



GHRA In Action

OUR MEMBERS ARE OUR MISSION!

STATE OF THE SMALL OPERATOR STUDY

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Presidents Notes

FIRDOUS ALI

Dear Members,

September marks the end to the summer season and the end of the third quarter. It will also mark the end to our 5th month living with the covid virus. As an essential business, convenience store employees have been hailed as heroes: people who braved the unknown and the possibility of becoming infected. You opened stores, you worked hard to stock items customers needed and most importantly, you provided some ray of hope to your customers through your own positive attitude! We truly salute you!

Here at GHRA, we worked hard to provide items you needed. We worked hard to find them, to procure them, to receive them and deliver them to you. As manufacturers cut supply and allocated products to their customers, we focused our efforts. We had many challenges and still, like you, our employees came to work and braved the same unknown. The inconveniences of reduced hours of operation at the warehouse, limited number of customers and other important choices ultimately was and is responsible for the limited number of cases of covid we've had. You are our first priority along with our employees and the decisions we have made, although hard ones at times, have served the community in more ways than the supply of product.

By now you have heard the news about our cigarette pricing. Thank you for your support and the commitment to the warehouse as we learned and grew together as a cigarette stamper. We will continue to deliver pricing and programs that deliver more margin for our members' stores and make life just a little easier for you. As we move into this last quarter of the year, we believe there will be an improvement in the business climate. With heroes in the stores and heroes working to support your business we know, together, we will win over the trials of 2020.

Thank you to each member for your continued support.

Firdous Ali

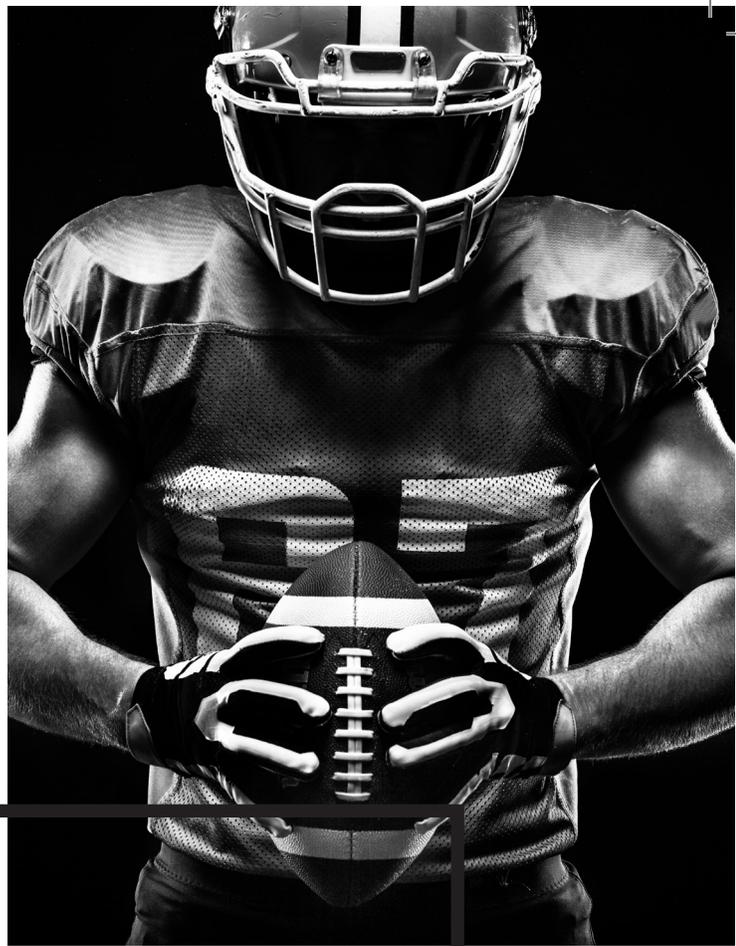
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ON MY MIND

BILL PITOCOCCO, GHRA CEO

As we close out the third quarter, we are encouraged by the business outlook for the short term and into 2021. Although the recovery somewhat stalled in July, we did see the beginnings of a recovery in May and June which points to a strong undercurrent and possible growth in the 4th quarter.

I am hopeful that the government will pass its second stimulus bill to bolster businesses, households, and consumers! The experts tell us we could reach pre-pandemic economic levels sometime next year.

That is encouraging news as we plan our 2021 DSD and warehouse programing. We understand what you are looking for from us, and we are working hard to deliver those things to you in a cooperative environment. It is important to remember that the one thing you bring to the table that no one else can is your commitment to making the community grow. That commitment means that we move forward together and as we do, our position in the supply chain becomes stronger and our influence grows. We look to bring more members on in 2021 and strengthen the relationships with our current members. This is a formula for growth that I think we all know benefits everyone.

Our members are our Mission!

Bill Pitocco

OUR MEMBERS ARE ALWAYS OUR MISSION!

State-of-the-Small-Operator Study

The c-store industry's small operators face a tougher post-pandemic future than the larger chains

Adapted from article by Don Longo, Convenience Store News

More than half of the convenience store industry's small operators (1-20 stores) said their annual revenues increased last year, reporting a mean average sales increase of 1.7% — remarkably similar to the 1.9% overall convenience store industry sales gain of 2019.

However, because these small operators are generally more dependent on fuel sales than the larger chains, their 2020 revenues are expected to be more negatively impacted by the coronavirus pandemic and the nationwide shutdowns that have significantly curtailed convenience store traffic, starting in March 2020.

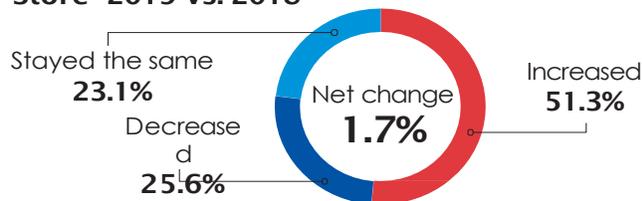
Half of the retailers surveyed in Convenience Store News' inaugural State of the Small Operator annual report said their fuel revenues declined in 2019. Volume was essentially flat, with 40% reporting increased gallons sold, 30% saying gallons declined, and an additional 30% saying their fuel volume was the same as in 2018.

With fuel prices dropping to historic lows and fuel volume down in excess of 50% in some regions during the first few months of this year, c-store retailers of every size are facing serious shortfalls in foot traffic and fuel profits so far in 2020. On the positive side, in the stores, sales of alcoholic beverages (beer, wine and liquor) and tobacco (both cigarettes and other tobacco products) have remained strong throughout the ongoing pandemic.

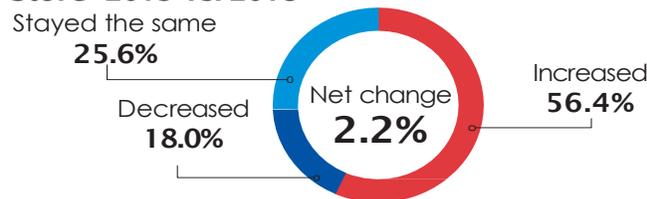
According to the findings of the first-ever State of the Small Operator report, 56.4% of small operators said their per store merchandise sales increased last year, while only 18% reported a decline, for a net average increase of 2.2%. That's a half-percent below the total industry average increase in merchandise sales of 2.7%, as reported in the 2020 CSNews Industry Report, which surveys single-store owners to the largest U.S. c-store chains.

While small operators appear to be more dependent on fuel sales than the larger chains, they are also less dependent on foodservice. Forty-three% reported an increase in foodservice sales in 2019, compared with 22% that saw a decline. The average increase in foodservice sales among small operators was 3.4% — significantly below the total industry average of 5.2%.

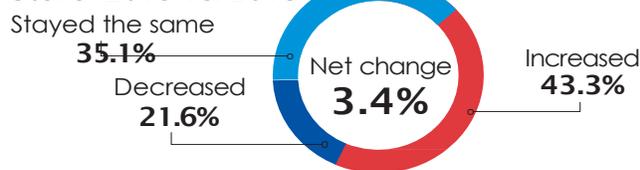
Average Total Dollar Sales per Store 2019 vs. 2018



Average In-Store Merchandise Sales per Store 2019 vs. 2018



Average Foodservice Sales per Store 2019 vs. 2018



Foodservice — which includes prepared foods and hot, cold and frozen dispensed beverages — has been among the categories most adversely affected by the pandemic shutdowns, so operators are likely less sanguine about prospects for this year's foodservice results.

At small operator-run locations, the average number of weekly in-store transactions per store last year was 2,800, up 2.3% from the previous year. Comparatively, industrywide, weekly in-store transactions averaged 3,260 per store, down a half percentage point year over year.

Weekly motor fuel transactions per store at small operator-run locations were up 1.7%, to an average of 2,175 transactions. Industrywide, weekly fuel transactions averaged 2,294 per store last year, a decline of 1.4% from 2018.

The average dollar amounts per transaction increased for small operators last year. Inside the store, the average ring for merchandise (excluding fuel) was \$11.40, up from \$10.85 in 2018. The average ring for a fuel-only purchase was \$30.75, up from \$28.90 the previous year. Industrywide, those figures were \$9.02 and \$31.82, respectively.



The average sales area of a small operator's store is 2,450 square feet, just slightly larger than the total industry average of 2,425 square feet. Total store size for small operators is 3,470 square feet, also larger than the overall industry average of 3,225 square feet. In addition, 20 percent of small operators' stores include a car wash.

Average Number of Weekly Transactions per Store

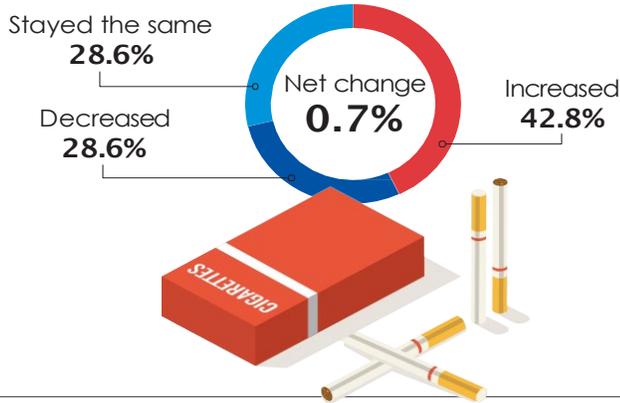
	2019	2018	% change
In-store (including merchandise & foodservice)	2,800	2,725	2.3%
Motor fuel	2,175	2,135	1.7%

Average Dollar Amount per Transaction

	2019	2018	% change
In-store (including merchandise & foodservice)	\$11.40	\$10.85	5.1%
Motor fuel	\$30.75	\$28.90	6.4%

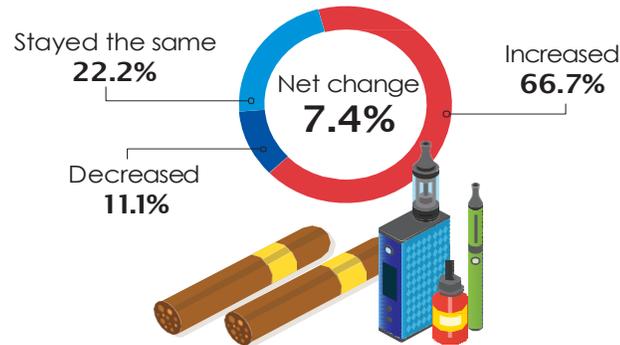
Category Closeup: Cigarettes

Average Sales per Store, 2019 vs. 2018



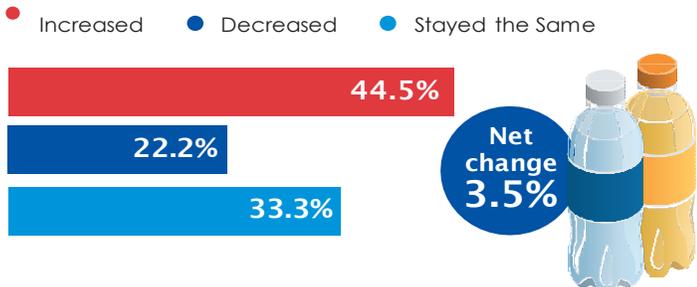
Category Closeup: Other Tobacco Products

Average Sales per Store, 2019 vs. 2018



Category Closeup: Packaged Beverages

Average Sales per Store, 2019 vs. 2018



MOTOR FUELS PERFORMANCE

Half of the industry's small operators saw their fuel dollar sales decline last year because of a decline in per-gallon gas prices, though 32% did see an increase. The average price per gallon dropped from \$2.66 in 2018 to \$2.57 last year. The average gross margin cents per gallon, however, to 22.4¢, up from 19.2¢ per gallon in 2018.

Overall, small operators experienced a lower decline in fuel dollar sales (down 1.4%) than the industry average (down 4.3%). As mentioned earlier, gallons sold were essentially flat (up 0.8%).

Small operators report having an average of seven fuel dispensers per store. In terms of the types of fuel offered, 82% of small operators report selling diesel, 22% say they sell E85, 13% sell E15, and less than 2% sell biodiesel. Electric vehicle charging is offered by just 3% of the small operators surveyed.

TOBACCO PERFORMANCE

Forty-three percent of small operators said their cigarette sales revenue increased last year, vs. 28.6% that experienced a sales decline in the cigarette category. Small operators averaged a net gain of only 0.7% in cigarette sales; however, that was still better than the industry average, which was down 0.8%.

In the other tobacco products (OTP) category, two-thirds of small operators saw increased sales. Only 11% said their OTP sales declined last year. Small operators averaged a net gain of 7.4% in OTP sales, while the industry average was up 16.8%.

BEVERAGE PERFORMANCE

Packaged beverage sales last year increased for nearly 45% of the small operators surveyed by CSNews. A third of respondents said their packaged beverage sales stayed the same as the previous year. Small operators averaged a net gain of 3.5% in packaged beverage sales in 2019, compared to the industry average, which was up 5%.

In the beer/malt beverages category, a third of small operators said their sales rose, while more than half (55.6%) reported flat sales. Nevertheless, the net average gain for the category at small operators was 2.1%, which was better than the 1.7% industrywide increase.

More than half of small operators (56%) also reported increased sales of wine and liquor last year, while a third of respondents said sales were the same as in 2018. The average per-store sales increase for wine and liquor among small operators last year was a solid 7.1%. Wine and liquor proved to be a burgeoning business throughout the c-store industry, with per-store sales rising 9.2% industrywide.



CANDY & SNACKS PERFORMANCE

Half of all small operators saw growth in sales of candy last year, while one-third said their sales in the category stayed the same as the previous year. The net gain for small operators was 5.1%, beating the industry average increase of 4.7%.

In salty snacks, 62.5% of small operators reported higher sales than in 2018. A quarter said their salty snack sales stayed the same. The average net gain for small operators in salty snacks was 6% per store — again bettering the industry average of 4.2%.

For the alternative snacks category, 37.5% of small operators said their sales rose, while half reported flat sales. The net gain for small operators averaged 4% per store, compared with the industry average per store of a 3.5% increase.

GROCERY PERFORMANCE

Most convenience retailers across the country are currently reporting strong grocery sales as consumers have been turning to c-stores to fill in gaps for milk, bread, eggs and other basic items due to overstressed grocery stores. Even before the COVID-19 pandemic, small operators were seeing robust grocery sales — nearly 60% of small operators reported their grocery sales rose last year, and none reported a sales decline in the category. The average net gain reported was 5%, bettering the industry average gain of 4.6%.

Nonedible grocery also performed well last year for small operators. Half of respondents said their nonedible grocery sales increased, and nearly 40% said their sales of these products remained the same as in 2018. On average, small operators saw a 4.7% increase in nonedible grocery sales last year, slightly better than the 4.5% industry average.

GENERAL MERCHANDISE & HBC PERFORMANCE

Small operators also performed a bit better than the industry average with general merchandise (GM) sales. In 2019, general merchandise sales at small operators were up 1.2%, while the total industry saw a decline of 1.5%. Thirty percent of small operators said their GM sales increased last year and another 30% said sales remained the same as in 2018.

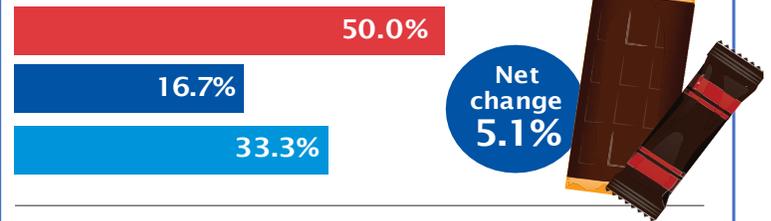
Thirty percent of small operators also reported increased health and beauty care (HBC) sales last year, while half said their HBC sales were flat with the previous year. Small operators overall averaged a 2% increase in HBC sales in 2019, according to the State of the Small Operator annual report. Industrywide, HBC sales were up 1.3% on a per-store basis.



Category Closeup: Candy

Average Sales per Store, 2019 vs. 2018

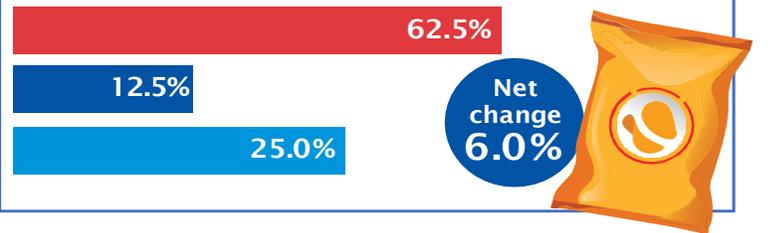
● Increased ● Decreased ● Stayed the Same



Category Closeup: Salty Snacks

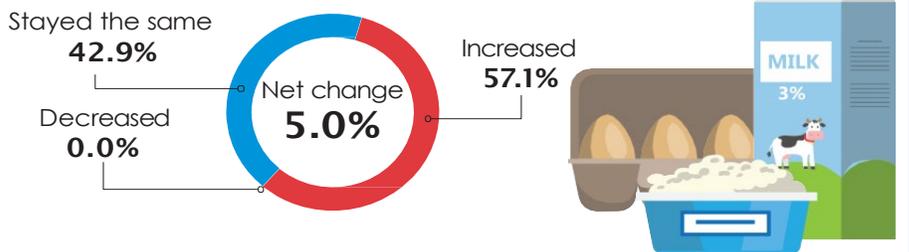
Average Sales per Store, 2019 vs. 2018

● Increased ● Decreased ● Stayed the Same



Category Closeup: Edible Grocery

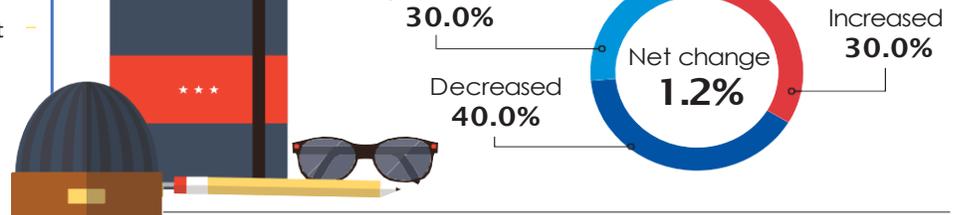
Average Sales per Store, 2019 vs. 2018



Category Closeup: General Merchandise

Average Sales per Store, 2019 vs. 2018

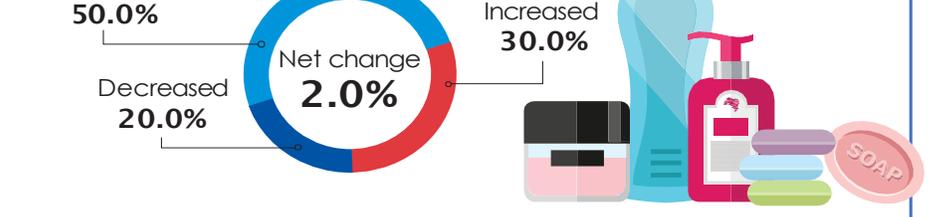
● Increased ● Stayed the Same ● Decreased



Category Closeup: Health & Beauty Care

Average Sales per Store, 2019 vs. 2018

● Increased ● Stayed the Same ● Decreased



NEW SMALLER 8.5ft Counter



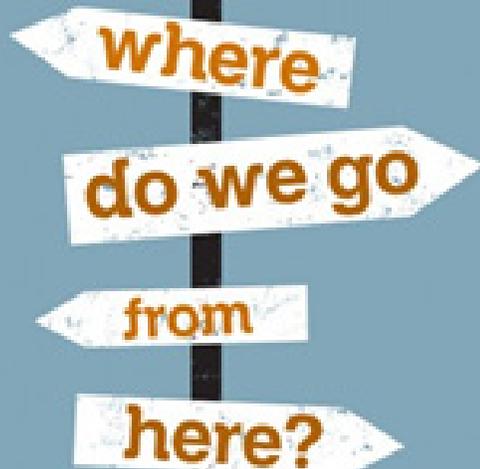
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C-Store Foodservice: Where Do We Go From Here?

Adapted from article By Brett Dworski, CSP

The coronavirus pandemic has altered the foodservice industry as we know it. Restaurants are closing or resorting to takeout or delivery services only, while grocery stores have curtailed their hours and suspended various foodservice offerings. And although convenience stores have halted self-serve food and beverage options, the channel—deemed an essential service by the U.S. Department of Homeland Security—has become a place for consumers to turn to for food during this unprecedented time.

“With the perception that restaurants are closing, consumers are turning to convenience stores for foodservice,” said Christopher Wolf, senior vice president of strategic insights and planning for The Marlin Network, Springfield, Mo., during the NACS State of the Industry (SOI) Virtual Experience.

“Trends and possibilities for the c-store industry are accelerating right now during this time of change.” Although convenience stores have stepped up amid the pandemic, they aren’t immune to the fates that other channels have endured.

Here’s how c-store foodservice can move forward in 2020 and beyond.

What’s happening with restaurants?

Consumers are turning to c-stores because they simply cannot go to many restaurants. But while full-service



restaurants are in a crisis—business has dipped 74% during the coronavirus pandemic, according to research firm Datassential, Chicago—demand for delivery and takeout has kept these establishments alive, Wolf said. Restaurant takeout occasions have increased 60% since the final week of March, he said, and the demand for new delivery drivers has been very high.

“Nearly 50,000 drivers are needed by the pizza chain industry, and even more are needed through third-party delivery services,” he said. “Restaurants that had previously dipped into delivery and takeout are now relying on it more than ever.”

Copy the competition

Convenience-store operators don’t need to reinvent the wheel to build a reliable and popular foodservice program, said Chef Thomas Talbert, vice president of culinary marketing for CSSI Marketing + Culinary, Chicago. Instead, they should make their own versions of what restaurants and other retailers in their communities are doing as well as what their consumers enjoy most.

“What are the drive-thru restaurants in your area doing?” he said. “Don’t be afraid to think and say, ‘I can offer that item and even do it at a lower price.’”

Take KFC’s Kentucky Fried Chicken & Donuts Sandwich, which features a fried chicken filet sandwiched between two glazed doughnuts. If c-store operators notice their consumers enjoy this product, and if the operators offer baked goods

and fried chicken, they should attempt to make and sell their own version of this sandwich, Talbert said. Combining the doughnuts and chicken may offer a competitive solution to KFC as well as allow the operator to connect with their customers, he said.

“Don’t try to capture every food trend that’s out there,” he said. “Look at what consumers are already buying and offer a similar item, and reap the benefits of what others have put lots of research and insights into.”

Forget about dayparts

Dayparts are fading in today’s foodservice landscape. In restaurants, off-peak transactions account for 25% of total unit sales today, said Talbert, citing data from CSP’s sister research firm Technomic, Chicago. Blurring dayparts has led to restaurant and c-store chains such as McDonald’s and TravelCenters of America, respectively, to launch all-day foodservice options—a big business model for the foodservice industry, Talbert said.

“Consumers want what they want, when they want it and how they want it,” he said. “Some people might want a slice of pizza or a taco for breakfast, while others who work a night shift might eat dinner at 7 a.m.”

But offering all-day options doesn’t mean operators should promote their entire breakfast menu 24-hours a day, nor does it mean they should have a full taco menu available during breakfast. Instead, this means considering what offerings their consumers enjoy most and making those available all day, Talbert said.

“If you’re not



offering all-day solutions, now is the time to bring it forward and take advantage of it,” Wolf said.

Stand out with good service

Fifty-six percent of consumers said good customer service is one of the most important aspects of using a convenience store, which ranked only behind convenient locations (67%) and good prices (60%), according to research firm Mintel, Chicago. Beyond that, 45% of customers said they are loyal to one convenience-store brand, which may also tie to their need for quality customer service—anything that increases the customer’s comfort level when purchasing food from the store, Wolf said.

Besides friendly staff, operators can boost their customer service by offering prepared foods through a personal interface, such as mobile apps or touchscreen beverage dispensers, Wolf said.

Offer meal kits

About 39% of consumers said they are interested in seeing meal kits available at convenience stores, according

to Datassential. Meal kits can provide

operators a major foodservice boost given current conditions because people are seeking full meals to bring home, said Talbert.

“At a c-store, maybe [a full meal] could be a box containing eight hot dogs, two bags of chips and a few beverages for a value-driven price,” he said. “This offers customers the convenience of not going to a restaurant or grocery store but still having a meal for the family.”

Prepare for new expectations

The coronavirus pandemic will ultimately change consumer expectations for foodservice, Wolf said. Customers will have a heightened focus on health, food safety and food sanitation, and they will constantly seek cues and messaging that informs them of the quality of food standards at a store, he said.

These expectations will stretch beyond the food itself, though, because customers will look to c-stores to step up in times of crisis, Wolf said. For example, younger consumers already expect many of their preferred foodservice brands to be involved in their communities.

“As people begin to realize that the government can’t take care of everyone, consumers will be looking to local brands to provide a public good,” he said. ■



When Hunger or Thirst Strikes

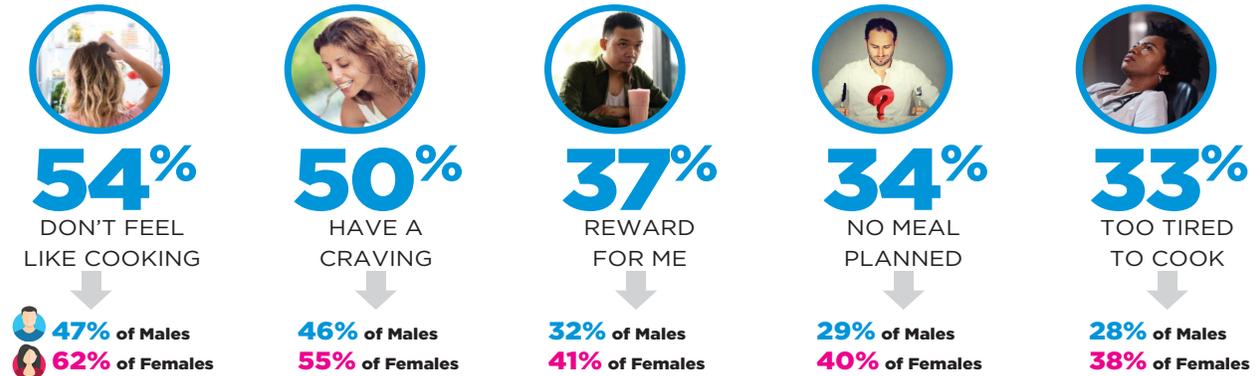
By Convenience Store News, CSNEWS.com



Exclusive research investigates consumers' thoughts on prepared foods and beverages

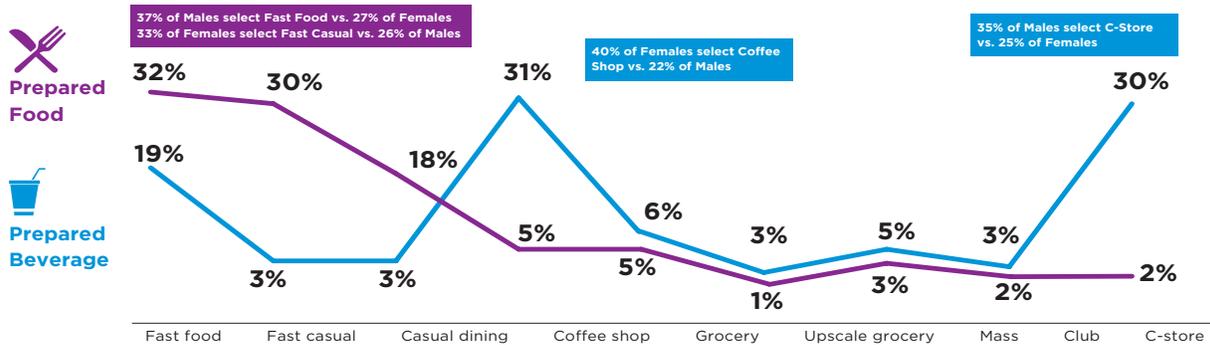
As the lines between channels blur, all foodservice retailers represent some form of competition to convenience stores. Beth Brickel, senior research director on the Insights and Innovation Team at EnsembleIQ, parent company of *Convenience Store News*, shared insights gleaned from new exclusive consumer research at the 2019 CSNews Convenience Foodservice Exchange event, held in June. The national study asked shoppers who primarily visit c-stores, grocery stores or fast-food outlets about their thoughts on prepared foods and prepared beverages in various establishments. Here are some of the most interesting findings.

Which of the following are reasons you have chosen to purchase prepared ready-to-eat foods and/or beverages over a food or beverage prepared at home?



Prepared food and beverages are a lifeline for shoppers' busy lifestyles today, where they lack the energy or time to cook at home.

When location or routine is not a factor, what do shoppers prefer?

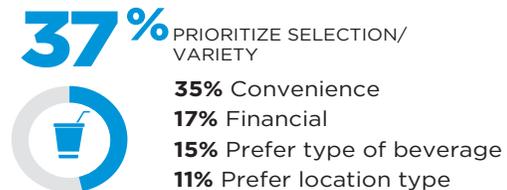


For hunger, fast food and fast casual establishments win. For drink occasions, the gains shift to coffee shops and convenience stores.

When the goal is satisfying hunger, shoppers prioritize quick and easy, but other factors also hold influence besides convenience.



When the goal is satisfying thirst, shoppers prioritize an ample variety of options.



Making It a Meal

By Convenience Store News, CSNEWS.com

C-store prepared food purchasers are a prime opportunity for increasing basket size

“Would you like fries with that?” While now a part of pop culture, this well-known McDonald’s phrase is representative of the abundant basket-building opportunities that exist around the foodservice category. According to the *2020 Convenience Store News Realities of the Aisle Study*, which surveyed 1,500-plus consumers who shop a c-store at least once a month, 97 percent of prepared food buyers add at least one other item to their purchase — that’s up from 94 percent in the 2019 study. Digging deeper, the research reveals:



Items Most Frequently Purchased With Prepared Food



Source: *Convenience Store News 2020 Realities of the Aisle Study*
Base: 1,213 U.S. shoppers aged 18+ who purchased prepared food from a c-store in the past month

Female shoppers are more likely than males to add on a fountain/dispensed drink.

34% vs. 23%

Male shoppers are more likely than females to add on:

A beer/malt beverage
26% vs. 15%



A grocery item
28% vs. 17%



Milk
32% vs. 23%



CAN'T FORGET DESSERT!

Younger c-store shoppers are more likely than older shoppers to pair a packaged sweet snack with their prepared food purchase

26%
Generation Z

24%
Millennials

14%
Baby Boomers



By a wide margin, **daily convenience store shoppers** are more likely than weekly or monthly shoppers to buy cigarettes alongside their prepared food purchase.



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NEW MEMBER INTRODUCTIONS

Welcome Members

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please welcome our newest members as of September 2020:

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HWY 190 FOOD STORE
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Consumers Have Paused Healthy Eating Due To Covid-19

By Hamna Siddiqi

As we continue to social distance and stay at home to protect those around us, we have noticed a drastic lifestyle shift in how consumers eat healthy and prioritize wellness.

According to new information from NPD Group's National Eating Trends service, as part of adjusting to this new normal, consumers are going back to the basic grocery list such as, eggs, cold cereal, oatmeal, and bread. Other basic grocery items have been added back to grocery lists such as, salty snacks and treats that consumers are adding back to help with boredom and keep their spirits up while staying home.

Consumers are also treating themselves with sweet indulgences more than they did last year. This April, nearly four in 10 said having snacks and treats on hand is part of their pantry strategy. The categories they're stocking up with three or more items of are salty snacks, ice cream and cookies.

The consumption of snacks and treats is increasing, particularly sweets in the evening more than any other time of the

day, reverses a decade-long trend away from evening snacking and toward more healthful options in the morning, NPD reported.

When it comes to snacking and treating, the market research firm also found that:

- Along with the willingness to consume treats is a decline in the number of adults avoiding sugars — the first decline of this type in nearly a decade.
- There are fewer adults avoiding sodium and alcohol now, which proves consumers are pausing their health goals and looking to foods and beverages for stress relief.

Consumers are also concerned about relieving the stress of health precautions. In early 2020, concerns about stress-eating increased as consumers followed their own diets. In April 2019, 17.3 percent of consumers said they were on a diet plan of their own making; that fell to 13.5 percent in April this year.

"Interestingly, many structured nutrition plans, such as Keto, maintained their participation rates. In a time of

uncertainty, these plans may give consumers a sense of structure when other areas of their lives become disorganized or disrupted," said Darren Seifer, executive director, industry analyst, food consumption for NPD. "The only structured nutrition plan that lost ground in this period was intermittent fasting, which puts off eating until a specified hour in the day."

The pause on weight loss and overall wellness remains strong, suggesting consumers will go back to nutrition plans when they feel they can incorporate them back into their lives. In the meantime, marketers can focus on immunity strength, stress relief and structure, Seifer offered.

The GHRA Warehouse and Distribution Center can provide an abundance of snacking options for your consumers, whether they are indulging in salty and sweet or opting for healthier snacking. Don't miss out on the candy and snack values featured in our Back-to-School promotion – hurry... offers end September 30th! ■

New items are added at the warehouse every week. And some items are moved to inactive status.

Be sure to sync your app/Cypher Lab unit prior to creating an order to ensure you have the most up-to-date product assortment available.

Don't forget...

SYNC your GHRA APP / CYPHER LAB WEEKLY!





Convenience Store Operators

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VOICE IT.

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A BETTER TOMORROW

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