uzbekistan	1.075	0.102	3.54	0.327	4.5	0.385
Vietnam[N]	-	-	-	-	3.866	0.116
Yemen	0.057	0.007	-	-	-	-

-- Not available.

m^3 -cubic meters.

N -Indicates countries that are new to the IARW database in 2018.

[1]-Less than 0.001 million m^3.

[2]-Less than 0.005 m^3 per capita.

Variation in Refrigerated Capacity Across Countries

Countries with larger populations, consumer incomes, and geographic areas likely have different needs for refrigerated warehousing services. To facilitate comparisons across countries, a market development index was calculated. The metric for service levels relative to the needs in the market is defined as cubic meters per population in urban areas. Table 1 contains the total market size and the market development index (MDI) for the 60 countries that reported to the GCCA in either 2018 or 2016.

As expected, many of the higher-income countries had higher presence of refrigerated warehousing capacity, relative to the urban population. Per-capita market penetration in the better-served markets typically ranged from 0.3 cubic meters to 0.5 cubic meters per urban resident (Figure 2). The highest market index levels were in New Zealand (0.5), the United States (0.49), and Great Britain (0.44). Among the developing countries, Uzbekistan and Mauritius reported the highest levels of market penetration with 0.38 and 0.43 cubic meters, respectively, of refrigerated storage per urban resident. Canada and Japan were at 0.31 cubic meters per urban resident.

India demonstrated continued progress in terms of cold storage capacity relative to urban population. The market development index for India rose to 0.34 in 2018, an improvement from 0.33 in 2016 and 0.30 in 2010. It should be noted that India's population is less urbanized than that of China, Brazil, and other emerging market economies. Later in this report, the state-by-state location of India's refrigerated warehouses is provided.

The middle-ranked countries in terms of refrigerated warehousing per urban population include the emerging market economies of Mexico, Brazil, Turkey, and China (Figure 3). The market development index levels for the mid-ranked countries ranged from 0.08 to 0.24 cubic meters of refrigerated warehouse capacity per urban resident. Based on these index levels, there is considerable unmet need in these markets.

Brazil reported the addition of 3 million cubic meters since 2016 (4.3% annualized rate of growth) in spite of its economic crisis. Later in this report, the state-by-state location of Brazil's refrigerated warehouses is provided.

In Mexico, GCCA sources reported a modest increase in the public for-hire warehousing capacity. The total market size in Mexico in 2018, at 15 million cubic meters, was significantly larger than in 2016 because privately operated space was included. The major change for Mexico was due to recording of privately operated space that was not disclosed in past reports.

The group of countries that have low refrigerated capacity, relative to potential needs, are at less than .05 cubic meters per urban resident (Figure 4). Several of these countries have predominantly low-income households and modest presence of modern grocery retail infrastructure.

Figure 2:

Refrigerated Warehouse Market Development Index (Capacity in Cubic Meters per Urban Resident), for Countries in the High Range of the Index, 2016 or 2018.

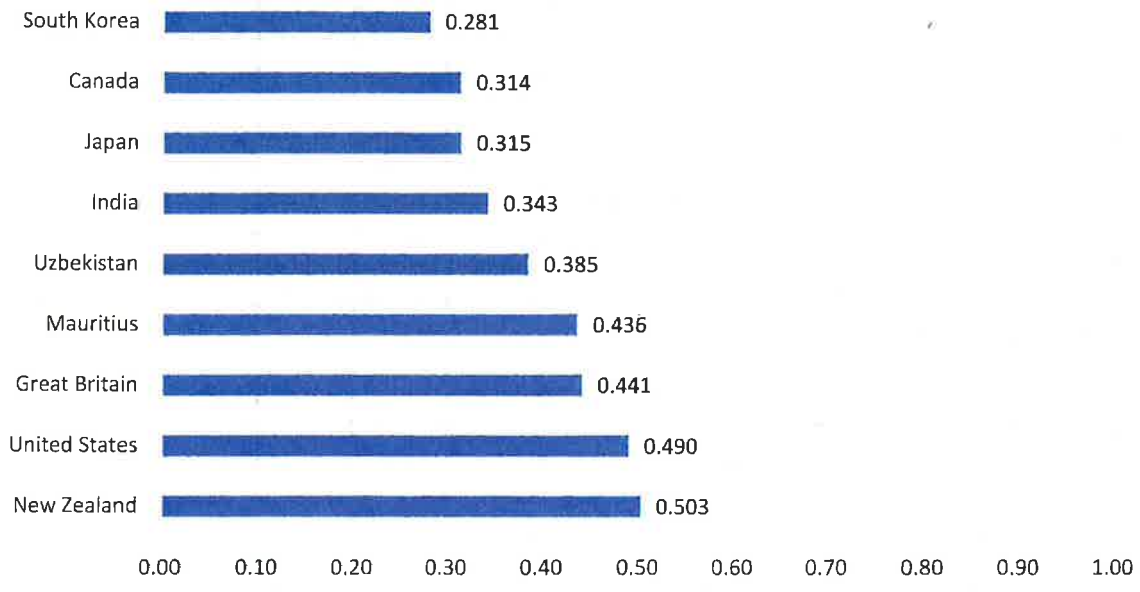


Figure 3:

Refrigerated Warehouse Market Development Index (Capacity in Cubic Meters per Urban Resident), for Countries in the Medium Range of the Index, 2016 or 2018.

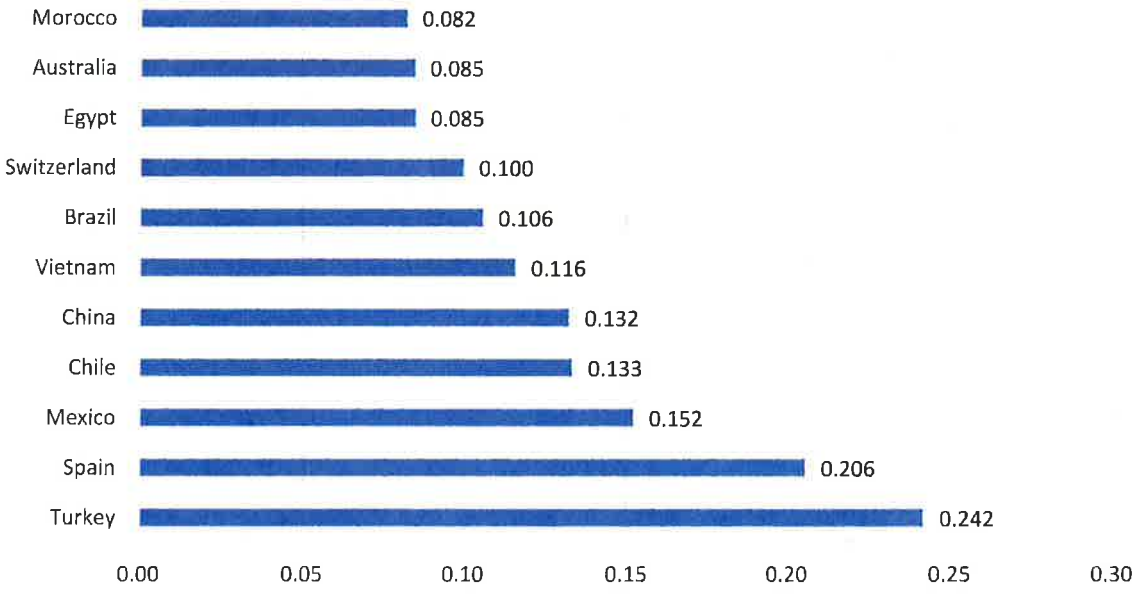
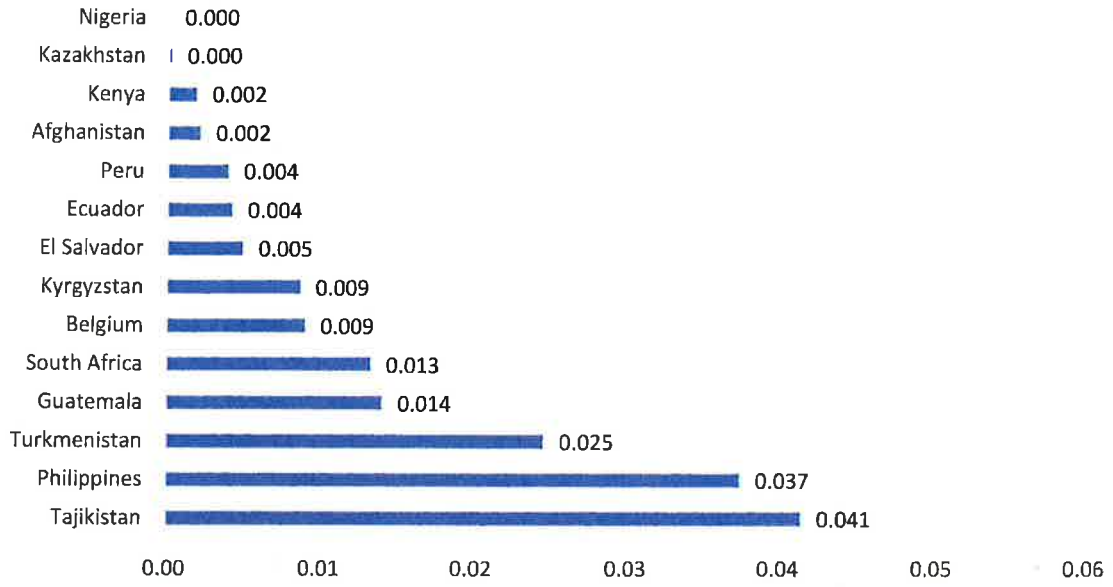


Figure 4:

Refrigerated Warehouse Market Development Index (Capacity in Cubic Meters per Urban Resident), for Countries in the Low Range of the Index, 2016 or 2018.



Size Ranges of Refrigerated Warehouses

Refrigerated warehouses are 100,000 cubic meters in size on average in developed market economies (Table 2). Japan is an exception, where the average size is under 13,000 cubic meters.

The largest companies that offer third-party logistic (3PL) refrigerated warehousing services operate in multiple countries, as shown in Table 3. The geographic footprint of the international companies has changed with merger and acquisition activity in the past few years.

Table 2:

Average Size of Refrigerated Warehouses, by Country, 2018 as Available.

Country	n facilities	Average size in m^3
Australia	13	143,478
Great Britain	204	118,220
United States	1,154	113,487
Canada	87	110,950
Belgium	1	100,000
Chile	45	48,116
Brazil	435	43,809
Spain	260	28,846
El Salvador	4	21,675
India	7,645	19,651
Philippines	120	16,667
Japan	2,926	12,854
Mexico	1,200	12,500
Guatemala	12	10,417
Kyrgyzstan	3	6,268
Turkmenistan	16	4,500
Uzbekistan	2,500	1,800
Turkey	19,700	729
Tajikistan	150	667
Kazakhstan	16	125
Total for the 2018 respondents	36,491	11,497

Trends in Grocery Expenditure by Country

The local population's preference for fresh or frozen foods is a key driver of the demand for refrigerated warehouse services. Food markets are dynamic and naturally vary around the world. A summary indicator

of the 5-year trend in food demand by country is provided in Table 4. The compound annual growth rate was calculated as:

$$CAGR = \left[\left(\frac{2017}{2012}\right)^{\frac{1}{5}} - 1\right].$$

The figures are based on grocery retail sales value in nominal terms, in local currency (Euromonitor), which is illustrative of food markets in most respects. However, it should be noted that price changes and the composition of the food basket might drive growth in retail sales without a corresponding change in demand for storage. For example, consumers might choose different quality levels, such as expensive meat cuts, over a cheaper item, thus increasing retail sales value without a change in storage space. Or, inflation and related macroeconomic shocks can explain extremely high growth rates such as those shown for Venezuela and Argentina in Table 4.

Table 3:

Largest Refrigerated Warehouse Companies, Locations, and Capacity, 2018.

Company	Locations	Million m^3
Americold Logistics	Argentina, Australia, Canada, China, New Zealand, United States	27.07
Lineage Logistics	Belgium, Netherlands, United Kingdom, United States	21.72
Swire Cold Storage	China, Sri Lanka, United States	10.14
AGRO Merchants Group	Australia, Austria, Brazil, Chile, Ireland, the Netherlands, Poland, Portugal, Spain, United Kingdom, United States	7.45
Nichirei Logistics Group, Inc.	France, Japan, the Netherlands, Poland	4.93
Kloosbeheer B.V.	Canada, Germany, France, the Netherlands, Norway, South Africa, Sweden, United States	4.69
NewCold Advanced Cold Logistics	Australia, France, Germany, the Netherlands, Poland, Great Britain, United States	3.98
VersaCold Logistics Services	Canada	3.75
Interstate Warehousing, Inc.	United States	2.84
Frialsa Frigorificos S.A. De C.V.	Mexico	2.75
Cloverleaf Cold Storage Co.	United States	2.37
Emergent Cold Storage	Australia and Vietnam	2.16

Henningsen Cold Storage Co.	United States	1.83
Burris Logistics	United States	1.65
Gruppo Marconi Logistica Integrata	Italy	1.56
Congebec Logistics, Inc.	Canada	1.41
Hanson Logistics	United States	1.24
Conestoga Cold Storage	Canada	1.21
Oxford Logistics Group	Australia	1.09
Zero Mountain, Inc.	United States	1.08
Agri-Norcold A/S	Denmark	1.01
Montague Cold Storage Pty Ltd.	Australia	0.96
Bring Frigo	Norway and Sweden	0.90
Confederation Freezers	Canada	0.84
Friozem Armazens Frigorificos Ltda.	Brazil	0.82

Source: GCCA records.

Table 4:

Trend in Consumer Spending on Grocery Retail, by Country, Annualized Percent Change 2012-2017.

Country	CAGR in %	Country	CAGR in %
Venezuela	145.69	Hungary	4.13
Argentina	26.56	Australia	4.12
Belarus	17.77	United States	3.89
Uzbekistan	16.00	Thailand	3.77
Kazakhstan	15.02	Slovakia	3.52
Azerbaijan	14.56	Czech Republic	3.49
India	12.50	Malaysia	3.49
Pakistan	11.15	Canada	3.31
Ukraine	10.47	Norway	3.12
Cameroon	10.42	Latvia	2.86
/Indonesia	10.10	Tunisia	2.84
Kenya	9.93	Bulgaria	2.79
Saudi Arabia	9.55	Sweden	2.76
Egypt	8.71	Georgia	2.75
Algeria	8.49	Netherlands	2.71
China	8.32	Serbia	2.58
South Africa	8.29	New Zealand	2.39
Uruguay	7.85	Macedonia	2.22
Peru	7.59	Hong Kong	2.16
Bolivia	7.58	Spain	1.97
United Arab Emirates	7.42	Portugal	1.96
Romania	7.30	Germany	1.93

Russia	7.29	Israel	1.86
Colombia	7.16	France	1.85
Turkey	7.13	Great Britain	1.82
Dominican Republic	6.82	Austria	1.78
Costa Rica	6.80	Morocco	1.41
Guatemala	6.11	Denmark	1.34
Philippines	5.65	Ireland	1.20
Mexico	5.60	Japan	1.19
Estonia	5.43	Belgium	0.92
Brazil	5.05	Slovenia	0.88
South Korea	5.01	Switzerland	0.86
Lithuania	4.77	Croatia	0.69
Ecuador	4.62	Italy	0.58
Poland	4.35	Bosnia-Herzegovina	0.29
Chile	4.21	Finland	0.15

Source: Euromonitor, 2018.

India

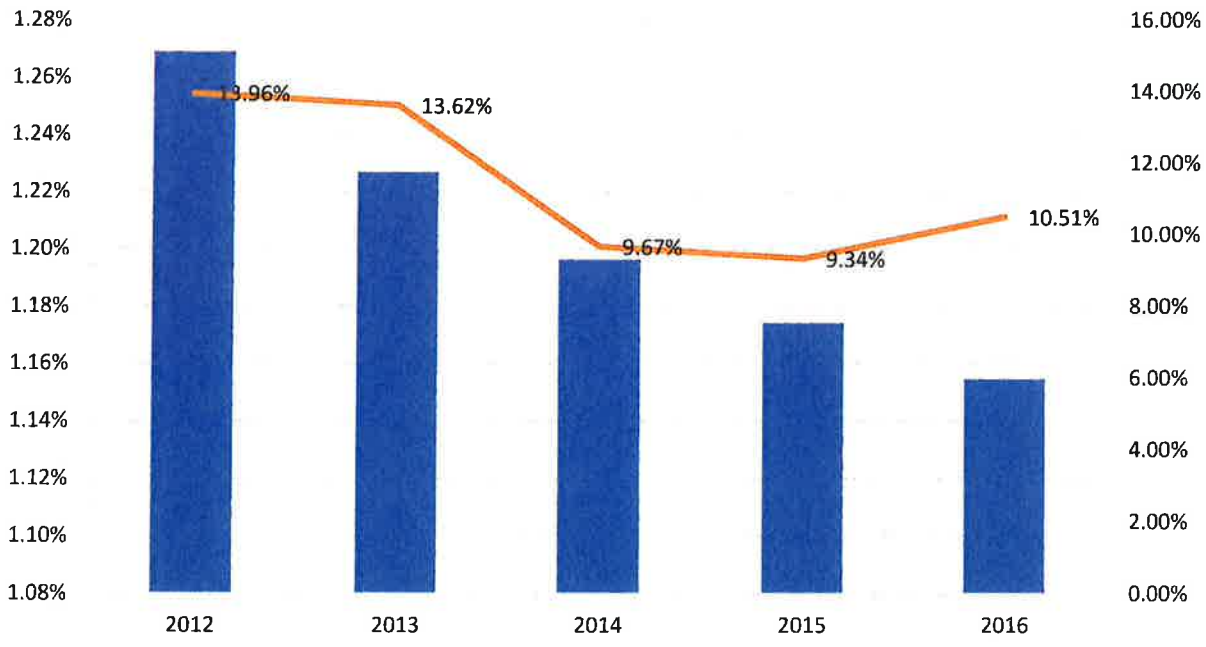
Population growth was slightly above 1% per year in India, where total population was 1.29 billion in 2016. Population growth slowed over in the 2012-2016 period, as shown in the bars in Figure 5, scaled on the left axis. Consumers' incomes in India grew, as marked by the line in Figure 5 (right axis scale). However, inflation has overtaken much of this nominal increase in personal expenditures.

In its forecasts published in March 2018, Euromonitor had a positive outlook for India. Overall economic growth was predicted to be 12% CAGR over 2016-2021. The retail market growth forecast is the same, at 12% annually for 2016-2021. This expectation is slightly above the annualized rate of grocery retail sales that occurred during 2012-2017 (Table 4). Inadequate roadway and warehouse infrastructure will be barriers to more rapid expansion of the freight transportation sector, including food distribution, according to Euromonitor.

In 2016-2017, the Indian government invested in roadway infrastructure and built 8,231 kilometers of new highways. An additional 14 billion US dollars for road construction was allocated for 2017-2018 (Euromonitor).

The locations of refrigerated warehouse capacity by state in India are illustrated in Figure 6 and Table 5.

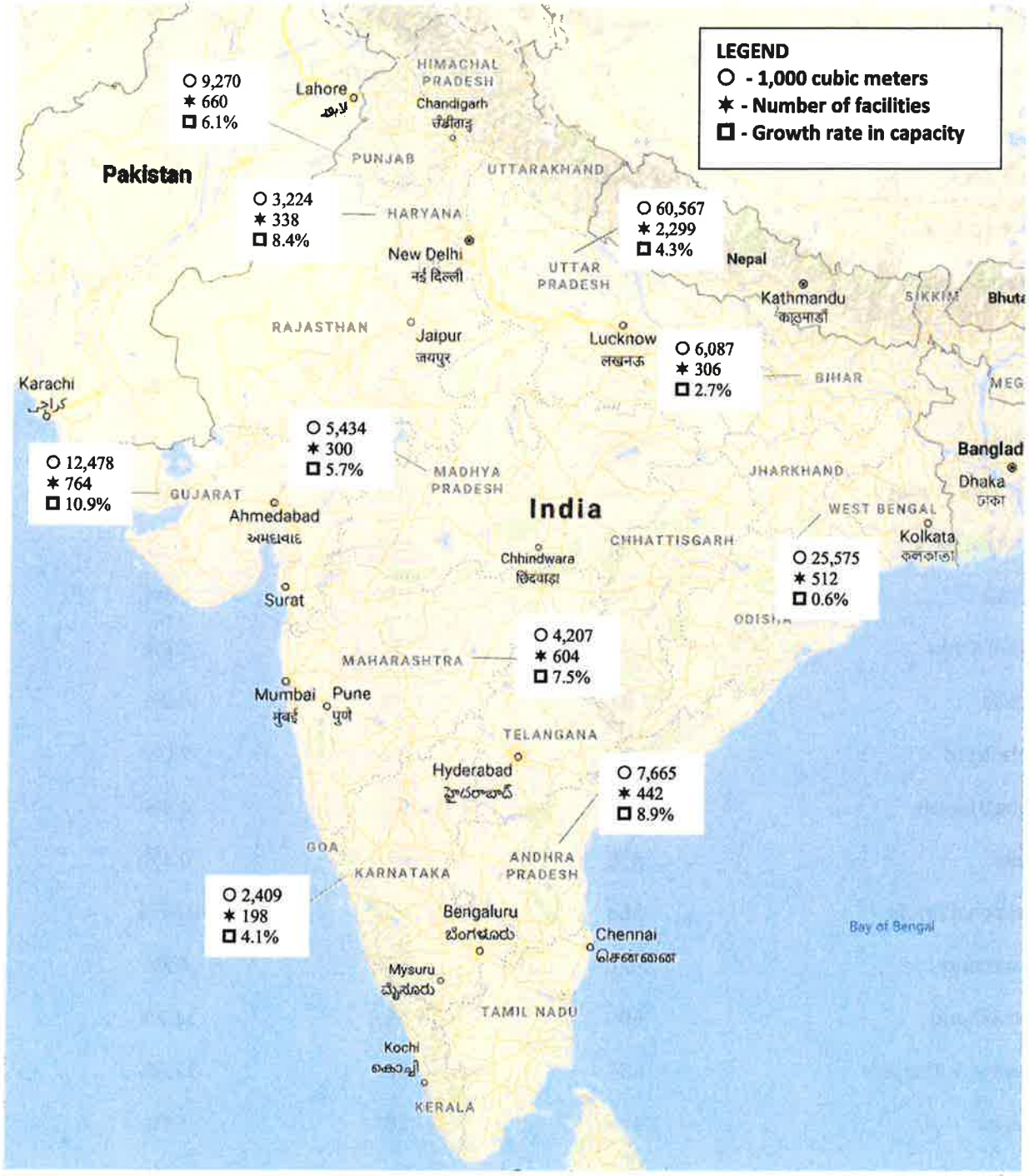
Figure 5:
Growth in Population and Per-Capita Consumer Spending in India, 2012-2016.



Source: Euromonitor, 2018. Population scale on the left axis and consumption spending on the right axis.

Figure 6:

Refrigerated Warehouse Capacity in India (top 10 states), Number of Facilities, 2017, and Annualized Capacity Growth Rate, 2009-2017.



Source: India Ministry of Food Processing Industries, 2017.

Table 5:

Refrigerated Warehouse Capacity in India, 2017, Number of Facilities, 2017, and Annualized Capacity Growth Rate, 2009-2017.

State	1,000 m^3	n facilities	CAGR 2009-2017
Uttar Pradesh	60,957	2299	4.3%
Gujarat	12,478	764	10.9%
Punjab	9,270	660	6.1%
Maharashtra	4,207	604	7.5%
West Bengal	25,575	512	0.6%
Andhra Pradesh & Telangana	7,665	442	8.9%
Haryana	3,224	338	8.4%
Bihar	6,087	306	2.7%
Madhya Pradesh	5,434	300	5.7%
Karnataka	2,409	198	4.1%
Kerala	346	198	4.1%
Tamil Nadu	1,452	174	4.4%
Orissa	2,323	171	8.0%
Rajasthan	2,388	166	7.0%
Chhattisgarh	2,082	98	4.4%
Delhi	558	97	0.4%
Himachal Pradesh	563	66	26.6%
Jharkhand	1,018	58	4.2%
Uttrakhand	690	46	11.2%
Jammu & Kashmir	484	38	12.8%
Assam	679	36	7.6%
Goa	33	29	0.0%
Tripura	196	14	5.6%

Chandigarh	54	7	0.2%
Meghalaya	35	4	12.5%
Nagaland	32	4	2.3%
Mizoram	17	3	-
Andaman & Nicobar Islands	3	3	18.4%
Pondicherry	-	3	0.0%
Manipur	24	2	-
Arunachal Pradesh	26	2	2.3%
Sikkim	9	2	0.6%
Lakshadweep	0.1	1	0.0%
Total	150,315	7,645	4.6%

Source: India Ministry of Food Processing Industries, 2017.

Brazil

The location and characteristics of refrigerated warehouses in Brazil are shown in Figure 7 and Table 6.

Figure 7:
Refrigerated Warehouse Capacity in Brazil (top 10 states), Number of Facilities, and Average Size of Facility, by State 2018.

Source: ABIAF (Associação Brasileira da Indústria de Armazenagem Frigorificada) Trabalho da Rede Brasileira de Armazéns Frigoríficos, 2018.

Table 6.

Refrigerated Warehouse Capacity in Brazil, Number of Facilities, and Average Size of Facility, by State 2018.

State	Capacity in 1,000 m^3	n Facilities	Average size in 1,000 m^3

Sao Paulo	3,301	57	58
Paraná	1,485	27	55
Santa Catarina	1,240	17	73
Rio Grande do Sul	894	12	74
Rio de Janeiro	714	19	38
Piaui	527	13	41
Mato Grosso do Sul	491	14	35
Bahia	243	7	35
Federal District	168	7	24
Mato Grosso	159	5	32
Ceara	111	4	28
Goias	94	3	31
Espirito Santo	67	2	34
Amapa	51	3	17
Parana	44	3	15
Alagoas	7	3	2
Rondonia	5	1	5
Paraiba	4	1	4
Acre	1	1	1
Maranhao	1	1	1
Total	9,607	200	48

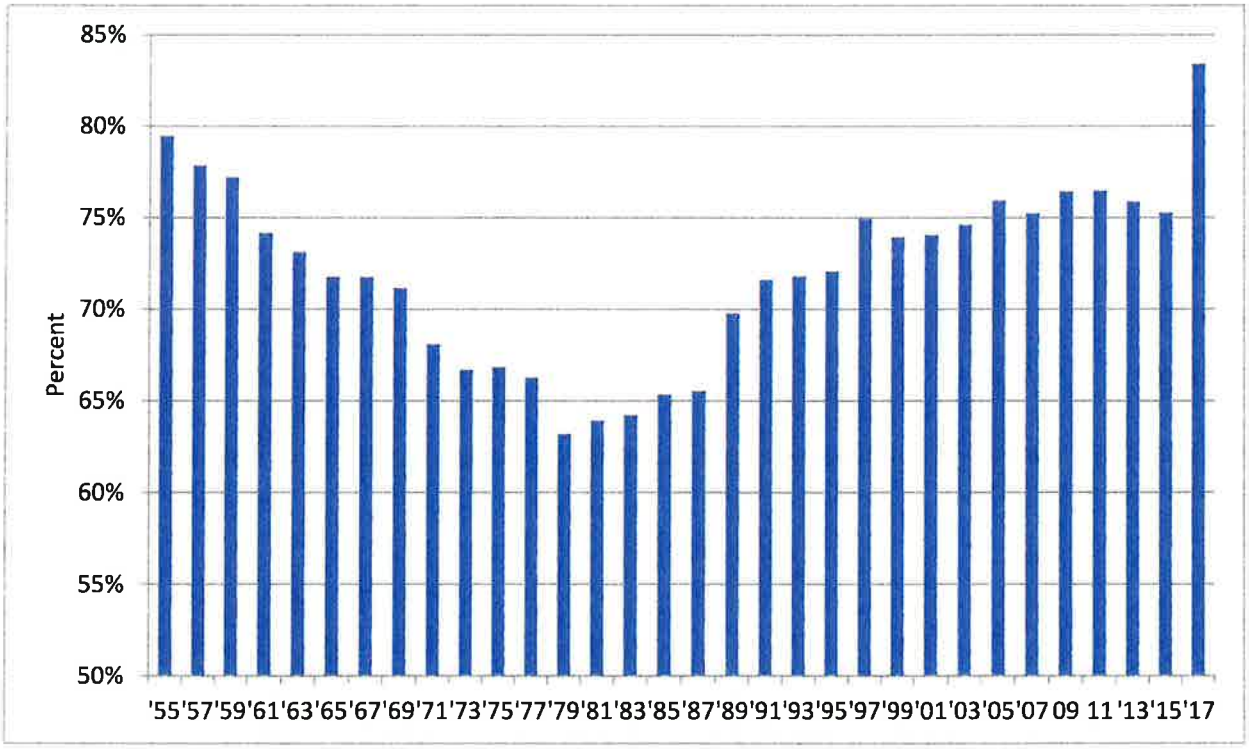
Source: ABIAF (Associação Brasileira da Indústria de Armazenagem Frigorificada) Trabalho da Rede Brasileira de Armazéns Frigoríficos, 2018.

United States

The U.S. Department of Agriculture conducted its recent biennial national survey of refrigerated warehouses in October 2017 (U.S. Department of Agriculture). The survey coverage changed to include only those facilities in the United States that store product for 4 weeks. As a result of this change, there is a discontinuity in the U.S. industry capacity figures relative to prior years. In order to provide consistency across years to the extent possible, the data for the United States presented in this report were obtained largely from GCCA sources. The GCCA estimates cover public, for-hire warehouses regardless of the duration of product storage. The GCCA does not have an estimate for privately-operated warehouses and therefore the U.S. Department of Agriculture figures were used to represent privately-operated facilities. It should be noted that the U.S. Department of Agriculture had substantially fewer privately-operated warehouses reporting under the survey program in 2017 compared with 2015.

Consolidation of the U.S. industry into larger facilities continued in 2017, as it had in previous years (Table 7). The average size of a public, for-hire refrigerated warehouse in the United States was 113,487 cubic meters (approximately 5 million cubic feet). The number of U.S. refrigerated warehouses that were 5 million cubic feet or larger was nearly unchanged while a number of smaller warehouses dropped out of the national survey program.

Figure 8:
Share of U.S. Refrigerated Warehouse Capacity that is Public for-Hire, 1955-2017, in Percent.



Source: For 1955-2015, U.S. Department of Agriculture based on biennial survey conducted October 1 in each year. Data for 2017 are from GCCA and the U.S. Department of Agriculture.

Table 7:

Distribution of United States Refrigerated Warehouses by Size.

Size class in cubic feet	2017	Share of all warehouses in the size class
0-499,999	161	16.9%
500,000-999,999	103	10.8%
1,000,000-2,499,999	199	20.9%
2,500,000-4,999,999	233	24.5%
5,000,000 and over	254	26.7%
All sizes	950	100%

Note: Includes only the refrigerated warehouses that store product for 4 weeks or longer.
Source: US Department of Agriculture based on survey conducted October 1, 2017.

Conclusions

Globally, cold storage capacity reached 616 million cubic meters in 2018, an increase of 2.7% since 2016. The three largest country markets—India, the United States, and China— accounted for 60% of the global total of refrigerated space.

Total refrigerated warehouse capacity was compared with urban population to obtain a market development index that sheds light on the extent of unmet needs in a particular country. On average, there are approximately 0.2 cubic meters of refrigerated warehousing space per urban resident globally. Variation in the market development index across countries was significant, as a result of differences in consumers' buying power in the countries as well as differences in food production and trading patterns. Based on the findings for 2018, Mexico, Brazil, Turkey, and China had the largest unmet need for refrigerated warehouse space.

Sizes of refrigerated warehouses ranged from over 100,000 cubic meters in developed economies to 15,000-25,000 per facility in emerging market and lower-income economies. There may be corresponding differences in occupancy or inventory turnover rates that result in small facilities potentially generating services and income comparable to larger facilities. A number of smaller warehouses located across food production areas might also be used to serve farmers and food security needs in food production areas where transportation links are limited.

References

ABIAF (Associação Brasileira da Indústria de Armazenagem Frigorificada). *Trabalho da Rede Brasileira de Armazéns Frigoríficos*, 15 June 2018.

Euromonitor International: Grocery as a Share of Total Retail. Retrieved on 30 June 2018. http://www.portal.euromonitor.com/portal/statistics/tab

Euromonitor International: Urban Population, Total Population. Retrieved on 13 May 2018. http://www.portal.euromonitor.com/portal/statistics/tab

Euromonitor International. *Road Passenger and Freight Transport in India: ISIC 602*. Country Report 19 March 2018. Retrieved on 12 May 2018. http://www.portal.euromonitor.com/

India Ministry of Food Processing Industries. "*Statewise Distribution of Cold Storage Capacity*" 25 July 2017.

U.S. Department of Agriculture, National Agricultural Statistics Service. Capacity of Refrigerated Warehouses: 2018 Summary. 24 January 2018. Accessed 28 April 2018 from http://usda.mannlib.cornell.edu/usda/current/CapaRefrWa/CapaRefrWa-01-24-2018.pdf

Appendix: Conversion Factors

There are various ways to measure refrigerated warehouse capacity; the key difference is weight basis compared with volume basis. The conversion from weight-based units (metric tons) to volume units (cubic meters) depends on the product in storage, and we lack specific information on products for many countries. As a result, approximations of capacity in volume were made for certain countries. The conversions that were used in this report are:

1 Pallet = 6.65 cubic meters, for countries in the Americas. European pallets are converted at 1 Pallet = 1.944 cubic meters.

1 Metric ton = 4.3 cubic meters

1 Cubic meter = 35.31 cubic feet

United States Department of Agriculture

National Agricultural Statistics Service

Capacity of Refrigerated Warehouses

2015 Summary

January 2016

ISSN: 1949-1638

Contents

Refrigerated Warehouses Capacity Up 3 Percent

Gross refrigerated storage capacity in the United States totaled 4.17 billion cubic feet on October 1, 2015, an increase of 3 percent since the previous survey was conducted two years ago. This was the 49th biennial survey of refrigerated warehouses. The five States with the largest gross warehouse capacity (million cubic feet) were California with 570, up 2%; Florida 286, up 3%; Texas 253, up 15%; Georgia, 250, up 3%; and Pennsylvania, 242, down slightly from last year.

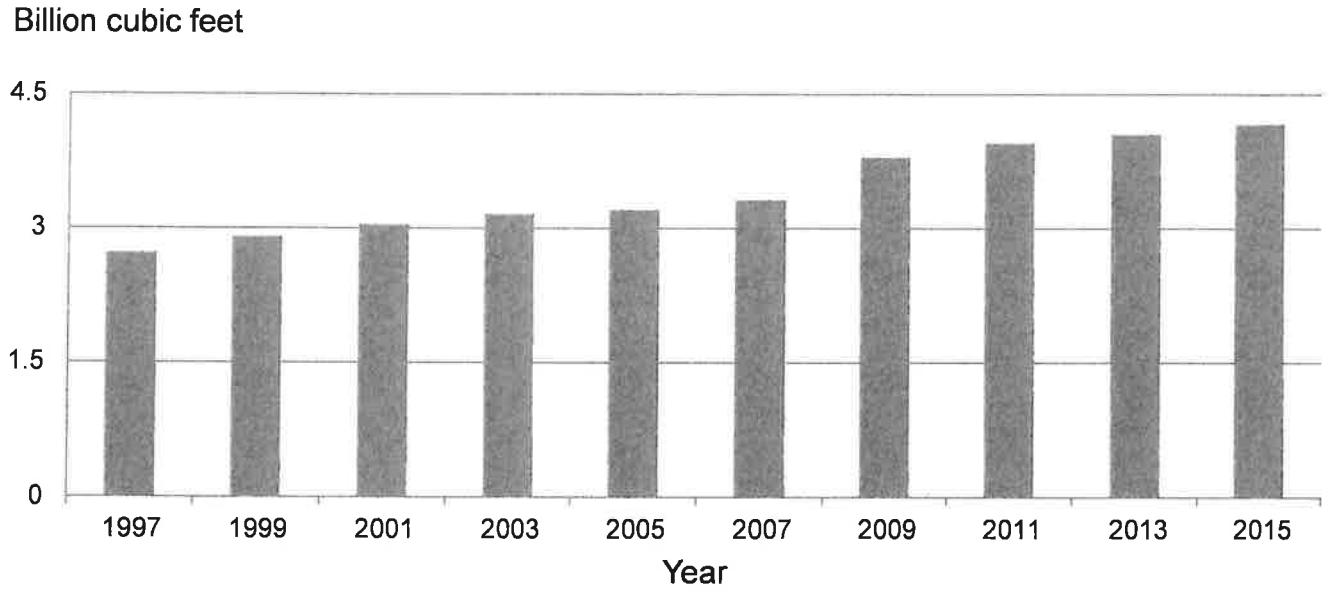
Usable refrigerated storage capacity was 3.42 billion cubic feet, or 82 percent of the gross space. Usable freezer space was 77 percent of the usable refrigerated space with the remaining 23 percent used as cooler space. Convertible refrigerated space was classified as usable freezer space.

Public warehouse refrigerated storage capacity totaled 3.14 billion gross cubic feet in 2015, accounting for 75 percent of the total storage. Public storage capacity increased 2 percent since 2013.

Private and semiprivate warehouse refrigerated capacity totaled 1.03 million gross cubic feet, or 25 percent of the gross refrigerated space. Private and semiprivate capacity increased 5 percent since 2013.

Refrigerated warehouse numbers totaled 1,430 down 67 from 2013. The number of public warehouses at 763 was down 39. Private and semiprivate dropped 28 warehouses to 667.

Gross Refrigerated Storage Capacity – United States: October 1



Refrigerated Warehouses by Number and Type – States and United States: October 1, 2015

State	Public	Private and semi-private	Total
	(number)	(number)	(number)
Alabama	11	9	20
Alaska	2	21	23
Arizona	6	2	8
Arkansas	19	2	21
California	112	138	250
Colorado	3	2	5
Connecticut	2	1	3
Delaware	5	5	10
Florida	37	27	64
Georgia	36	34	70
Hawaii	1	1	2
Idaho	7	12	19
Illinois	25	12	37
Indiana	16	4	20
Iowa	24	10	34
Kansas	9	1	10
Kentucky	6	-	6
Louisiana	8	6	14
Maine	1	12	13
Maryland	5	6	11
Massachusetts	20	27	47
Michigan	19	18	37
Minnesota	17	22	39
Mississippi	7	1	8
Missouri	15	6	21
Montana	1	4	5
Nebraska	12	8	20
Nevada	2	2	4
New Hampshire	2	1	3
New Jersey	34	10	44
New Mexico	1	4	5
New York	27	39	66
North Carolina	14	3	17
North Dakota	2	1	3
Ohio	20	4	24
Oklahoma	7	2	9
Oregon	14	29	43
Pennsylvania	38	22	60
Rhode Island	-	2	2
South Carolina	9	3	12
South Dakota	2	3	5
Tennessee	11	3	14
Texas	43	33	76
Utah	9	11	20
Vermont	1	2	3
Virginia	15	9	24
Washington	41	24	65
West Virginia	-	2	2
Wisconsin	45	67	112
Wyoming	-	-	-
United States	763	667	1,430

- Represents zero.

Refrigerated Warehouses by Number and Size Group – United States: October 1, 2015

Cubic feet	Public	Private and semi-private	All
	(number)	(number)	(number)
0-499,999	74	300	374
500,000-999,999	60	106	166
1,000,000-2,499,999	178	122	300
2,500,000-4,999,999	220	100	320
5,000,000 and over	231	39	270

Refrigerated Storage by Gross Capacity and Type of Warehouse – United States: October 1, 1997-2015

[Totals may not add due to rounding]

Year	Public	Private and semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
1997	2,043,908	683,372	2,727,280
1999	2,146,643	756,505	2,903,152
2001	2,251,943	788,853	3,040,796
2003	2,357,080	802,454	3,159,535
2005	2,435,773	771,725	3,207,497
2007	2,498,198	821,998	3,320,194
2009	2,900,511	894,463	3,794,974
2011	3,028,243	931,117	3,959,354
2013	3,076,959	978,426	4,055,385
2015	3,138,463	1,030,460	4,168,921

Refrigerated Storage by Type of Warehouse – United States: October 1, 2015

[Totals may not add due to rounding]

Type	Number	Gross space			Usable space		
		Cooler	Freezer	Total	Cooler	Freezer	Total
		(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Public	763	495,489	2,642,976	3,138,463	412,100	2,204,847	2,616,948
Private and semi-private	667	477,593	552,869	1,030,460	367,198	439,801	806,996
Total	1,430	973,079	3,195,842	4,168,921	779,301	2,644,645	3,423,944

Gross and Usable Refrigerated Space – States and United States: October 1, 2015

[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	34,941	1,597	36,539	29,544	1,410	30,954
Alaska	(D)	(D)	3,645	(D)	(D)	3,095
Arizona	(D)	(D)	18,742	(D)	(D)	15,164
Arkansas	(D)	(D)	92,854	(D)	(D)	80,114
California	374,548	195,389	569,936	310,424	157,406	467,830
Colorado	(D)	(D)	28,251	(D)	(D)	23,284
Connecticut	(D)	(D)	6,018	(D)	(D)	5,099
Delaware	17,963	12,286	30,249	(D)	(D)	23,164
Florida	131,869	153,729	285,598	107,481	122,642	230,123
Georgia	197,124	53,081	250,205	163,746	42,103	205,849
Hawaii	(D)	(D)	(D)	(D)	(D)	(D)
Idaho	38,640	22,088	60,728	29,051	20,180	49,231
Illinois	167,153	33,141	200,294	(D)	(D)	161,806
Indiana	111,434	2,561	113,995	93,706	2,005	95,711
Iowa	69,942	21,307	91,249	59,894	14,305	74,199
Kansas	(D)	(D)	47,560	(D)	(D)	34,364
Kentucky	24,404	-	24,404	20,923	-	20,923
Louisiana	10,934	4,750	15,684	(D)	(D)	11,454
Maine	(D)	(D)	9,729	(D)	(D)	7,182
Maryland	26,048	13,480	39,528	21,696	11,758	33,454
Massachusetts	81,747	13,281	95,028	71,027	10,158	81,185
Michigan	54,769	47,129	101,898	45,231	37,611	82,842
Minnesota	54,556	39,007	93,563	45,472	28,017	73,489
Mississippi	(D)	(D)	15,630	(D)	(D)	12,123
Missouri	102,368	9,729	112,098	88,878	8,302	97,180
Montana	(D)	(D)	1,231	(D)	(D)	986
Nebraska	43,685	10,562	54,247	35,372	6,087	41,459
Nevada	(D)	(D)	(D)	(D)	(D)	8,835
New Hampshire	(D)	(D)	10,552	(D)	(D)	8,432
New Jersey	159,324	8,198	167,522	139,828	6,381	146,209
New Mexico	(D)	(D)	5,336	(D)	(D)	3,711
New York	55,267	47,422	102,689	50,114	35,829	85,943
North Carolina	51,120	12,912	64,032	(D)	(D)	46,190
North Dakota	(D)	(D)	10,325	(D)	(D)	7,800
Ohio	(D)	(D)	79,581	(D)	(D)	66,318
Oklahoma	(D)	(D)	14,498	(D)	(D)	12,103
Oregon	76,760	57,609	134,369	61,542	49,075	110,618
Pennsylvania	209,608	32,337	241,945	183,306	26,367	209,674
Rhode Island	-	(D)	(D)	-	(D)	(D)
South Carolina	(D)	(D)	27,738	(D)	(D)	21,628
South Dakota	(D)	(D)	11,673	(D)	(D)	7,125
Tennessee	(D)	(D)	67,732	(D)	(D)	60,156
Texas	207,080	45,629	252,709	167,531	38,085	205,616
Utah	27,681	18,850	46,530	22,385	15,690	38,075
Vermont	(D)	(D)	3,683	(D)	(D)	2,214
Virginia	64,207	14,200	78,406	57,335	9,729	67,064
Washington	170,665	40,544	211,209	136,965	33,055	170,020
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	174,111	47,576	221,687	147,910	33,462	181,372
Wyoming	-	-	-	-	-	-
United States	3,138,463	1,030,460	4,168,921	2,616,948	806,996	3,423,944

- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

Gross and Usable Cooler Space – States and United States: October 1, 2015

[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	(D)	(D)	2,591	(D)	(D)	2,307
Alaska	(D)	(D)	945	(D)	(D)	777
Arizona	(D)	(D)	3,735	(D)	(D)	2,895
Arkansas	(D)	(D)	(D)	(D)	(D)	(D)
California	75,328	146,690	222,017	61,068	116,650	177,718
Colorado	(D)	(D)	(D)	(D)	(D)	(D)
Connecticut	(D)	(D)	(D)	(D)	(D)	(D)
Delaware	(D)	(D)	(D)	(D)	(D)	(D)
Florida	20,893	87,213	108,106	15,067	66,944	82,011
Georgia	34,138	27,329	61,467	28,049	21,615	49,664
Hawaii	(D)	(D)	(D)	(D)	(D)	(D)
Idaho	(D)	(D)	(D)	(D)	(D)	(D)
Illinois	14,822	13,122	27,944	(D)	(D)	23,833
Indiana	(D)	(D)	(D)	(D)	(D)	(D)
Iowa	12,705	9,389	22,094	10,071	6,447	16,519
Kansas	(D)	(D)	7,588	(D)	(D)	4,913
Kentucky	1,710	-	1,710	1,534	-	1,534
Louisiana	(D)	(D)	943	(D)	(D)	812
Maine	(D)	(D)	(D)	(D)	(D)	(D)
Maryland	(D)	(D)	4,758	(D)	(D)	4,198
Massachusetts	(D)	(D)	12,432	(D)	(D)	10,147
Michigan	7,929	4,425	12,355	6,016	3,884	9,900
Minnesota	8,114	15,784	23,898	7,103	9,304	16,407
Mississippi	(D)	(D)	(D)	(D)	(D)	(D)
Missouri	(D)	(D)	24,185	(D)	(D)	20,467
Montana	(D)	(D)	507	(D)	(D)	408
Nebraska	3,479	1,740	5,219	2,134	675	2,808
Nevada	(D)	(D)	(D)	(D)	(D)	(D)
New Hampshire	(D)	(D)	(D)	(D)	(D)	(D)
New Jersey	(D)	(D)	58,794	(D)	(D)	51,734
New Mexico	(D)	(D)	(D)	(D)	(D)	(D)
New York	11,183	23,734	34,917	9,730	18,560	28,290
North Carolina	(D)	(D)	4,303	(D)	(D)	3,236
North Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Ohio	(D)	(D)	6,067	(D)	(D)	5,054
Oklahoma	(D)	(D)	(D)	(D)	(D)	(D)
Oregon	3,076	11,637	14,713	2,101	10,151	12,253
Pennsylvania	30,155	13,693	43,848	24,100	11,049	35,149
Rhode Island	-	(D)	(D)	-	(D)	(D)
South Carolina	(D)	(D)	(D)	(D)	(D)	(D)
South Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Tennessee	(D)	(D)	(D)	(D)	(D)	(D)
Texas	37,080	25,259	62,338	31,292	21,863	53,156
Utah	(D)	(D)	12,038	(D)	(D)	10,675
Vermont	(D)	(D)	(D)	(D)	(D)	(D)
Virginia	11,417	6,335	17,752	9,500	4,492	13,993
Washington	(D)	(D)	23,474	(D)	(D)	18,905
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	54,508	37,174	91,682	46,140	25,366	71,506
Wyoming	-	-	-	-	-	-
United States	495,489	477,593	973,079	412,100	367,198	779,301

- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

Gross and Usable Freezer Space – States and United States: October 1, 2015

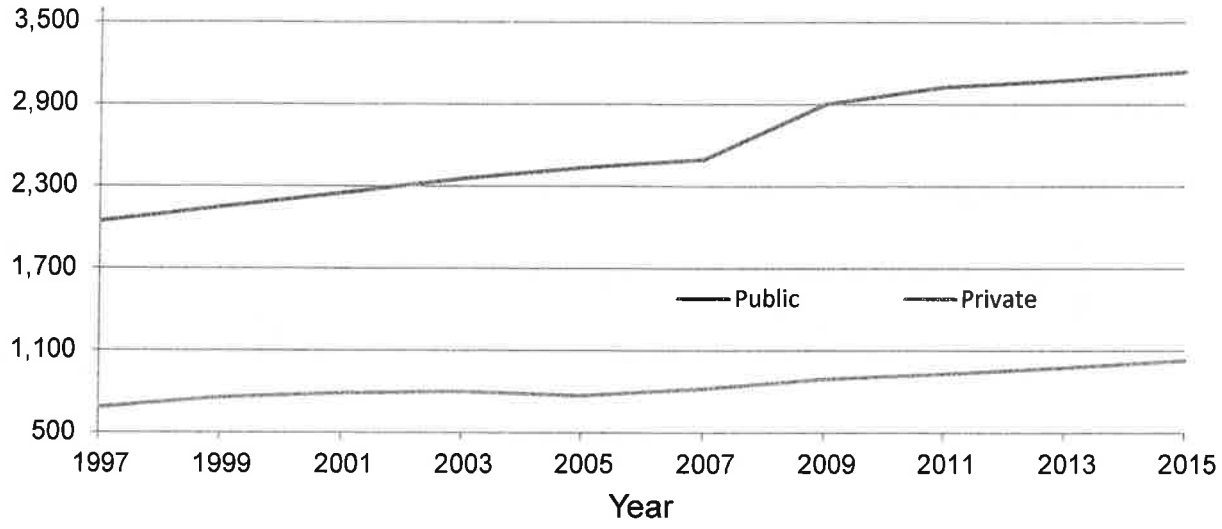
[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	(D)	(D)	33,948	(D)	(D)	28,647
Alaska	(D)	(D)	2,700	(D)	(D)	2,318
Arizona	(D)	(D)	15,007	(D)	(D)	12,268
Arkansas	(D)	(D)	(D)	(D)	(D)	(D)
California	299,220	48,699	347,919	249,355	40,756	290,112
Colorado	(D)	(D)	(D)	(D)	(D)	(D)
Connecticut	(D)	(D)	(D)	(D)	(D)	(D)
Delaware	(D)	(D)	(D)	(D)	(D)	(D)
Florida	110,976	66,516	177,493	92,414	55,698	148,112
Georgia	162,986	25,752	188,738	135,697	20,488	156,185
Hawaii	(D)	(D)	(D)	(D)	(D)	(D)
Idaho	(D)	(D)	(D)	(D)	(D)	(D)
Illinois	152,332	20,019	172,350	(D)	(D)	137,973
Indiana	(D)	(D)	(D)	(D)	(D)	(D)
Iowa	57,237	11,918	69,155	49,823	7,858	57,681
Kansas	(D)	(D)	39,972	(D)	(D)	29,451
Kentucky	22,694	-	22,694	19,389	-	19,389
Louisiana	(D)	(D)	14,741	(D)	(D)	10,642
Maine	(D)	(D)	(D)	(D)	(D)	(D)
Maryland	(D)	(D)	34,770	(D)	(D)	29,256
Massachusetts	(D)	(D)	82,595	(D)	(D)	71,039
Michigan	46,840	42,703	89,543	39,215	33,728	72,943
Minnesota	46,442	23,223	69,665	38,369	18,713	57,082
Mississippi	(D)	(D)	(D)	(D)	(D)	(D)
Missouri	(D)	(D)	87,913	(D)	(D)	76,713
Montana	(D)	(D)	724	(D)	(D)	578
Nebraska	40,206	8,822	49,028	33,238	5,412	38,650
Nevada	(D)	(D)	(D)	(D)	(D)	(D)
New Hampshire	(D)	(D)	(D)	(D)	(D)	(D)
New Jersey	(D)	(D)	108,728	(D)	(D)	94,475
New Mexico	(D)	(D)	(D)	(D)	(D)	(D)
New York	44,084	23,688	67,772	40,384	17,269	57,653
North Carolina	(D)	(D)	59,729	(D)	(D)	42,954
North Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Ohio	(D)	(D)	73,514	(D)	(D)	61,265
Oklahoma	(D)	(D)	(D)	(D)	(D)	(D)
Oregon	73,684	45,972	119,656	59,441	38,924	98,365
Pennsylvania	179,453	18,644	198,097	159,207	15,318	174,525
Rhode Island	-	(D)	(D)	-	(D)	(D)
South Carolina	(D)	(D)	(D)	(D)	(D)	(D)
South Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Tennessee	(D)	(D)	(D)	(D)	(D)	(D)
Texas	170,001	20,370	190,371	136,239	16,222	152,460
Utah	(D)	(D)	34,492	(D)	(D)	27,400
Vermont	(D)	(D)	(D)	(D)	(D)	(D)
Virginia	52,790	7,865	60,655	47,834	5,237	53,071
Washington	(D)	(D)	187,735	(D)	(D)	151,115
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	119,603	10,402	130,005	101,770	8,096	109,866
Wyoming	-	-	-	-	-	-
United States	2,642,976	552,869	3,195,842	2,204,847	439,801	2,644,645

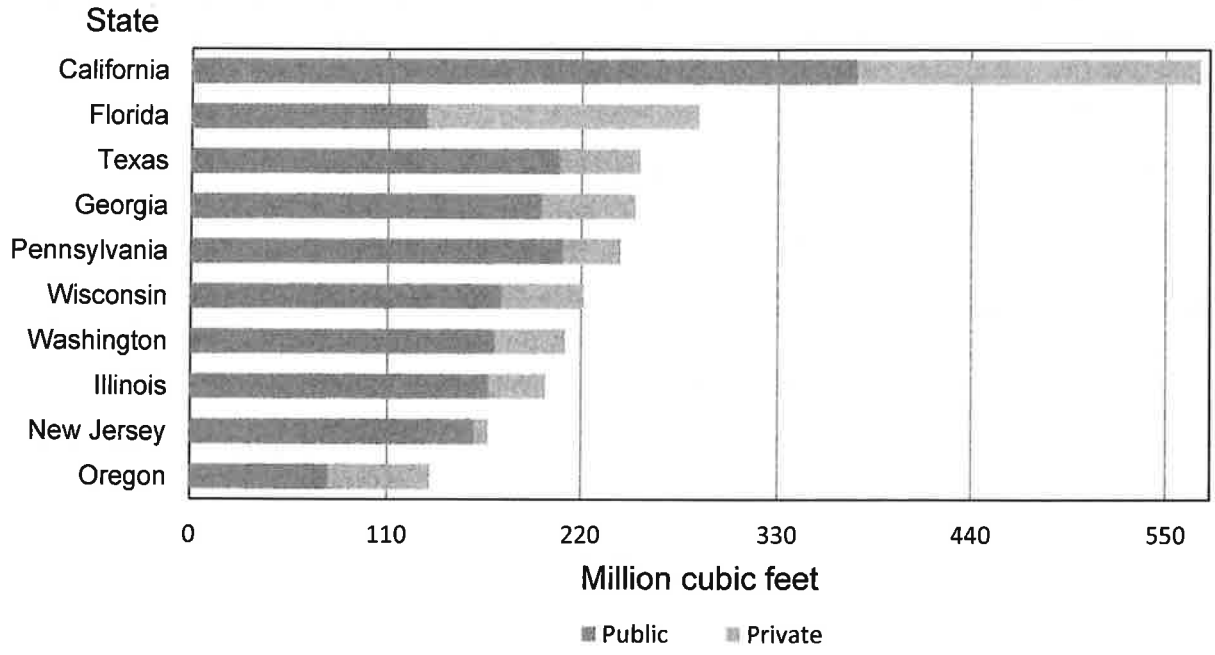
- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

Gross Refrigerated Space by Type – United States: October 1

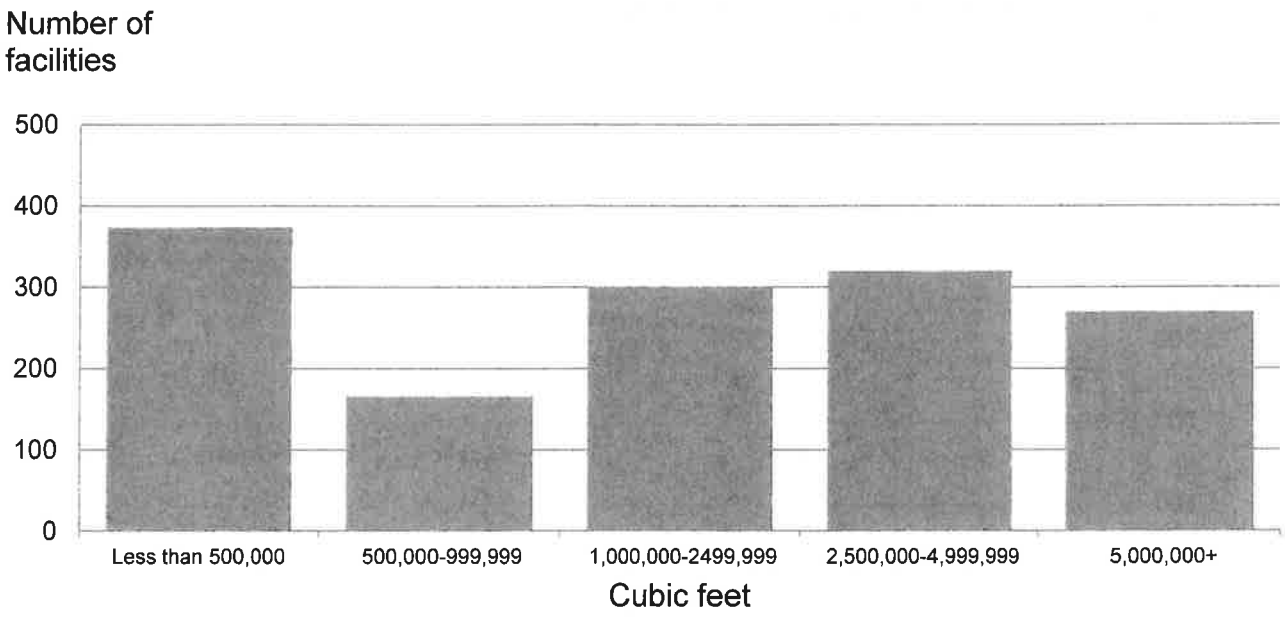
Million cubic feet



Gross Refrigerated Space – 10 Largest States: October 1, 2015



Number of Facilities by Size Group – United States: October 1, 2015



Definitions

Refrigerated storages: Includes refrigerated facilities classified as general storages, plus facilities classified as storing only cheese, meat, nuts, or citrus concentrates.

Public refrigerated storages: Refrigerated facilities maintained for storing food for others at specified rates per unit.

Private and semiprivate refrigerated storages: Refrigerated facilities maintained by an operator to facilitate his principal function as a producer, processor, or manufacturer of food products. The space is used to store the owner=s products, although some space may be used by others at specified rates per unit stored. Working space, chill rooms, and curing rooms in meat storages are not included in the storage statistics.

Cooler space: Space that maintains temperatures between 0 and 50 degrees Fahrenheit.

Freezer space: Space that maintains temperatures at 0 degrees Fahrenheit or lower.

Gross space: Total area under refrigeration, measured from wall to wall and from floor to ceiling.

Usable space: Actual area used for storing commodities. Gross space less an allowance for aisles, posts, coils, blowers, etc.

Number of storages: Storages at different locations are counted separately even though operated by the same management.

Statistical Methodology

Survey procedures: Questionnaires were mailed about the 20th of September 2015, to operators of over 1,500 public and private cold storage warehouses. One thousand four hundred and ninety-seven firms met the qualifications that their warehouses were artificially cooled to a temperature of 50 degrees Fahrenheit or lower, and normally stored food products for 30 days or more. The other firms who received questionnaires either did not qualify or the plants had ceased being cold storage facilities during the past two years. The list included specialized storage facilities meeting the 30-day requirement, such as fruit houses, dairy manufacturing plants, frozen fruit, fruit juice, and vegetable processors, and poultry and meat packing plants. Wholesalers, jobbers, packer branch houses, and frozen food processors whose entire inventories are turned over more than once a month were excluded. Firms that did not respond were mailed a second request and/or phoned or visited.

Estimating procedures: Data for reporting firms were added to estimates for non-reporting firms to obtain State and National totals. Estimates for non-reporting firms were set based on previous reports or administrative data.

Revision policy: These data are considered final and will not be revised.

Reliability: Usable reports were received from about 1,279 firms which represent about 84 percent of the total capacity tabulated. The numbers published should be considered to be minimum figures as there are cold storage firms that are not known to NASS. Special care in identifying individual plants minimizes duplication. Survey data are also subject to non-sampling errors such as omissions and mistakes in reporting and processing the data. While these errors cannot be measured directly, they are minimized by a careful review of all reported data for consistency and reasonableness.

Information Contacts

Listed below are the commodity specialists in the Livestock Branch of the National Agricultural Statistics Service to contact for additional information. E-mail inquiries may be sent to nass@nass.usda.gov

Dan Kerestes, Chief, Livestock Branch ..... (202) 720-3570

Bruce Boess, Head, Poultry and Specialty Commodities Section ..... (202) 720-4447
- Aaron Cosgrove – Egg Products, Poultry Slaughter, Trout Production ..... (202) 690-3237
- Alissa Cowell-Mytar – Cold Storage ..... (202) 720-4751
- Heidi Gleich – Broiler Hatchery, Chicken Hatchery ..... (202) 720-0585
- Tom Kruchten – Census of Aquaculture ..... (202) 690-4870
- Kim Linonis – Layers, Eggs ..... (202) 690-8632
- Sammy Neal – Catfish Production, Mink, Turkey Hatchery, Turkeys Raised ..... (202) 720-3244
- Joshua O'Rear – Honey ..... (202) 690-3676

Access to NASS Reports

For your convenience, you may access NASS reports and products the following ways:

- All reports are available electronically, at no cost, on the NASS web site: http://www.nass.usda.gov
- Both national and state specific reports are available via a free e-mail subscription. To set-up this free subscription, visit http://www.nass.usda.gov and click on "National" or "State" in upper right corner above "search" box to create an account and select the reports you would like to receive.

For more information on NASS surveys and reports, call the NASS Agricultural Statistics Hotline at (800) 727-9540, 7:30 a.m. to 4:00 p.m. ET, or e-mail: nass@nass.usda.gov.

United States Department of Agriculture

National Agricultural Statistics Service

Capacity of Refrigerated Warehouses

2017 Summary

January 2018

ISSN: 1949-1638

Contents

Special Note

Changes were made to the *Capacity of Refrigerated Warehouses* program. Warehouses must meet the following criteria to be included in this publication: artificially cooled to a temperature of 50 degrees Fahrenheit or lower, normally store food products for 30 days or more, and store one of the 110 commodities reported in the *Monthly Cold Storage* report. Please contact the Livestock Branch at (202) 720-3570 or email at HQ_SD_LB@nass.usda.gov with any questions or concerns

Refrigerated Warehouses Capacity 3.6 Billion Cubic Feet

Gross refrigerated storage capacity in the United States totaled 3.60 billion cubic feet on October 1, 2017. This was the 50th biennial survey of refrigerated warehouses. The five States with the largest gross warehouse capacity (million cubic feet) were California 396, Washington 271, Florida 259, Texas 231 and Wisconsin 228.

Usable refrigerated storage capacity was 2.92 billion cubic feet, or 81 percent of the gross space. Usable freezer space was 81 percent of the usable refrigerated space with the remaining 19 percent used as cooler space. Convertible refrigerated space was classified as usable freezer space.

Public warehouse refrigerated storage capacity totaled 2.83 billion gross cubic feet in 2017, accounting for 79 percent of the total storage.

Private and semiprivate warehouse refrigerated capacity totaled 767 million gross cubic feet, or 21 percent of the gross refrigerated space.

Refrigerated warehouse numbers totaled 950 in 2017. The number of public warehouses at 601. Private and semiprivate warehouses totaled 349.

Refrigerated Warehouses by Number and Type – States and United States: October 1, 2017

State	Public	Private and semi-private	Total
	(number)	(number)	(number)
Alabama	10	5	15
Alaska	-	1	1
Arizona	3	1	4
Arkansas	15	4	19
California	78	37	115
Colorado	4	-	4
Connecticut	1	-	1
Delaware	3	5	8
Florida	29	21	50
Georgia	32	16	48
Hawaii	-	-	-
Idaho	6	9	15
Illinois	21	8	29
Indiana	10	4	14
Iowa	17	8	25
Kansas	7	1	8
Kentucky	4	-	4
Louisiana	1	4	5
Maine	2	9	11
Maryland	2	2	4
Massachusetts	13	3	16
Michigan	18	9	27
Minnesota	17	18	35
Mississippi	5	-	5
Missouri	12	2	14
Montana	-	2	2
Nebraska	11	4	15
Nevada	1	1	2
New Hampshire	-	-	-
New Jersey	22	6	28
New Mexico	2	4	6
New York	18	14	32
North Carolina	11	2	13
North Dakota	1	2	3
Ohio	15	1	16
Oklahoma	8	2	10
Oregon	15	18	33
Pennsylvania	29	14	43
Rhode Island	-	-	-
South Carolina	7	3	10
South Dakota	2	3	5
Tennessee	8	3	11
Texas	40	18	58
Utah	11	8	19
Vermont	1	5	6
Virginia	11	3	14
Washington	34	17	51
West Virginia	-	1	1
Wisconsin	44	51	95
Wyoming	-	-	-
United States	601	349	950

- Represents zero.

Refrigerated Warehouses by Number and Size Group – United States: October 1, 2017

Cubic feet	Public	Private and semi-private	All
	(number)	(number)	(number)
0-499,999	38	123	161
500,000-999,999	49	54	103
1,000,000-2,499,999	131	68	199
2,500,000-4,999,999	164	69	233
5,000,000 and over	219	35	254

Refrigerated Storage by Type of Warehouse – United States: October 1, 2017

[Totals may not add due to rounding]

Type	Number	Gross space			Usable space		
		Cooler	Freezer	Total	Cooler	Freezer	Total
		(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Public	601	432,695	2,402,127	2,834,824	348,726	1,985,629	2,334,348
Private and semi-private	349	277,050	490,283	767,331	197,282	392,291	589,574
Total	950	709,741	2,892,409	3,602,154	546,003	2,377,919	2,923,921

Gross and Usable Refrigerated Space – States and United States: October 1, 2017

[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	32,788	633	33,421	(D)	(D)	28,892
Alaska	-	(D)	(D)	-	(D)	(D)
Arizona	(D)	(D)	4,003	(D)	(D)	3,487
Arkansas	71,949	12,498	84,447	63,602	12,200	75,802
California	328,455	68,018	396,473	270,927	52,280	323,207
Colorado	(D)	-	(D)	(D)	-	(D)
Connecticut	(D)	-	(D)	(D)	-	(D)
Delaware	13,978	14,738	28,716	11,649	9,488	21,137
Florida	114,402	145,044	259,446	95,579	115,751	211,330
Georgia	167,473	16,010	183,483	144,235	11,212	155,446
Hawaii	-	-	-	-	-	-
Idaho	34,364	24,080	58,444	27,823	20,909	48,732
Illinois	(D)	(D)	188,000	(D)	(D)	151,910
Indiana	(D)	(D)	91,384	(D)	(D)	75,953
Iowa	66,577	11,106	77,683	57,870	9,110	66,980
Kansas	(D)	(D)	46,026	(D)	(D)	33,320
Kentucky	24,006	-	24,006	22,108	-	22,108
Louisiana	(D)	(D)	5,081	(D)	(D)	4,724
Maine	(D)	(D)	7,473	(D)	(D)	5,774
Maryland	(D)	(D)	(D)	(D)	(D)	(D)
Massachusetts	(D)	(D)	68,421	(D)	(D)	56,256
Michigan	50,934	40,946	91,880	42,906	32,279	75,186
Minnesota	55,631	36,925	92,556	46,224	25,263	71,487
Mississippi	14,596	-	14,596	11,386	-	11,386
Missouri	(D)	(D)	93,394	(D)	(D)	79,473
Montana	-	(D)	(D)	-	(D)	(D)
Nebraska	41,372	6,247	47,619	33,801	3,524	37,325
Nevada	(D)	(D)	(D)	(D)	(D)	(D)
New Hampshire	-	-	-	-	-	-
New Jersey	129,026	7,651	136,677	104,888	5,847	110,735
New Mexico	(D)	(D)	11,873	(D)	(D)	8,730
New York	47,912	19,106	67,019	40,802	16,457	57,260
North Carolina	(D)	(D)	57,839	(D)	(D)	45,734
North Dakota	(D)	(D)	10,325	(D)	(D)	7,800
Ohio	(D)	(D)	55,809	(D)	(D)	46,866
Oklahoma	(D)	(D)	15,637	(D)	(D)	12,428
Oregon	97,475	42,081	139,557	78,072	33,155	111,227
Pennsylvania	162,193	51,272	213,465	141,521	36,418	177,939
Rhode Island	-	-	(D)	-	-	(D)
South Carolina	(D)	(D)	26,362	(D)	(D)	20,898
South Dakota	(D)	(D)	11,645	(D)	(D)	6,289
Tennessee	(D)	(D)	57,234	(D)	(D)	41,704
Texas	205,431	25,964	231,395	164,643	21,742	186,386
Utah	34,319	15,786	50,105	28,921	13,226	42,147
Vermont	(D)	(D)	1,989	(D)	(D)	1,389
Virginia	60,803	9,954	70,757	55,393	8,274	63,666
Washington	235,735	35,548	271,283	182,014	26,522	208,537
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	178,494	49,619	228,112	148,087	31,786	179,873
Wyoming	-	-	-	-	-	-
United States	2,834,824	767,331	3,602,154	2,334,348	589,574	2,923,921

- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

Gross and Usable Cooler Space – States and United States: October 1, 2017

[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	(D)	(D)	613	(D)	(D)	551
Alaska	-	(D)	(D)	-	(D)	(D)
Arizona	(D)	(D)	(D)	(D)	(D)	(D)
Arkansas	(D)	(D)	(D)	(D)	(D)	3,283
California	55,683	28,375	84,058	42,644	20,551	63,195
Colorado	(D)	-	(D)	(D)	-	(D)
Connecticut	(D)	-	(D)	(D)	-	(D)
Delaware	(D)	(D)	(D)	(D)	(D)	3,241
Florida	16,468	89,145	105,613	12,771	68,289	81,059
Georgia	(D)	(D)	33,442	(D)	(D)	26,692
Hawaii	-	-	-	-	-	-
Idaho	(D)	(D)	(D)	(D)	(D)	(D)
Illinois	(D)	(D)	22,866	(D)	(D)	19,576
Indiana	(D)	(D)	(D)	(D)	(D)	(D)
Iowa	(D)	(D)	11,551	6,618	2,327	8,945
Kansas	(D)	(D)	7,274	(D)	(D)	4,713
Kentucky	(D)	-	(D)	(D)	-	(D)
Louisiana	(D)	(D)	(D)	(D)	(D)	(D)
Maine	(D)	(D)	(D)	(D)	(D)	(D)
Maryland	(D)	(D)	(D)	(D)	(D)	(D)
Massachusetts	(D)	(D)	9,514	(D)	(D)	7,219
Michigan	5,920	1,805	7,725	4,806	1,557	6,363
Minnesota	7,989	15,169	23,158	7,003	8,604	15,607
Mississippi	(D)	-	(D)	(D)	-	(D)
Missouri	(D)	(D)	23,229	(D)	(D)	19,768
Montana	-	(D)	(D)	-	(D)	(D)
Nebraska	(D)	(D)	4,025	(D)	(D)	2,387
Nevada	(D)	(D)	(D)	(D)	(D)	(D)
New Hampshire	-	-	-	-	-	-
New Jersey	(D)	(D)	36,699	(D)	(D)	29,173
New Mexico	(D)	(D)	(D)	(D)	(D)	(D)
New York	10,524	7,949	18,473	8,043	6,087	14,130
North Carolina	(D)	(D)	4,029	(D)	(D)	3,011
North Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Ohio	(D)	(D)	6,776	(D)	(D)	6,199
Oklahoma	(D)	(D)	(D)	(D)	(D)	(D)
Oregon	(D)	(D)	4,961	(D)	(D)	3,370
Pennsylvania	32,095	11,262	43,357	25,103	6,818	31,921
Rhode Island	-	-	(D)	-	-	(D)
South Carolina	(D)	(D)	(D)	(D)	(D)	(D)
South Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Tennessee	(D)	(D)	4,492	(D)	(D)	(D)
Texas	44,464	17,744	62,207	34,904	15,200	50,103
Utah	(D)	(D)	13,463	(D)	(D)	11,974
Vermont	(D)	(D)	(D)	(D)	(D)	(D)
Virginia	(D)	(D)	13,745	(D)	(D)	12,327
Washington	11,307	880	12,187	(D)	(D)	10,030
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	64,847	38,221	103,068	52,428	22,387	74,815
Wyoming	-	-	-	-	-	-
United States	432,695	277,050	709,741	348,726	197,282	546,003

- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

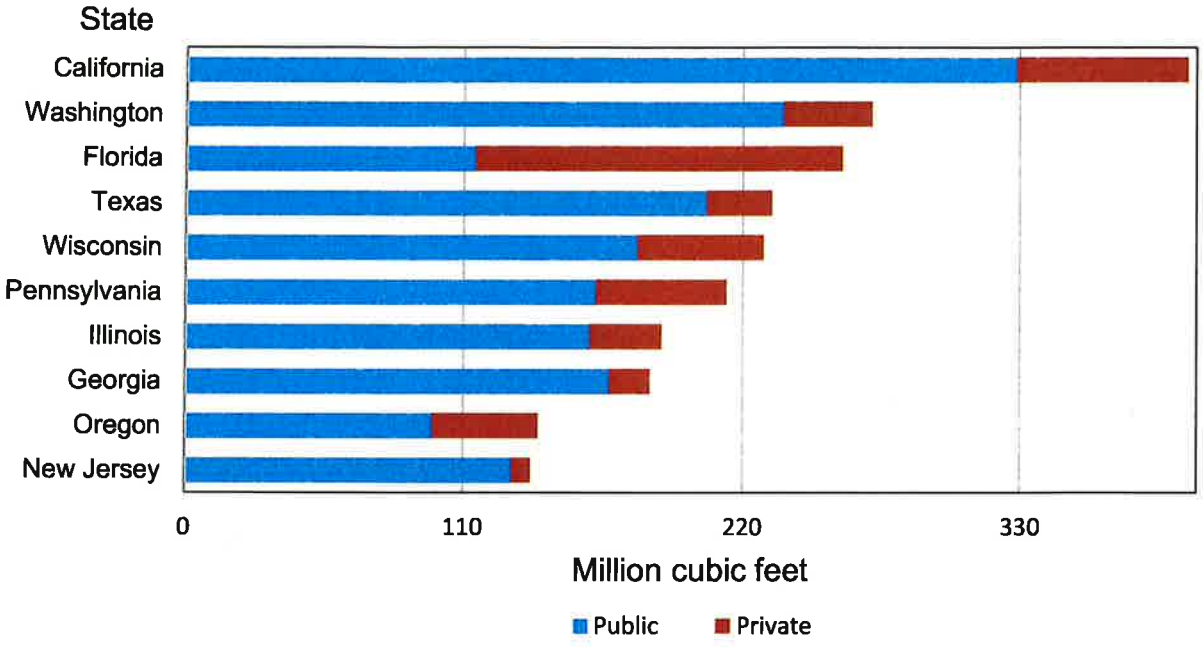
Gross and Usable Freezer Space – States and United States: October 1, 2017

[Totals may not add due to rounding. Includes frozen juice tank storage capacity]

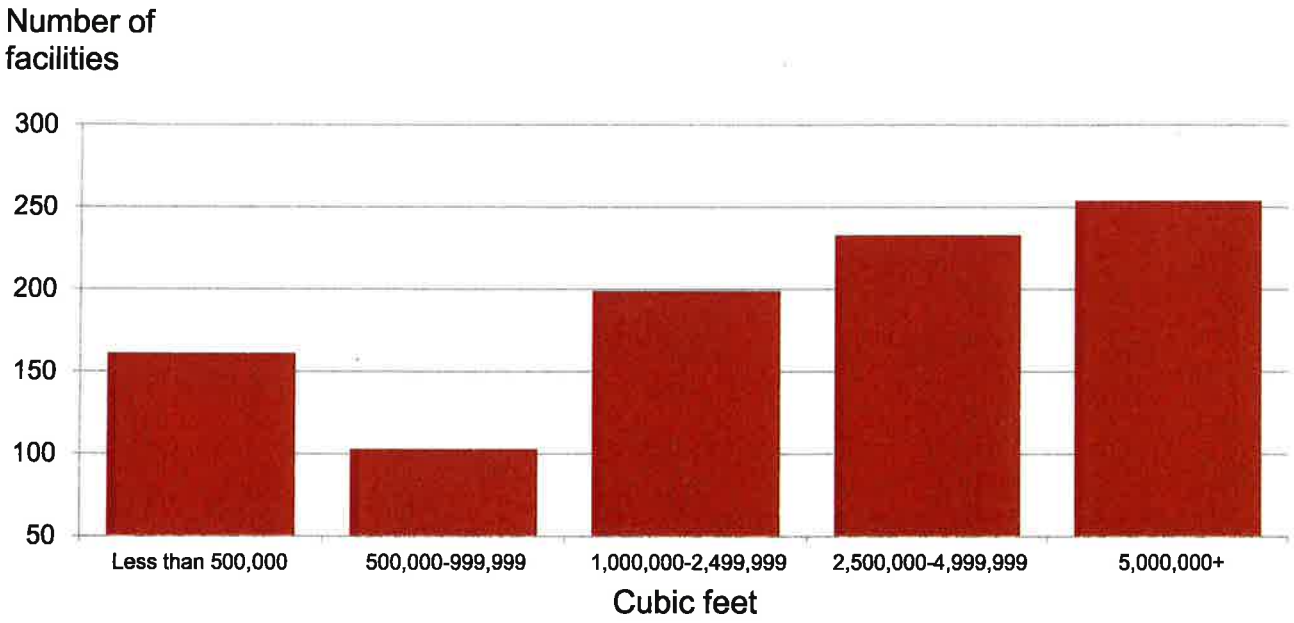
State	Gross space			Usable space		
	Public	Private & semi-private	Total	Public	Private & semi-private	Total
	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)	(1,000 cubic feet)
Alabama	(D)	(D)	32,808	(D)	(D)	28,340
Alaska	-	(D)	(D)	-	(D)	(D)
Arizona	(D)	(D)	(D)	(D)	(D)	(D)
Arkansas	(D)	(D)	(D)	(D)	(D)	72,519
California	272,772	39,643	312,415	228,283	31,729	260,012
Colorado	(D)	-	(D)	(D)	-	(D)
Connecticut	(D)	-	(D)	(D)	-	(D)
Delaware	(D)	(D)	(D)	(D)	(D)	17,896
Florida	97,934	55,899	153,833	82,809	47,462	130,271
Georgia	(D)	(D)	150,041	(D)	(D)	128,754
Hawaii	-	-	-	-	-	-
Idaho	(D)	(D)	(D)	(D)	(D)	(D)
Illinois	(D)	(D)	165,135	(D)	(D)	132,334
Indiana	(D)	(D)	(D)	(D)	(D)	(D)
Iowa	(D)	(D)	66,133	51,252	6,783	58,035
Kansas	(D)	(D)	38,752	(D)	(D)	28,607
Kentucky	(D)	-	(D)	(D)	-	(D)
Louisiana	(D)	(D)	(D)	(D)	(D)	(D)
Maine	(D)	(D)	(D)	(D)	(D)	(D)
Maryland	(D)	(D)	(D)	(D)	(D)	(D)
Massachusetts	(D)	(D)	58,907	(D)	(D)	49,037
Michigan	45,014	39,142	84,155	38,101	30,722	68,823
Minnesota	47,642	21,755	69,397	39,221	16,659	55,879
Mississippi	(D)	-	(D)	(D)	-	(D)
Missouri	(D)	(D)	70,164	(D)	(D)	59,705
Montana	-	(D)	(D)	-	(D)	(D)
Nebraska	(D)	(D)	43,595	(D)	(D)	34,938
Nevada	(D)	(D)	(D)	(D)	(D)	(D)
New Hampshire	-	-	-	-	-	-
New Jersey	(D)	(D)	99,978	(D)	(D)	81,562
New Mexico	(D)	(D)	(D)	(D)	(D)	(D)
New York	37,389	11,157	48,545	32,759	10,370	43,130
North Carolina	(D)	(D)	53,810	(D)	(D)	42,723
North Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Ohio	(D)	(D)	49,033	(D)	(D)	40,668
Oklahoma	(D)	(D)	(D)	(D)	(D)	(D)
Oregon	(D)	(D)	134,596	(D)	(D)	107,857
Pennsylvania	130,098	40,010	170,108	116,418	29,600	146,018
Rhode Island	-	-	(D)	-	-	(D)
South Carolina	(D)	(D)	(D)	(D)	(D)	(D)
South Dakota	(D)	(D)	(D)	(D)	(D)	(D)
Tennessee	(D)	(D)	52,742	(D)	(D)	(D)
Texas	160,967	8,220	169,187	129,740	6,543	136,282
Utah	(D)	(D)	36,642	(D)	(D)	30,173
Vermont	(D)	(D)	(D)	(D)	(D)	(D)
Virginia	(D)	(D)	57,011	(D)	(D)	51,340
Washington	224,428	34,668	259,096	(D)	(D)	198,507
West Virginia	-	(D)	(D)	-	(D)	(D)
Wisconsin	113,647	11,397	125,044	95,660	9,399	105,059
Wyoming	-	-	-	-	-	-
United States	2,402,127	490,283	2,892,409	1,985,629	392,291	2,377,919

- Represents zero.
(D) Withheld to avoid disclosing data for individual operations.

Gross Refrigerated Space – 10 Largest States: October 1, 2017



Number of Facilities by Size Group – United States: October 1, 2017



Definitions

Refrigerated storages: Includes refrigerated facilities classified as general storages, plus facilities classified as storing only cheese, meat, nuts, or citrus concentrates.

Public refrigerated storages: Refrigerated facilities maintained for storing food for others at specified rates per unit.

Private and semiprivate refrigerated storages: Refrigerated facilities maintained by an operator to facilitate his principal function as a producer, processor, or manufacturer of food products. The space is used to store the owner's products, although some space may be used by others at specified rates per unit stored. Working space, chill rooms, and curing rooms in meat storages are not included in the storage statistics.

Cooler space: Space that maintains temperatures between 0 and 50 degrees Fahrenheit.

Freezer space: Space that maintains temperatures at 0 degrees Fahrenheit or lower.

Gross space: Total area under refrigeration, measured from wall to wall and from floor to ceiling.

Usable space: Actual area used for storing commodities. Gross space less an allowance for aisles, posts, coils, blowers, etc.

Number of storages: Storages at different locations are counted separately even though operated by the same management.

Statistical Methodology

Survey procedures: Questionnaires were mailed about the 25th of September 2017, to operators of over 1,050 public and private cold storage warehouses. Nine hundred and fifty firms met the qualifications that their warehouses were artificially cooled to a temperature of 50 degrees Fahrenheit or lower, normally stored food products for 30 days or more and stored one of the 110 commodities reported in the *Monthly Cold Storage Report*. The other firms who received questionnaires either did not qualify or the plants had ceased being cold storage facilities during the past two years. The list included specialized storage facilities meeting the 30-day requirement, such as fruit houses, dairy manufacturing plants, frozen fruit, fruit juice, and vegetable processors, and poultry and meat packing plants. Wholesalers, jobbers, packer branch houses, and frozen food processors whose entire inventories are turned over more than once a month were excluded. Firms that did not respond were mailed a second request and/or phoned or visited.

Estimating procedures: Data for reporting firms were added to estimates for non-reporting firms to obtain State and National totals. Estimates for non-reporting firms were set based on previous reports or administrative data.

Revision policy: These data are considered final and will not be revised.

Reliability: Usable reports were received from about 745 firms which represent about 78 percent of the total capacity tabulated. The numbers published should be considered minimum figures as there are cold storage firms that are not known to NASS. Special care in identifying individual plants minimizes duplication. Survey data are also subject to non-sampling errors such as omissions and mistakes in reporting and processing the data. While these errors cannot be measured directly, they are minimized by a careful review of all reported data for consistency and reasonableness.

Information Contacts

Listed below are the commodity specialists in the Livestock Branch of the National Agricultural Statistics Service to contact for additional information. E-mail inquiries may be sent to nass@nass.usda.gov

Travis Averill, Chief, Livestock Branch ..... (202) 720-3570

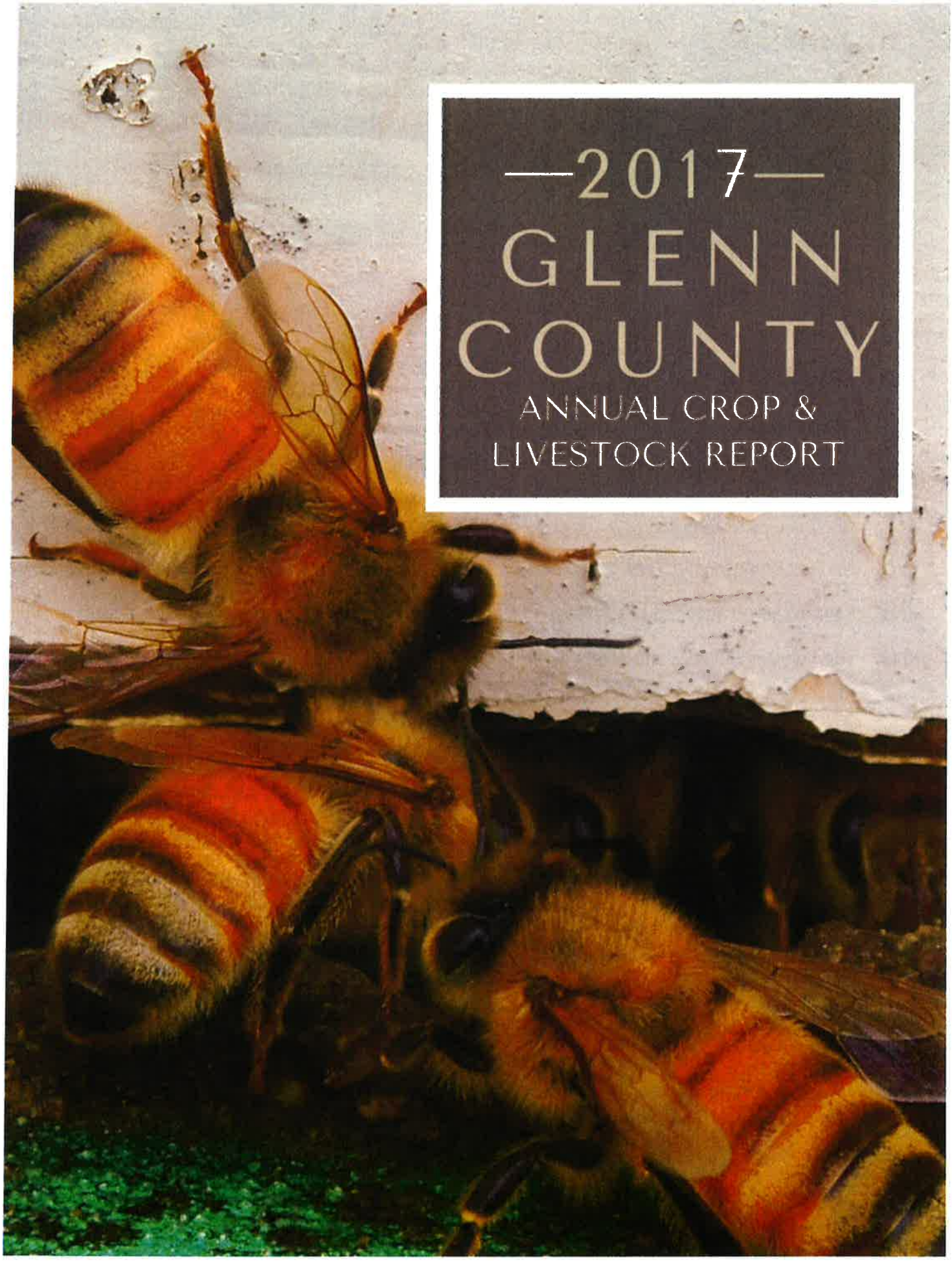
Bruce Boess, Head, Poultry and Specialty Commodities Section ..... (202) 720-4447
- Aaron Cosgrove – Catfish Production, Egg Products, Poultry Slaughter, Trout Production Turkey Hatchery, Turkeys Raised ..... (202) 690-3237
- Alissa Cowell-Mytar – Cold Storage, Capacity of Refrigerated Warehouses ..... (202) 720-4751
- Kim Linonis – Layers, Eggs ..... (202) 690-8632
- Miste Salmon – Broiler Hatchery, Chicken Hatchery, Mink ..... (202) 720-3244
- Vacant – Census of Agriculture, Census of Aquaculture ..... (202) 690-4870
- Vacant – Cost of Pollination, Honey, Honey Bee Colonies ..... (202) 690-3676

Access to NASS Reports

For your convenience, you may access NASS reports and products the following ways:

- All reports are available electronically, at no cost, on the NASS web site: www.nass.usda.gov
- Both national and state specific reports are available via a free e-mail subscription. To set-up this free subscription, visit www.nass.usda.gov and click on "National" or "State" in upper right corner above "search" box to create an account and select the reports you would like to receive.

For more information on NASS surveys and reports, call the NASS Agricultural Statistics Hotline at (800) 727-9540, 7:30 a.m. to 4:00 p.m. ET, or e-mail: nass@nass.usda.gov.



—2017—
GLENN COUNTY
ANNUAL CROP & LIVESTOCK REPORT

GLENN COUNTY

2017 ANNUAL CROP & LIVESTOCK REPORT

CONTENTS

STAFF MEMBERS

Agricultural Commissioner
Sealer of Weights and Measures
Marcie Skelton

Deputy Agricultural Commissioner
Sealer
Jason Beauchamp

Agricultural Biologists
Mirna Albarran-Jack
Craig Boschi
Ivan Leal
Carli Marengo
Samantha Skelly
Tom Wong

Air Pollution/CUPA
Alyssa Cordova
Ian Ledbetter
Kevin Mautz
Kristen Pidcock
Eric Scott

Water Resources
Lisa Hunter
Sharla Stockton

Administrative Support Staff
Delia Azure
Jennifer Kline
Dottie LaCroix
Dana Owens

COUNTY OF Glenn — DEPARTMENT OF AGRICULTURE/WEIGHTS & MEASURES

720 North Colusa Street
P.O. Box 351 Willows, Ca 95988
Phone: 530-934-6501
Fax: 530-934-6503
agcommr@countyofglenn.net
www.countyofglenn.net

Marcie Skelton
Agricultural Commissioner
Sealer of Weights & Measures

Jason Beauchamp
Deputy Agricultural Commissioner
Deputy Sealer of Weights & Measures

September 21, 2018

To: **Karen Ross**, Secretary
California Department of Food and Agriculture

and The Honorable Board of Supervisors

John Viegas	District 1
Dwight Foltz	District 2
Vince Minto	District 3
Keith Corum	District 4
Leigh McDaniel	District 5

I am pleased to submit the 2017 Annual Crop and Livestock Report for Glenn County as required by Section 2279 of the California Food and Agriculture Code which requires each County Agricultural Commissioner to summarize the acreage, production and gross value of county agricultural and forest commodities. Section 2272 of the California Food and Agriculture Code requires each County Agricultural Commissioner to report on actions taken to eradicate, control or manage pests in their county.

Agriculture remains the county's major industry. The 2017 gross production of agricultural commodities was valued at $834,632,000. This represents an 11.5% increase from the 2016 gross agricultural production value of $748,461,000.

Almonds take the lead once again, as the number one commodity in Glenn County. They boast a value of $217,120,000, which is down 3.2% from 2016 due to a decrease in price per ton. Walnuts are in the number two position with a value of $184,737,000, up 23.9% due to an increase in price per ton. Rice remains in third with a value of $125,507,000, an increase of 25.4% due to an increase in harvested acreage and in price per acre. The combination of almonds, walnuts, and rice represent 63.4% of the total commodity value for 2017.

Other notables include a higher yield per acre in prunes, apiary products continue to show an increase in queen bees sold and seed crops remain a significant and increasing commodity with a 59% increase of value from 2016. Livestock, poultry, and their products showed stability and slight increases.

Values given in this report are gross receipts received by growers and do not reflect their net income. These values do not take into account the various costs of production, marketing, or transportation.

I want to express my appreciation for the cooperation and assistance of all individuals, related agencies and members of the agricultural industry for their help in developing this report. Furthermore, I would like to express my gratitude to Mirna Albarran-Jack and Carli Marengo for requesting grower data, gathering values, designing the report, and the overall compilation of the 2017 Glenn County Crop & Livestock Report.

Respectfully submitted,

Marcie Skelton

Marcie Skelton
Glenn County Agricultural Commissioner /Sealer of Weights & Measures

Fruit & Nut Crops

Commodity	Year	Bearing Acreage	Yield Per	Total	Unit	$ Per Unit	Total Value
Almond	**2017**	**52,621**	**0.84**	**44,202**	Meat Ton	**$4,912**	**$217,120,000**
	2016	48,591	0.89	43,246		$5,186	$224,274,000
Almond Hull	**2017**			**55,250**	Ton	**$73**	**$4,033,000**
	2016			54,154		$75	$4,062,000
Citrus	**2017**	**245**	**5.95**	**1,458**	Ton	**$1,734**	**$2,528,000**
	2016	245	0.79	194		$2,981	$578,000
Grape	**2017**	**312**	**6.48**	**2,022**	Ton	**$1,077**	**$2,178,000**
	2016	745	5.70	4,247		$938	$3,984,000
Olive, Oil	**2017**	**4,050**	**4.28**	**17,334**	Ton	**$529**	**$9,170,000**
	2016	4,050	3.32	13,446		$499	$6,710,000
Olive, Table	**2017**	**4,050**	**8.06**	**32,643**	Ton	**$1,007**	**$32,872,000**
	2016	4,333	6.63	28,728		$1,059	$30,423,000
Pistachio	**2017**	**1,949**	**1.29**	**2,514**	Inshell Ton	**$3,205**	**$8,057,000**
	2016	1,945	1.69	3,287		$4,000	$13,148,000
Prune	**2017**	**3,767**	**2.61**	**9,832**	Dry Ton	**$2,057**	**$20,224,000**
	2016	3,767	1.61	6,065		$2,266	$13,743,000
Walnut	**2017**	**31,060**	**2.47**	**76,718**	Inshell Ton	**$2,408**	**$184,737,000**
	2016	30,670	2.67	81,889		$1,821	$149,120,000
Miscellaneous	**2017**	**1,072**	Includes Blueberry, Black Walnut, Cherry, Kiwifruit, Pecan, Asian Pear, Peach				**$3,286,000**
	2016	1,043					$3,415,000
TOTALS	**2017**	**99,126**					**$484,205,000**
	2016	95,389					$449,457,000

Field Crops

Commodity	Year	Bearing Acreage	Yield Per Acre	Total	Unit	$ Per Unit	Total Value
Alfalfa	**2017**	**10,970**	**5.67**	**62,200**	Ton	**$163**	**$10,139,000**
	2016	11,215	6.73	75,477		$133	$10,038,000
Bean	**2017**	**476**	**1.26**	**600**	Ton	**$679**	**$407,000**
	2016	985	0.63	621		$938	$582,000
Corn, Fodder	**2017**	**12,620**	**5.87**	**74,079**	Ton	**$154**	**$11,408,000**
	2016	12,867	6.23	80,161		$156	$12,505,000
Corn, Silage	**2017**	**1,455**	**26.52**	**38,587**	Ton	**$36**	**$1,389,000**
	2016	1,731	32.00	55,392		$30	$1,662,000
Cotton, Lint	**2017**	**2,978**	**3.35**	**9,976**	Bale	**$400**	**$3,991,000**
	2016	2,200	3.50	7,700		$400	$3,080,000
Cotton, Seed	**2017**			**4,156**	Ton	**$290**	**$1,205,000**
	2016			2,640		$375	$990,000
Hay, Other	**2017**	**2,677**	**1.63**	**4,364**	Ton	**$153**	**$668,000**
	2016	2,609	3.50	9,132		$140	$1,278,000
Oats, Fodder	**2017**	**3,497**	**3.19**	**11,155**	Acre	**$128**	**$1,428,000**
	2016	4,213	3.89	16,389		$134	$2,196,000
Rice, Paddy	**2017**	**83,407**	**4.63**	**386,174**	Acre	**$325**	**$125,507,000**
	2016	77,400	4.90	379,260		$264	$100,125,000
Wheat	**2017**	**5,652**	**2.56**	**14,469**	Ton	**$141**	**$2,040,000**
	2016	10,053	2.58	25,937		$139	$3,605,000
Wheat, Silage	**2017**	**5,991**	**13.00**	**77,883**	Ton	**$39**	**$3,037,000**
	2016	6,102	13.00	79,326		$39	$3,094,000
Miscellaneous	**2017**	**11,749**	Includes: Organic Corn, Organic Rice, Barley, Safflower, Straw, Sudangrass and Sorghum				**$4,002,000**
	2016	13,363					$4,846,000
TOTALS	**2017**	**141,472**					**$165,221,000**
	2016	377,813					$148,129,000

Apiary Products

Commodity	Year	Total	Unit	$ Per Unit	Total Value
Packaged Bees	**2017**	**143,911**	Pound, w/o Queen	**$27.46**	**$3,952,000**
	2016	150,207		$22.60	$3,394,000
Pollination	**2017**	Includes Almond, Prune, Sunflower, Onion and Vineseed			**$18,125,000**
	2016				$15,965,000
Queen Bees	**2017**	**364,276**	Each	**$23.00**	**$8,378,000**
	2016	353,739		$21.60	$7,641,000
Miscellaneous	**2017**	Includes Beeswax and Honey			**$150,000**
	2016				$51,000
TOTALS	**2017**				**$30,605,000**
	2016				$27,051,000

Seed Crops

Commodity	Year	Bearing Acreage	Yield Per Acre	Total	Unit	$ Per Unit	Total Value
Beans	**2017**	**808**	**1,904**	**1,538,432**	Pound	**0.43**	**$662,000**
	2016	1,133	1,500	1,699,500		0.62	$1,054,000
Rice	**2017**	**2,193**	**8,003**	**17,551,00**	Pound	**0.18**	**$3,159,000**
	2016	2,248	9,800	22,030,400		0.16	$3,525,000
Sunflowers	**2017**	**3,563**	**1,000**	**3,563,000**	Pound	**1.31**	**$4,668,000**
	2016	1,716	1,152	1,976,832		1.19	$2,352,000
Vine Seeds	**2017**	**1,751**	Includes Melon, Pumpkin, Squash, Watermelon and Cucumber				**$31,532,000**
	2016	3,500					$16,477,000
Other Seeds	**2017**	**277**	Includes Carrot, Cabbage, Chard, Gourd, Onion, Kale, Mustard and Radish				**$1,156,000**
	2016	919					$2,451,000
TOTALS	**2017**	**8,592**					**$41,177,000**
	2016	9,516					$25,859,000

Livestock & Poultry

Commodity	Year	# of Head Sold	Total Live Weight (cwt)	Value/cwt	Total Value
Calves	**2017**	**3,780**	**20,790**	**$156**	**$3,243,000**
	2016*				
Feeders	**2017**	**8,820**	**61,740**	**$138**	**$8,520,000**
	2016*				
Cows and Bulls	**2017**	**2,955**	**41,370**	**$65**	**$2,689,000**
	2016*				
Dairy Cattle	**2017**				**$24,296,000**
	2016				$21,545,000
Sheep and Lamb	**2017**	**5,900**	Head	**$169**	**$997,000**
	2016	6,043		$181	$1,094,000
Hogs and Pigs	**2017**	**2,158**	Head	**$144**	**$311,000**
	2016	2,099		$132	$277,000
Miscellaneous	**2017**	Includes Goat, Chicken, Unspecified Game birds			**$501,000**
	2016				$493,000
TOTALS	**2017**				**$40,557,000**
	2016				$37,899,000

*New breakdown of beef cattle in 2017.

Livestock & Poultry Products

Commodity	Year	# of Head	Unit	$ Per Unit	Total Value
Milk: Marketing	**2017**	**3,626,187**	Cwt	**$16.36**	**$59,324,000**
	2016	3,213,433		$14.96	$48,073,000
Milk: Manufacturing	**2017**	**20,491**	Cwt	**$17.96**	**$368,000**
	2016	21,791		$16.89	$368,000
Wool	**2017**	**37,170**	Pound	**$1.55**	**$58,000**
	2016	39,884		$1.50	$60,000
Miscellaneous	**2017**	Includes Goat Milk and Eggs			**$88,000**
	2016				$85,000
TOTALS	**2017**				**$59,835,000**
	2016				$48,586,000

Pasture & Rangeland

Commodity	Year	Production	Unit	$ Per Unit	Total Value
Pasture, Irrigated	**2017**	**9,206**	Acre	**$225**	**$2,071,000**
	2016	9,530		$165	$1,572,000
Range	**2017**	**224,325**	Acre	**$12.50**	**$2,804,000**
	2016	225,000		$11.00	$2,475,000
TOTALS	**2017**	**233,531**			**$4,875,000**
	2016	234,530			$4,047,000

Removed from Field Crops category.

Nursery Products

Commodity	Year	Bearing Acreage		Total Value
TOTALS	**2017**	**301**	Includes Strawberry Plants and Sod	**$7,006,000**
	2016	231		$5,698,000

Vegetable Crops

Commodity	Year	Acreage	Per Acre	Total	Unit	$ Per Unit	Total Value
Tomatoes, Processing	**2017***	**1,740**	**45.37**	**78,985**	Ton	**$73.35**	**$5,791,000**
	2016						
Miscellaneous	**2017**	**45**	Includes Certified Farmer's Market Gardens, Pumpkins, Roadside Stands, Strawberries				**$235,000**
	2016	1,323					$5,782,000
TOTALS	**2017**	**1,785**					**$6,026,000**
	2016	1,323					$5,782,000

*Removed from Miscellaneous category.

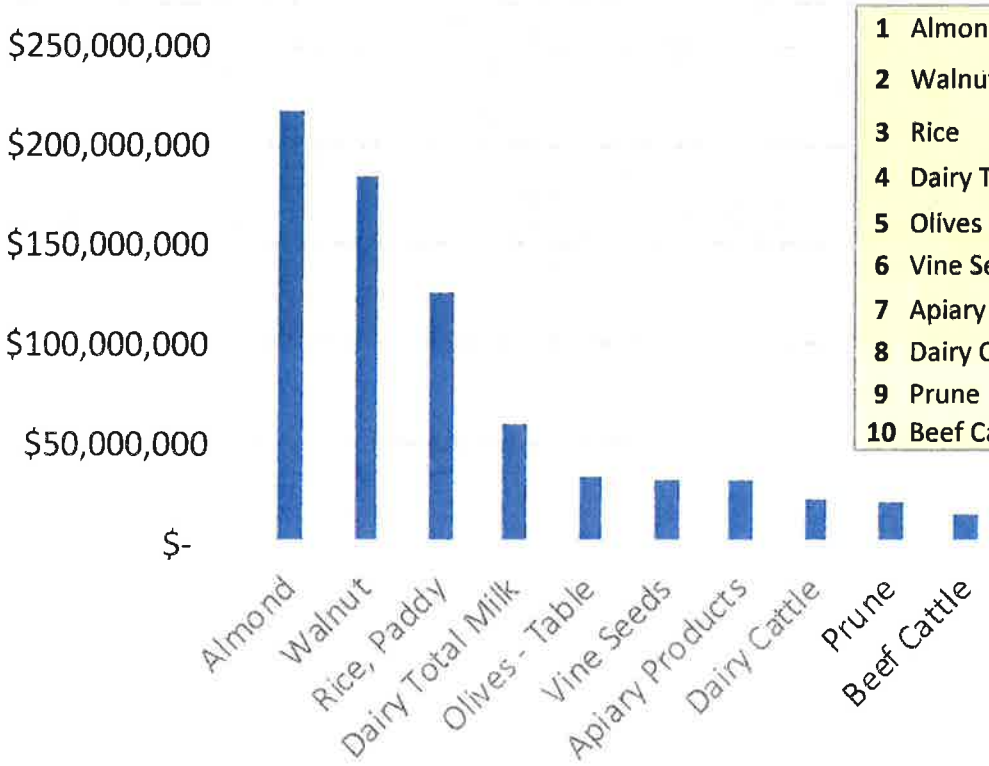
Pest Exclusion

Terminal Inspections	Shipments Inspected	Rejections
Postal	0	0
Truck	2	0
Other	20	0

Pest Eradication

Pest	Scientific Name	Control Agent	Locations
Canada Thistle	*Cirsium arvense*	Mechanical	1
Dyer's Woad	*Isatis tinctoria*	Chemical/Mechanical	1
Perennial Pepperweed	*Lepidium latifolium*	Chemical/Mechanical	40
Plumeless Thistle	*Carduus acanthoides*	Mechanical	3
Russian Knapweed	*Acroptilon repens*	Chemical	2
Silverleaf Nightshade	*Solanum elaeagnifolium*	Chemical/Mechanical	27
Hoary Cress	*Cardaria draba*	Chemical/Mechanical	8
Purple Starthistle	*Centaurea diffusa*	Chemical/Mechanical	7
Diffuse Knapweed	*Centaurea diffusa*	Chemical/Mechanical	1
Klamath Weed	*Hypericum perforatum*	Chemical/Mechanical	4
Tree of Heaven	*Ailanthus altissima*	Chemical/Mechanical	2

Top Ten Leading Commodities



1	Almond	$	217,120,000
2	Walnut	$	184,737,000
3	Rice	$	125,507,000
4	Dairy Total Milk	$	59,692,000
5	Olives - Table	$	32,872,000
6	Vine Seeds	$	31,532,000
7	Apiary Products	$	30,605,000
8	Dairy Cattle	$	21,700,000
9	Prune	$	20,224,000
10	Beef Cattle	$	14,452,000

Total Value of Agricultural Production

Product	2016	2017
Fruit and Nut Crops	$449,457,000	$484,205,000
Field Crops	$148,129,000	$165,221,000
Apiary Products	$27,051,000	$30,605,000
Seed Crops	$25,859,000	$41,177,000
Livestock and Poultry	$37,899,000	$40,557,000
Livestock and Poultry Products	$48,586,000	$59,835,000
Nursery Products	$5,698,000	$7,006,000
Vegetable Crops	$5,782,000	$6,026,000
Total Agricultural Value	**$748,461,000**	**$834,632,000**
Christmas Trees	$11,000	$11,000
Timber	$9,000	$39,000
Total Timber Value	**$20,000**	**$50,000**
Grand Total	**$748,481,000**	**$834,682,000**

www.countyofglenn.net/dept/agriculture

Chapter 18.70
ML LIGHT INDUSTRIAL DISTRICT

Sections:

18.70.010 Purpose.

The light industrial or ML district is intended to apply to areas in which light manufacturing and heavy commercial uses of the nonnuisance type and large administrative facilities are the desirable predominant uses. [Ord. 632-91 § 18.01, 10-22-91].

18.70.020 Permitted uses.

The following uses and structures are permitted in the ML district:

(1) Uses permitted in the CG district as defined in WMC 18.60.020.

(2) Assembly and storage of goods, materials, liquids, and equipment, except storage of flammable or explosive matter or materials which create dust, odors, or fumes.

(3) Wholesale and storage warehouses.

(4) Feed stores.

(5) Manufacturing, processing, fabricating, refining, repairing, packaging or treatment of goods, materials or produce by electric power, oil or gas (except operations involving fish fats and oils, bones and products or similar substances commonly recognized as creating offensive conditions in the handling thereof).

(6) Dyeing and dry cleaning plants, rug cleaning plants, laundries, veterinary hospitals and enclosed animal kennels, cabinet shops, and construction and materials yards (except gravel, rock, and cement materials yards).

(7) The following, when conducted within a building or enclosed within a solid wall or fence of a type approved by the planning commission not less than six feet in height: major automobile repairs, body and fender repair shops, auto painting shops, cooperage and bottling works, sheet metal shops, welding shops, truck terminals and retail lumberyards.

(8) Automobile sales and service including used car lots.

(9) Caretaker's residence; provided, that the legally established use requires the continuous supervision of a caretaker or security person. [Ord. 664-00 § 18.02, 6-27-00; Ord. 632-91 § 18.02, 10-22-91].

18.70.030 Uses requiring conditional use permits.

The following uses and structures may be permitted:

Retail stores and business or service enterprises which, in the opinion of the planning commission, are similar those included in WMC 18.60.030 (CG district). [Ord. 632-91 § 18.03, 10-22-91].

18.70.040 Other regulations.

(1) Industrial Uses.

(a) Minimum lot area: 10,000 square feet.

(b) Minimum Yard Requirements.

(i) Front: none.

(ii) Side: none, except as required by building code or other regulations.

(iii) Rear: none.

(c) Required parking spaces: see WMC 18.120.020

(d) Loading Area. Private off-street space for the handling of all materials and equipment.

(e) Maximum building height limit: 50 feet. [Ord. 632-91 § 18.04, 10-22-91].

General Manager

Lineage Logistics • Mira Loma, CA, US

Posted 3 weeks ago • Be among the first 25 applicants

Save Apply

About Lineage Logistics

Lineage Logistics is a warehousing and logistics partner committed to delivering sophisticated, customized, and dependable cold chain solutions to leading food, retail, agriculture and distribution companies. We serve customers who put a premium on excellence and reliability to ensure our nation's food supply is handled, stored and delivered safely and securely through the entire supply chain.

Your Career Starts Here!

Lineage is currently searching for a **General Manager** to join our growing team!

As the General Manager, you will develop management teams to establish cohesiveness and synergy across the departments. You plan, direct, and implement warehouse operations to meet established goals. You work closely with Operation Managers who directly oversee Supervisors and team members in our facility, carrying out responsibilities in accordance with Lineage's policies, procedures and applicable laws. You will excel in this position because you are a natural leader who is comfortable mentoring, instructing and training team members to be successful at every level.

Your success is a result of your continuous improvement, Lean, operational excellence mindset. In this energetic role, you create a cadence in the facility that is easy to follow by planning, assigning, and directing the work. Your Team is critical to your success, so you are heavily involved in the interviewing, hiring, and training of key team members. Your management style fosters an environment that allows team members to safely and successfully perform daily responsibilities and meet established expectations.

Working closely with Operations, Production, Maintenance and Quality managers on KPI improvements will require you to use your strong communication, interpersonal, presentation and problem solving skills.

You thrive in our fast pace environment because of your sense of urgency, open door communication style and ability to generate new ideas. You also model respect, teamwork, a positive attitude and safety consciousness that are essential to this role.

Work Environment

- Fast paced work environment with, in and around industrial machinery.
- Cold storage environment.
- Warehouse bays are kept at a constant 32 degrees (and below zero in certain areas). Ability to withstand cold storage temps for extended periods of
  time (warm gear provided by company).
- Noise level varies and at times and can be loud.

Responsibilities Include

- Assists in establishing warehouse performance objectives (KPI's) and strategic planning.
- Plan, direct, and implement warehouse operations, maintenance department, and office support to meet prescribed productivity and service goals.
- Confer with Plant Engineer to obtain daily room temperature reports and requirements.
- Oversee pest control and food safety programs and compliance of.

Seniority Level
Executive

Industry
Food & Beverages,
Logistics & Supply Chain,
Food Production

Employment Type
Full-time

Job Functions
Sales, Business Development

People also viewed

General Manager
XPO Logistics, Inc.
Rialto, CA, US
2 weeks ago

General Manager of Operations
Hulcher Services
Greater Los Angeles Area
1 week ago • Easy Apply

General Manager - Pro / Installed Solutions
Ring
Santa Monica, CA, US
3 weeks ago

Vice President, Development Manager
JLL
Los Angeles, CA, US
1 alum works here
2 weeks ago

Distribution Manager
Saddle Creek Logistics Services
Ontario, CA, US
Be an early applicant
6 days ago

Regional Finance Director
Trulite Glass & Aluminum Solutions
Los Angeles, California, United States
Be an early applicant
6 days ago • Easy Apply

Executive Director
Engineering Contractors' Association
Greater Los Angeles Area
Be an early applicant
6 days ago

Senior Vice President Operations
Trendspot Inc.
San Bernardino, California
2 weeks ago • Easy Apply

Location General Manager
CarMax
Ontario, California, United States
4 weeks ago • Easy Apply

meeting.

- Reviews bills of lading for incoming products and customer orders in order to plan work activities.
- Assigns workers to specific duties, such as verifying amounts of and storing incoming products and assembling customer orders for delivery.
- Establishes operational procedures for verification of incoming and outgoing shipments, handling and disposition of merchandise, and keeping of warehouse inventory.
- Coordinates activities of distribution warehouse with activities of sales, record control, and purchasing departments to ensure availability of merchandise.
- Remains knowledgeable in WMS in regards to abilities, updates, and changes to suit customer needs.
- Participates in company marketing and sales efforts, including planning new account strategies, prospecting for new accounts, making sales calls, generating positive word of mouth, developing and quoting rates, negotiating contracts, and closing sales.
- Develop and manage system of controls to ensure that service levels and operational performance goals are met within prescribed cost, revenue, and profit parameters.
- Maintain customer contact.
- Directs reclamation of damaged products.
- Operates facility in compliance with federal, state, and local statutes.
- Assists to maintain the proper receipt, storage, handling, and/or distribution of safe and quality food products at this facility

Basic Qualifications

- Bachelor's Degree
- Must have at least 8 years of Operations Management experience in the Supply Chain world
- Continuous Improvement, Lean, Operational Excellence training or certification
- Strong communication skills. Ability to effectively present information in one—on—one and small group situations to customers, clients, and other employees of the organization.
- Proven ability to use basic mathematical skills.
- Strong problem solving abilities.
- Capable of becoming certified to operate all the equipment used in the warehouse.
- Available to work different shifts as necessary and available to work occasional to frequent overtime.
- Must be willing and able to frequently stand, walk, crawl, climb, push, pull, kneel, bend and reach.
- Ability to lift up to 50 pounds with our without reasonable assistance.
- Must be able to perform in all areas that hourly employees are performing with the manual dexterity required.

Lineage Team Members

- Continually meet internal and external customer expectations through teamwork, respect and willingness to help and support others.
- Demonstrate complete commitment to a culture of safety. Promote a safe work environment through personal actions and identifying any safety concerns.
- Treat all team members with a respect while demonstrating positive work attitude and leadership skills.
- Take initiative to continually improve performance and work processes through feedback, problem solving and generating new ideas.
- Work with a sense of urgency to complete tasks safely, effectively and efficiently.
- Demonstrate excellent job performance in productivity, quality, safety, and attendance

Benefits

Lineage provides safe, stable, reliable work environments, competitive pay, excellent benefits, 401K, and Paid Time Off.

Successful candidates will be required to pass a post offer, pre-employment

Warehouse Supervisor

United States Cold Storage, Inc. • Tracy, CA, US

Posted 3 months ago • Be among the first 25 applicants

Save Apply

PRIMARY FUNCTIONS: The Supervisor oversees the planning, development and implementation of all warehouse procedures and activities required to meet customer requirements, working within this team to continually exceed USCS's facility and Company goals. Supervisors are part of the management team and work closely with the Assistant Superintendent, Superintendent, Operations Manager and/or General Manager. The Warehouse Supervisor is responsible for the efficient execution of warehouse operations within assigned shifts or teams.

This position will also manage warehouse employee related functions, including but not limited to staffing, performance management, individual and team development, and safety, while maintaining a positive work environment.

Key Responsibilities Include But Are Not Limited To

- Accuracy of all paperwork produced.
- Follow all customer requirements.
- Assist supervision/management as needed.
- Filing
- Follow company policies, guidelines and work instructions.
- Maintain professional relationship with the carriers and customers.

Functions may vary dependent on areas of operation.

Duties And Responsibilities

Include the following. Other duties as assigned.

- Provide leadership to the efficient coordination and execution of workflow throughout the warehouse, consistently keeping safety, sanitation, cost controls, productivity, accuracy, team environment, and customer satisfaction in line with facility goals.
- Oversee inventory control functions and procedures, including cycle counts, product rotation and recall, training, customer claims and requests, and record keeping.
- Participate in the hiring process of new warehouse employees.
- Provide hands-on leadership to the ongoing development of the assigned personnel and teams.
- Develop good working relationships at all levels within the USCS team environment, leading and communicating as needed to maximize individual and team performance.
- Act on the Assistant Superintendent/Superintendent's behalf when necessary.
- Attend or Conduct plant, customer or training meetings when asked.
- Travel may be required.
- Perform any additional tasks delegated by Assistant Superintendent, Superintendent, Operations Manager and/or General Manager.
- Work with Management and Customer Service personnel to ensure that all requirements and requests are responded to in the highest professional manner

Miscellaneous

- Maintain a professional manner in appearance and communications at all times.
- Participate in staff and/or customer meetings if required.
- Develop PC/tablet skills to perform any e-mailing, reports, label preparation, order release, driver sign-out, inventory checks and/or any type of PC/tablet function necessary for that specific area.

Safety, Housekeeping, Security

- Safety glasses, seat belts, and ID badges must be worn if associates are on forklifts.

Seniority Level
Mid-Senior level

Industry
Construction,
Logistics & Supply Chain,
Transportation/Trucking/Railroad

Employment Type
Full-time

Job Functions
Management, Manufacturing

Responsibility and Authority

- Warehouse Supervisors will complete the responsibilities of the Assistant Superintendent/Superintendent upon their absence.
- Initiate action to prevent the occurrence of any non-conformities relating to product, process, and quality systems.
- Identify and record any issues relating to product, processes and/or quality.
- Initiate, recommend, or provide solutions through appropriate channels.
- Verify the implementation of solutions.
- Maximize the utilization of all USCS warehouse support computer system applications and tools, including RF equipment, making recommendations for continuous improvement.
- Ensure that all warehouse sanitation, safety and security activities are consistently performed within the highest USCS, OSHA and other government compliance, and industry standards.
- Maximize all warehouse activities as they relate to meeting established financial goals, making recommendations to the Superintendent/Manager for operational and capital improvements.

Mandatory Job Requirements

The requirements that an individual must absolutely posses to perform the essential functions of the job :

- Capable of operating forklifts and their attachments.
- Have good arithmetic skills.
- Be able to read.
- Capable of following verbal and written instructions.
- Available to work various shifts.
- Capable of standing and walking extended periods of time.
- Pass written and driving forklift exam.
- Understand and follow company policy as stated in the employee handbook.

QUALIFICATION REQUIREMENTS: The knowledge, skills, and abilities listed below are representative of the qualifications required to successfully perform each essential duty. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

Education

- High School Degree/ GED Required 2+ years of College or a minimum of 2-3 years Team Lead/Supervisor experience Required

Experience

- Warehouse Supervision and operations, preferably in a food or temperature-controlled environment
- Radio frequency and other warehouse computer applications including MS Office and Lotus Notes
- Detail and customer service oriented.
- Planning, organizing, professional written and oral communication, problem solving, decision making, excellent mathematical skills.
- Must be able to consistently lead and influence others to take positive action.
- Handle multiple high priority tasks in a fast paced team environment, and requires the ability to work well independently with minimal supervision.

PHYSICAL DEMANDS: The physical demands described below are representative of those required of an individual performing the essential duties of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

- Stand, walk; use hands and feet to finger, handle, or feel objects, tools, or controls; talk or hear.
- Use of scanners, telephones, and warehouse machinery.
- The employee must be capable of occasionally lifting up to 70 lbs.
- Work longer hours as needed to satisfy customer and USCS daily and seasonal requirements.
- Able to lift and move product above head.
- Have acceptable and / or correctable vision.

to enable individuals with disabilities to perform the essential duties.

- Work in an atmosphere range of + 50 to - 30 degrees F.
- The noise level in the work area is usually moderate.
- Personal interaction and communication required to and from other people is extremely high.
- Daily workflow is fast paced, dependent on daily and seasonal customer and USCS company requirements.

The above job description may not include all tasks necessary to complete the job. The job description is a listing of the most common tasks the associate will be required to perform in that job area. The administrator will be required to perform all of the above listed tasks.

Job ID: 2018-1438

Street: 1400 N MacArthur Dr

Post End Date: 11/30/2018

See less

United States Cold Storage, Inc.
Warehousing • 4,867 followers

+ Follow

About us

USCS's century of cold storage excellence in America is backboned by 38 world-class facilities across 13 states. Our purpose goes beyond industry leading locations and services. USCS has over two thousand hardworking employees who love what they do, dedicated to keeping us at the top of the cold storage industry. We'll do whatever it takes for our

See more

Similar Jobs

Warehouse Supervisor
Medline Industries, Inc.
Manteca, CA, US
4 alumni
2 weeks ago

Logistics Warehouse Supervisor
KATERRA
Tracy, CA, US
Be an early applicant
5 days ago

Warehouse & Shipping Supervisor
Pacific Coast Producers
Lodi, California
New

Warehouse Operator
Victory Packaging
Tracy, CA, US
Be an early applicant
New

TM Receiver
Tractor Supply Company
Angels Camp, CA, US
Be an early applicant
4 days ago

Warehouse Worker - Material Handler
O'Reilly Auto Parts
Stockton, CA, US
Be an early applicant
2 weeks ago

Receiver

Packer - Contract - Shift C

Supervisor Production - 3rd Shift

Safety and Compliance Manager

AGRO Merchants Group • Atlanta, GA, US

Posted 1 month ago • Be among the first 25 applicants

Save Apply

AGRO Merchants Group is a global leader in cold storage and logistics solutions. We offer an inspiring work environment and atmosphere in which you can make a difference every day. Our enterprising culture is characterized by a strong customer orientation, quality focus, strong drive, openness and decisiveness. If you have the desire to turn ideas into practice, then you may be a candidate to join the AGRO team.

We are currently seeking an experienced Safety and Compliance Manager for our Pleasantdale, GA location

The selected candidate for this position will work collaboratively with the General Manager in planning, directing, and overseeing safety and compliance within the facility.

- Creates, coordinates, and conducts classroom training for "powered industrial truck" training to Management and hourly teams
- Recommend process and product safety features that will reduce employees' exposure to chemical, physical, and biological work hazards.
- Inspect facilities, machinery, and safety equipment to identify and correct potential hazards, and to ensure safety regulation compliance.
- Responsible for selection of appropriate personal protective equipment (PPE)
- Manages and keeps employee safety documentation
- Coordinates and conducts behavioral safety training
- Promote safety awareness through communication and specific training programs
- Oversight of Safety Committee, to include facilitating monthly Safety Committee meetings
- Conducts weekly/monthly safety audits
- Develops and implements training documentation changes, signage, and 5S projects
- Conducts and communicates post-accident and injury report
- Documents and communicates property damage reports
- Provides mid-week recaps on building safety
- Manages action log of safety improvements and manage to a budget
- Tracks weekly injuries including near misses
- Analyze safety trends and make recommendations to leadership.
- Bachelor's Degree (four-year college or university) and 5+ years of work experience in the logistics industry, preferably in food industry, or a related industry.
- 2 to 4 years related experience and/or training; or an equivalent combination of education and experience
- Bilingual preferred
- Experience with warehouse equipment
- PC literate to include proficiency with Microsoft Word, Excel, PowerPoint
- Exceptional verbal and written communication skills
- Ability to apply common sense understanding to interpret and carry out instructions
- Ability to organize safety audits
- Ability to organize and conduct training classes for audiences at all levels of the organization
- Ability to develop and proof training materials
- Proven presentation and facilitation skills
- Ability to write reports and correspondence

AGRO Merchants Group offers a competitive benefits package that includes Medical, Dental, Vision, and Paid Time Off.

We are an Equal Opportunity Employer and do not discriminate against

Seniority Level
Mid-Senior level

Industry
Construction,
Logistics & Supply Chain,
Transportation/Trucking/Railroad

Employment Type
Full-time

Job Functions
Management, Manufacturing

People also viewed

EHS Manager
Southwire Company
Greater Atlanta Area
2 weeks ago · Easy Apply

Regional Safety Manager
Wayfair
McDonough, GA, US
2 alumni work here
1 week ago · Easy Apply

Maintenance Supervisor
LEWIS CONTRACTING SERVICES LLC
Atlanta, GA, US
Be an early applicant
2 weeks ago · Easy Apply

Senior Risk Analyst
Rausch Advisory Services LLC.
Atlanta, Georgia, United States
1 week ago · Easy Apply

EHS Manager
Sandvik
Smyrna, GA, US
Be an early applicant
1 week ago

Legal Project Manager
JONES DAY®
Atlanta, Georgia
2 alumni work here
New

Warehouse Manager
Atlanta Network Technologies, inc.
Atlanta, Georgia
5 days ago · Easy Apply

PEO Risk and Safety Representative
Paychex
Kennesaw, Georgia, United States
Be an early applicant
1 week ago · Easy Apply

Client Relationship Specialist I
GHX
Atlanta, GA, US
Be an early applicant
5 days ago

Sr. Supply Chain Manager
BD
Atlanta, Georgia

See less

AGRO Merchants Group
Import and Export • 3,260 followers

+ Follow

About us

Global Cold Chain Solutions Delivered Locally

AGRO Merchants Group was founded in January 2013. Along with its financial partner, Oaktree Capital Management, AGRO Merchants currently owns and operates over 7.5 million cubic meters of temperature-controlled warehouse and distribution space in the U.S, UK, Austria, Ireland, Spain, Portugal, Poland, Australia, Brazil, Chile and the Netherlands.

AGRO is dedicated to delivering superior fresh and frozen food handling solutions through our international facility network using local market knowledge with a focus on customer care and sustainability. AGRO's vision is to be the leading partner in temperature-controlled logistics for the global food industry, recognized for innovative thinking, commodity expertise and ability to integrate businesses, driven by an entrepreneurial spirit and respect for its rich heritage.

For more information, please visit http://www.agromerchants.com.

Learn more

Similar Jobs

Regional Safety Manager
Wayfair
McDonough, GA, US
2 alumni
1 week ago · Easy Apply

Junior Safety Manager - Atlanta
Kiewit
Atlanta, GA, US
2 weeks ago

Senior Safety Manager - Atlanta, GA
Brasfield & Gorrie, LLC
Atlanta, GA, US
New

Senior Manager, Safety Health Environment (Can be located...
US Foods
Fairburn, GA, US
1 week ago

EHS Manager
CyberCoders
Lithia Springs, GA, US
Be an early applicant
New

Health & Safety Supervisor
UPS
Atlanta, GA, US
1 alum
2 weeks ago

Regional Environmental, Health, and Safety Manager
CPS, Inc.
Atlanta, GA, US
1 week ago · Easy Apply

Environment, Health and Safety Manager
Plaid Enterprises
Decatur, Georgia
1 week ago · Easy Apply

EHS Manager
Trulite Glass & Aluminum Solutions
Lithia Springs, Georgia, United States
1 week ago · Easy Apply

Business Development Manager

United States Cold Storage, Inc. • Fresno, CA, US

Posted 3 months ago • Be among the first 25 applicants

Save Apply

United States Cold Storage (USCS) is a leading national public refrigerated warehouse operator with 38 facilities located in 13 states. USCS is comprised of thousands of dedicated professionals who are guided by a common philosophy of integrity, mutual respect, and the pursuit of excellence. We have an unyielding commitment to being "Best in Class."

We have an excellent opportunity to join our team! We are currently seeking a Business Development Manager, with previous Business Development experience to join our Fresno Western Regional Office team

Maintain and develop strategic relationships with key customer contacts with the aim of fostering and growing existing business whilst identifying and targeting new business relationships and opportunities. The Business Development Manager will work closely with Regional VP's, Area Managers, and General Managers of not only the Western Region, but throughout the company nationally as needed to facilitate and grow customer business as it relates to Warehousing and Transportation services.

Key Responsibilities Include But Are Not Limited To

- Understanding of basic warehousing capabilities, services, offerings
- Identifying and qualifying new potential accounts
- Identifying warehousing, distribution, and transportation requirements of potential customers nationally
- Coordinating customer prospect meetings
- Formal and informal proposal of USCS services, written and verbal (warehousing and transportation)
- Rate understanding and presentation to prospective customer
- Ongoing account management and maintenance calls
- Sales reporting
- Work closely with Operations with regard to:
- Ongoing lead generation (prospecting)
- Follow up on customer inquiries
- Individual facility needs and programs
- Local, Regional, and National account growth
- Space planning
- Profitability analysis and rate adjustments
- Must be willing to travel a minimum of 50% away from home as required.
- Must have ability to cover business expenses prior to company reimbursement.

Responsibility And Authority

- Initiate action to prevent the occurrence of any non-conformities.
- Identify and record any issues.
- Initiate, recommend or provide solutions through appropriate channels.
- Works with confidential data, which if disclosed, might have significant internal effect or minor external effect.
- Monitors and analyzes department work to develop more efficient procedures and use of resources while maintaining a high level of accuracy.
- Responds to inquiries from Facility Managers and Head Office regarding financial results, special reporting requests etc.
- Verify the implementation of solutions.

Reporting

- Ensure accurate and timely preparation, processing, distribution, and retention of all necessary reports and records pertaining to proposals and financial accounts.

Seniority Level
Associate

Industry
Construction,
Logistics & Supply Chain,
Transportation/Trucking/Railroad

Employment Type
Full-time

Job Functions
Sales, Business Development

- Following company policies, guidelines and work instructions.
- Maintaining professional relationships with all USCS staff and visitors.
- Work with integrity, respect and courtesy.
- Maintain a professional manner in appearance and communications at all times.
- Participate in staff and/or customer meetings if required.

In the Business Development Manager position, the incumbent must be self-motivated and able to work well both independently and in a team-oriented setting.

Minimum Position Qualifications And Experience

- 4 year degree or equivalent experience in sales, marketing.
- At least 2-5 years of experience in marketing, sales, or relevant position preferred.
- Must have the ability to provide guidance, direction, and motivate others to obtain improved performance.
- Must be well versed in Microsoft Office, with strong interpersonal skills.
- Effective verbal and written communication skills.
- Professional knowledge and experience in project management, including problem solving, conflict resolution skills, consulting skills, operational management skills and analytical skills.
- Thorough knowledge of negotiation tactic, and practices.
- Strong attention to detail .
- The Position requires high energy level, presentation skills .
- Ability to manage multiple priorities, problem-solve, and make adjustments as needed.
- Possess strong work ethic, actively seeking opportunities for improvement and proposing solutions.
- Professional presence, high emotional intelligence, positive demeanor, and situation awareness.
- High level of integrity, discretion, sound judgment and a team player.

Compensation And Benefits

United States Cold Storage offers competitive salary and an attractive benefits package which includes our employee's choice of, medical, dental, vision, life, supplemental life, dependent life, critical illness, and accident insurance. We also offer a 401K and Pension Plan.

At United States Cold Storage, we encourage our employees to prepare for a long career and ongoing advancement within the company. To support our people, USCS is a strong advocate of developing staff through continuous education and job-specific training. We offer training to develop employee skills at all levels and in every department.

All company employees are also encouraged to participate in outside education programs. The United States Cold Storage Tuition Assistance Program (TAP) provides the funding to permit any level employee access to further education. TAP, along with in-house training and industry programs, are intended to help improve the skill levels of our employees.

Join the USCS team today!

United States Cold Storage is an equal employment opportunity and affirmative action employer. It is our policy to provide equal employment opportunity in all phases of employment in compliance with applicable federal and state laws, rules, and regulations. If you need accommodation for any part of the employment process because of a medical condition or disability, please call (559) 237-6145 to let us know the nature of your request.

Job ID: 2018-1396

Street: 2525 East North Ave

See less

About us

USCS's century of cold storage excellence in America is backboned by 38 world-class facilities across 13 states. Our purpose goes beyond industry leading locations and services. USCS has over two thousand hardworking employees who love what they do, dedicated to keeping us at the top of the cold storage industry. We'll do whatever it takes for our

See more

Similar Jobs

Market Manager
J.R. Simplot Company
Five Points, California
Be an early applicant
3 weeks ago

Area Manager - Fresno, CA
Amazon
Fresno, CA, US
1 connection
3 weeks ago

Key Account Sales Manager
United Site Services
Fresno, California Area
1 week ago · Easy Apply

Channel Manager I - Fresno
Sprint
Fresno, CA, US
1 alum
1 week ago

Sales Manager
Evolution Hospitality
Fresno, CA, US
Be an early applicant
3 weeks ago

District Sales Manager
Confidential
Fresno, California Area
1 week ago · Easy Apply

Franchise Business Consultant
Marathon Petroleum Corporation
Fresno, CA, US
2 alumni
New

Shop Manager
Fowler Packing Company
Fresno, CA, US
1 alum
3 weeks ago

Region Sales Manager, North & Central California
WISErg Corporation
Fresno, California Area
2 weeks ago · Easy Apply

Account Manager
Smith & Nephew
Fresno, US-CA
2 weeks ago

Rental Manager for Resort Condominium Complex
St Anton Condominiums
Mammoth Lakes, California
Be an early applicant
1 week ago · Easy Apply

Territory Sales Manager
Heartland Payment Systems
Fresno, California Area
4 days ago · Easy Apply

See more jobs like this

Office Manager

United States Cold Storage, Inc. • Sacramento, CA, US

Posted 3 months ago • Be among the first 25 applicants

Save Apply

General Summary

The Office Manager will be responsible for providing supervision, guidance, and leadership to all office staff within the Customer Service department, as well as offering support to the Shipping/Receiving department. The Customer Service department handles all customer requests, order entry, and shipping/ receiving clerical duties, as well as daily administration and tracking. The Office Manager will work very closely with all departments to ensure all customer requests are handled in a timely manner. In addition, the Office Manager will be responsible for the duties of accounts payable and receivable as well as payroll tasks. Other duties as assigned.

Principal Duties And Responsibilities

- Review paperwork and processes within department to ensure all office work is completed accurately, efficiently, and according to all policies and/ or procedures.
- Daily management of employee timecards.
- Process and submit bi-weekly payroll reports for the facility.
- Responsible for all accounts payable and accounts receivable tasks.
- Manage files for customer accounts and for employees.
- Ensure all office staff follow customer requirements, as well as company policies at all times.
- Front line in resolving customer/ carrier/ employee related issues, and informs Operations Manager of all issues.
- Escalate customer/ carrier/ employee-related issues when needed.
- Responsible for learning the specific detail of all accounts assigned to the staff under their supervision.
- Responsible for maintaining a professional environment and relationship with carriers, customers, and all staff.
- Work with Warehouse Supervisors and Coordinators as needed to ensure efficient Shipping/ Receiving process.
- Assist the Operations Manager with internal employee coaching, evaluation, and discipline for all employees under their supervision.
- Provide training and guidance to all office staff to ensure continuous development.

Physical Demands

- Stand, walk; use hands and feet to handle, or feel objects, tools, or controls; talk or hear.
- Work longer hours as needed to satisfy customer and USCS daily and seasonal requirements.
- May require physical effort associated with using the computer to access information, or occasional standing, walking, lifting needed to carry out everyday activities.

Required Knowledge, Skills And Abilities

- Have good arithmetic and analytical skills.
- Experience with accounts payable/ receivable and payroll.
- Previous experience with Kronos preferred.
- Intermediate to expert level of Excel experience.
- Ability to read, write, and communicate effectively.
- Capable of following verbal and written instructions.
- Capable of sitting for extended periods of time.
- Pleasant and proper phone etiquette.

Seniority Level
Associate

Industry
Construction,
Logistics & Supply Chain,
Transportation/Trucking/Railroad

Employment Type
Full-time

Job Functions
Administrative

People also viewed

Office Manager
LGI Homes
Sacramento, CA, US
1 week ago · Easy Apply

Staff Accountant
Sacramento Kings
Sacramento, CA, US
Be an early applicant
5 days ago

Office Manager
Caliber Collision
Folsom, CA, US
Be an early applicant
2 weeks ago

Project Manager
ZEEKTEK
Sacramento, California, United States
Be an early applicant
6 days ago · Easy Apply

Office Clerk
Robert Half
Sacramento, CA, US
6 alumni work here
1 week ago

Accountant
Robert Half
Grass Valley, CA, US
Be an early applicant
3 weeks ago

Customer Service Representative
Modis
Sacramento, California Area
Be an early applicant
1 week ago · Easy Apply

Service Desk Analyst
Office of Systems Integration
Sacramento, CA, US
Be an early applicant
1 week ago

Administrative Assistant, Intermediate
Blue Shield of California
Rancho Cordova, CA, US
1 alum works here
1 week ago

HR Generalist
Kitchell CEM

You've saved this job!

Messaging

Cold Storage Forklift Operator

Conagra Brands • Waseca, MN, US

Posted 6 days ago • Be among the first 25 applicants

Save Apply

Industry
Food & Beverages, Food Production

Employment Type
Full-time

Job Functions
Management, Manufacturing

Conagra Brands has the most energized, highest-impact culture in food. Our people persistently challenge and disrupt marketplace/business conventions and we are respected for our great brands, great food, great margins and consistent results. Conagra Brands, be part of building something BIG.

Essential Duties And Responsibilities

Must be familiar with plant safety rules and guidelines.

Must have a positive attitude, work well with a team, and have initiative in improving company operations.

Work with Warehouse Manager, Logistics Coordinator, and /or Cold Storage Lead to implement changes that have been identified.

Work effectively with other departments.

Maintain the warehouse and dock in a neat and organized matter following all GMP's.

Safely and accurately stack bulk product six totes high.

Equipment

Ensure all equipment is kept in working order.

Learn and Work with ERP system.

Responsible for maintaining and inspecting forklifts.

Quality

Make certain all part pallets in a row are shipped when pulling product from that row.

Scan all inbound bulk and retail product and put away accordingly.

Load product into trucks only if in a release status by quality control.

Load trucks and ensure all hold product is tagged with the correct hold tags and put in row designated Hold Product.

Scan product into its new designated location.

Receive inbound product properly and ensure that it is sampled as per Quality Control direction.

Receive inbound dry materials in Dry Storage when necessary.

Perform cycle counts as directed.

Must be able to work in a fast paced environment.

Perform other duties and assume addtional responsibilities as assigned by the Warehouse Manager, Logistics Coordinator, and/or Cold Storage Lead.

Conagra Brands is an equal opportunity employer and considers qualified applicants for employment without regard to sex, race, color, religion, ethnic or national origin, gender, sexual orientation, gender identity or expression, age, pregnancy, leave status, disability, veteran status, genetic information

MORRISON

MARCH 29, 2019

PRESENTED BY:
R. Brent Morrison
Founder & Principal
530-809-4669
bmorrison@morrisonco.net