

Select the Best®

The Role of Public/Private Partnerships in Grocery Resilience

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C&S
Wholesale
Grocers



Introduction



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- Joined C&S April 2019
- Previously, EOC Director for NYC OEM;
American Red Cross of Greater New York;
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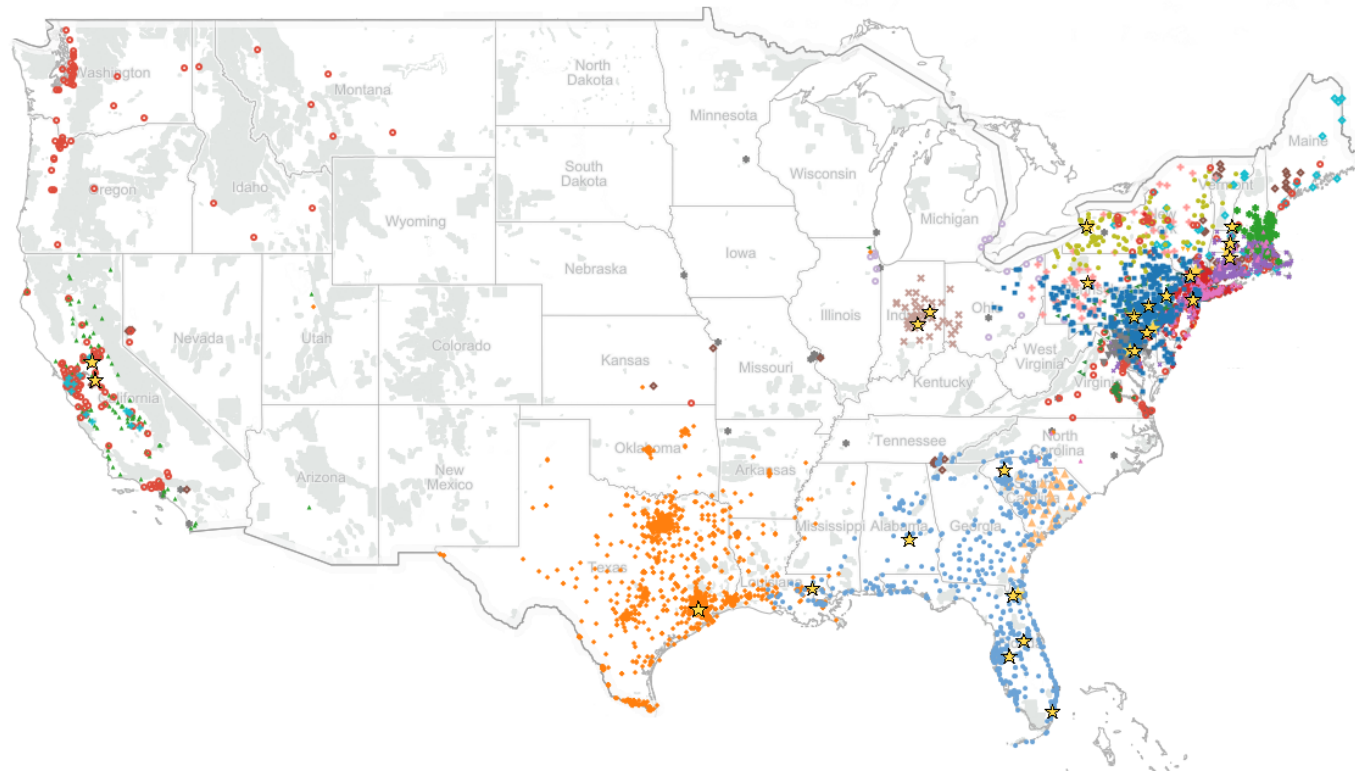


Who is C&S?

How does food get to a consumer?



Largest wholesale grocery supply company in the U.S.





C&S Overview

- We supply 14,000+ stores with over 146,000 different products
 - Non-perishable
 - Perishable
 - Frozen
 - General merchandise
 - Seasonal
 - Health and beauty care products



- Headquartered in Keene, NH
- 50+ warehouse campuses across the United States
 - Distribution centers in Aberdeen, York, Bethlehem, Robeson, and Dubois



C&S Customers



TARGET





C&S Customers (cont.)





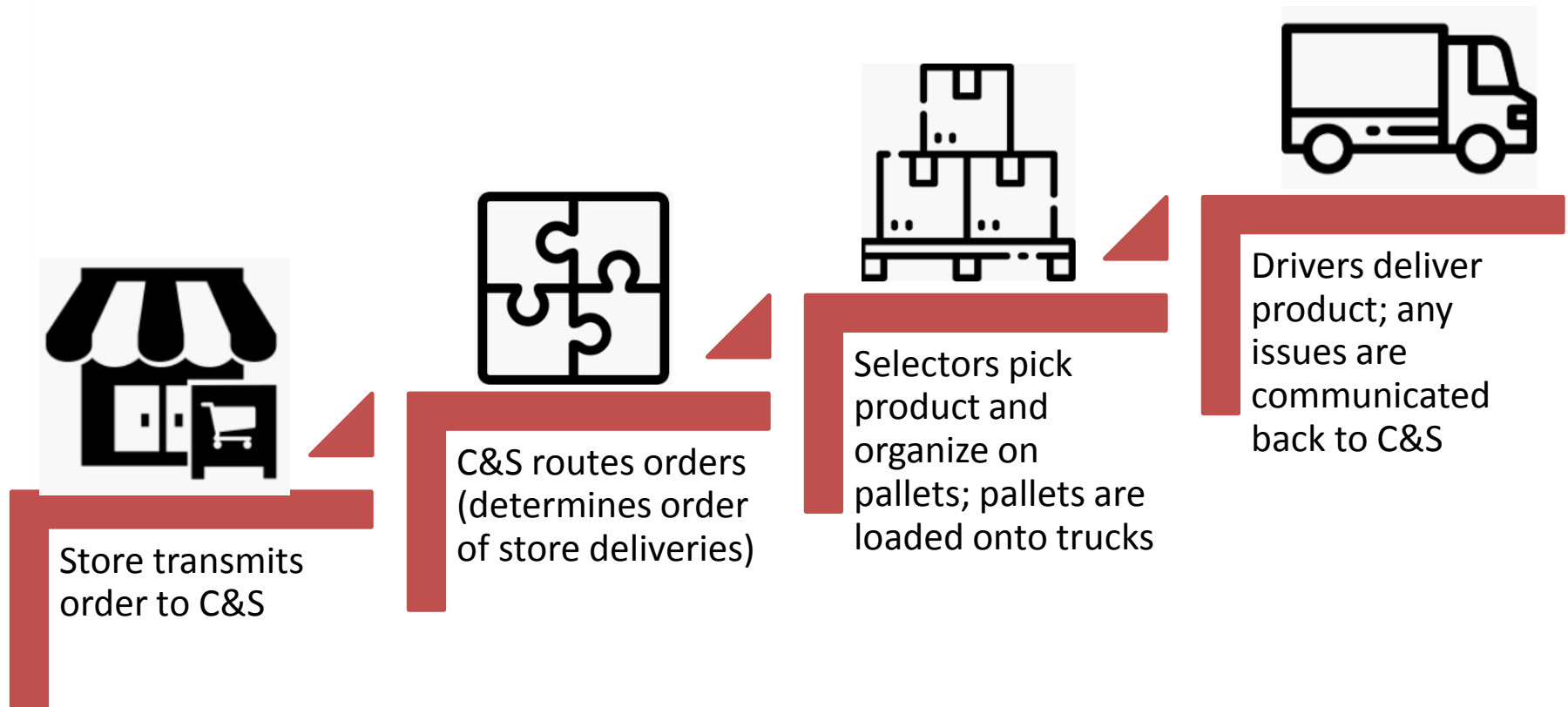
General C&S Warehouse



- Typically runs 24/7/365
- 1 Warehouse can ship on average up to 1 million cases a week
- 1 Warehouse can dispatch up to 150 trucks a day
- Selectors are “industrial athletes” (i.e., specialized skill set)
- Industry regulated for food safety (USDA, FDA) and driver safety reasons (FMCSA)
- Industry heavily reliant on electric and fuel sectors



Store Order to Delivery Cycle (Outbound)



- “Just in Time” Cycle - The timeline from order to delivery is rapid (12-24 hours) because stores do not have big storage rooms
- A store could have 4-5 deliveries in a week from C&S
- A C&S truck can have multiple stops (up to 8) and cross multiple jurisdictions (e.g., PA Warehouse delivers VA)
- Grocery stores have specific times when they can accept deliveries



Product to C&S Warehouse (Inbound)



- Product is received via a range of transportation modes, including trucks, boats, and trains
- Same amount of trucks coming inbound as outbound (~100)
- We also receive product from outside the U.S. (e.g., avocados from Mexico, seafood from China)



Grocery Resilience

Where can we work together?



What is Business Continuity's role? "C&S' OEM"

- Monitor emerging threats and inform applicable departments/regions
- Assist with developing inter-department plans and procedures
- Facilitate incident planning with customers and suppliers
- Develop tests or trainings on plans and procedures
- Coordinate inter-department communication during business disruptions
- Lead and document after action reviews/post-mortems
- Participate as planning partner for public sector planning initiatives

Recent Activations – 4 tropical storms this season (Hawaii, FL), NYC Ticker Tape Parade (USA Women's World Cup)





Grocery stores are “anchors of community resilience”

- Families access many lifelines at grocery stores (e.g., food, medicine, and financial services)
- We work closely with customers to ensure they have critical items pre- and post-disaster
- Stores understand their communities' needs
- Continuity of our supply chain is critical to a community's recovery





C&S During Disasters (cont.)

“Tuesday morning we...saw the best sight that could be seen at that point - a Grocer's Supply truck was backed up making a delivery to McClain's two days before the Red Cross volunteers could get to us. ...Thank you to the drivers, warehouse workers, and anyone else involved in getting groceries out to our community.” – Resident





Government Impacts – How Can You Help C&S?

- **Provide Holistic Situational Awareness**

- Information on road closures, power outages, evacuations, Disaster SNAP
- Share via several methods (i.e., social media, press releases, e-mails, PA511) and indicate latest updated time
- Visuals are helpful (e.g., maps)
- Share data sets that can be used for GIS purposes
- 1 website with all information (i.e., going to multiple websites)
- Jurisdictions using the same nomenclature
- Understanding who has the authority

Situation Update

- Federal Motor Carrier Safety Administration suspending certain safety regulations for carriers; applies to all states: <https://www.fmcsa.dot.gov/newsroom/emergency-declaration-issued-usdot-advance-hurricane-irma>
- Pinellas County (new)
 - Mandatory evacuation for Level A (starting 6AM tomorrow through 8AM Sunday; 160,000 residents); mainly coastal and low-lying areas, and mobile homes
 - Voluntary evacuation for Level B and Level C tomorrow (although decision to be mandatory is still out there)
 - Map (Level A is red; go to end of notes): <http://egis.pinellascounty.org/apps/knowyourzone/>
- Hendry County (new) – voluntary evacuation of low lying areas, non slab-built homes, mobile homes, and RVs beginning today
- Palm Beach (new) – voluntary for barrier islands
- St. Lucie (new) – voluntary evacuation
- Monroe County – mandatory evacuation for visitors and residents that went into effect yesterday
- Miami-Dade County – mandatory evacuation for zones A and B (Bal Harbour, Bay Harbour Island, Golden Beach, Indian Creek Village, Miami Beach, North Bay Village, Sunny Isles Beach, Surf Side)
 - Map (Zone A and B are the red and orange areas): <http://mdc.maps.arcgis.com/apps/webappviewer/index.html?id=4919c85a439f40c68d7b3c81c3f44b58>
- Broward County – mandatory evacuation east of Federal Highway and barrier islands, along with mobile homes and low lying areas; voluntary evacuations of mobile homes and low-lying areas
- Collier County – voluntary evacuation of Marco Island
- For more information, go here: <http://www.floridadisaster.org/info/>



NJDOT @NJDOT_info · 48m

NJ State Police announced the Commercial Vehicle Travel Restriction was lifted effective at 5 p.m. for all Interstate highways. All vehicles previously listed in the restriction are able to resume normal travel. #NJSP #ReadyNJ #NJTA #SJTA #NJTRANSIT #NJGov



NJDOT Winter Weather Congestion Alert



**Commercial Vehicle Travel
Restriction Lifted**





Government Impacts – Travel Bans and Exemptions

- C&S needs to understand triggers for such events (i.e., winter storms)
 - Provide as much notice as possible
 - Exemptions only helpful if applied across jurisdictions
 - Ensure law enforcement also aligned (i.e., tickets)
-
- Impacts – big trucks on smaller secondary roads/increases traffic, harder to navigate for drivers
 - Post-ban, C&S sends more trucks on the road (i.e., limited), drivers deplete hours of service → 2-3 days to return to normal

Road Conditions – *no changes since this morning*

- Pennsylvania
 - <https://www.penndot.gov/Documents/Commercial%20Vehicle%20Restrictions%20February%2020,%202019%20Overview.pdf>
 - Beginning at 6 a.m. Wednesday, there will be a full commercial vehicle ban on I-70 in Bedford and Fulton Counties and on I-99. There will also be a ban on empty and double trailers on the Pennsylvania Turnpike (I-76) between New Stanton and Carlisle and on I-80 east of I-79 to I-99.
 - Those restrictions on empty and double trailers will expand at noon on Wednesday to the following roadways: I-78, I-81, I-83, I-84, I-176, I-180, I-276, I-283, I-295, I-380, I-476, I-676, SR 22 (I-78 to the NJ line) and SR 33.
- New Jersey – A Commercial Vehicle Travel Restriction will start at 9AM today
 - There is a food exemption that applies to us
 - The restriction applies to the entire length of the following roadways: I-295 I-76 I-676 I-195 I-78 I-80 I-280 I-287.
 - It DOES NOT apply to: the NJ Turnpike, Garden State Parkway or Atlantic City Expressway



Government Impacts – Essential Personnel

- Defining “essential personnel”
 - If food industry is designated, all positions should be considered (e.g., warehouse, driver, grocery store staff)
 - Support needed from local law enforcement to recognize credentials and support re-entry





Grocery Resilience – Building Relationships

- C&S via Business Continuity is looking to foster and strengthen relationships with the public sector so that we can plan and work together before and during disasters



*Endeavor Working Group Summit
Thursday, September 26
Hershey, PA*



Conclusion

