

Hanover Consumer Cooperative Society

GLOBAL ENDS



2023

*“The Hanover Consumer Cooperative Society
is central to a well-nourished community”*

A NOTE FROM THE GENERAL MANAGER

The Ends are the set of outcomes, informed by the membership, that the Board expects of the organization. It's the General Manager's job to keep the organization working toward these outcomes.

It is always an inspirational moment to pull together an Ends report because it's a document that reflects the unique parts of our business that set us apart as a cooperative. I often find myself saying that we are not "just another grocery store," nor are we "just another auto service center." Our cooperative is so much more than the type of businesses we run because we have purpose that extends well beyond profit. Having purpose gives us the ability to redefine how business is done. That's the magic of cooperatives. Our owners want more than just a transactional business—they want a choice to support a business that cares for people and the planet. As a community-owned cooperative business, we exist to provide a complex set of benefits to our membership that extend far beyond being a financially stable business and include being a people-centric, environmentally sound business.

As I reflect on last year's work, I am reminded that 2023 was a particularly transformational year for our cooperative. The year was marked by an effort to stabilize in the wake of an enormous amount of change. Through all of that change, I firmly believe that we have become much stronger as a cooperative. Our remarkable team of employees has worked hard to create a stronger business after coming out of the pandemic, navigating inflation and supply chain disruptions, and facing an uncertain economic future. Through all of our work adapting to change last year, we not only remained financially strong, but we have done things like reinforced our commitment to local, lifted up underrepresented ownership in our products, and worked to provide more cost-saving opportunities to our community. We have also added new employee benefits, worked to become a more inclusive business, supported new types of community initiatives, and continued to expand our community impact programs.



...we have
purpose that
extends well
beyond profit.

It's an exciting time to be a part of our cooperative and I am so proud of all that our teams and community have accomplished together. As I add every year, it's important to note that though I have the honor of reporting out on this work, it is not my work. It is the work accomplished by the remarkable community of employees at the Co-op. This work is a reflection of cooperation in action. No single individual has built any of this. It has taken a team working together toward our shared vision: a well-nourished community cultivated through cooperation.

I hope that in reflecting on 2023—a year of transformation and stabilization—that our community of employees, members, vendors, and business partners will take a minute to appreciate how remarkable our business is and be proud of the hard work they put into strengthening our cooperative this year. We are not "just another business." We are a cooperative driven by purpose, unique to our Upper Valley community, and strengthened by an incredible network of people working together. Our business has been a powerful force for good in our community for decades. There are few businesses like us that have had such a profound impact on the development of their communities and have built such an incredible legacy.

I'm pleased to present the 2023 Ends Report for the Hanover Consumer Cooperative Society on the following pages.

With Appreciation,
Amanda Charland, GM

E1

1. HAS FOOD AND PRODUCT ACCESS FOR ALL COMMUNITY MEMBERS BASED ON THEIR NEEDS AND WANTS, INCLUDING FOODS AND PRODUCTS THAT ARE:

SOURCED OR PRODUCED:

- **LOCALLY,**
- **ETHICALLY,**
- **SUSTAINABLY,**
- **BY BUSINESSES OWNED BY UNDERREPRESENTED POPULATIONS,**
- **BY BUSINESSES THAT VALUE THE WELL-BEING OF THEIR EMPLOYEES.**

**HEALTHFUL, AND
FAIRLY PRICED**

INTERPRETATION:

I interpret this to mean that our co-op exists to provide a balanced selection of products and services in our various business divisions. These products will at a minimum include foods that are:

- **Locally Produced:** Local is one of the most important values of our cooperative. Due to the erosion of this term by large box-stores trying to dilute the meaning and intention of the term 'local' in order to gain market share, the co-op has chosen to define local on our own. Our definition not only meets the definition of both the states of VT and NH but is more rigorous. The goal of the co-op is to continue to use the term local in a way that helps co-op shoppers have a trustworthy way to identify products that they can invest their dollars in and know that the money truly stays with our local farms and businesses.
- **Ethically Produced:** I interpret ethical to mean products that strive to create more equitable trade relationships that benefit farmers. To measure this, we focus on fairly traded products. We measure fair trade by recognizing products that have received third-party certification.
- **Sustainably Sourced:** There are two ways we measure sustainably sourced. First, is through organic growing practices, because the principles of organic focus on rebuilding soil health and reducing harmful chemical uses. Organic products are recognized as products that attain the USDA's Organic Certification. The USDA defines their standards as: "USDA certified organic foods are grown and processed according to federal guidelines addressing, among many factors, soil quality, animal raising practices, pest and weed control, and use of additives. Organic producers rely on natural substances and physical, mechanical, or biologically based farming methods to the fullest extent possible."

E1 INTERPRETATION CONTINUED

- **Underrepresented populations:** I interpret this to mean that the co-op will work to ensure that there is more diverse representation in product ownership from demographics of people that have traditionally had systemic barriers to business ownership and/or specifically in the grocery and automotive businesses. Additionally, this means actively working to bring in products from underrepresented populations and changing our internal systems to try and create more balance to the inequities and barriers that exist.
- **Healthful:** I interpret this to mean that our Co-op has safeguards in place to ensure a reasonable level of safety for our products. The co-op shall not allow for the sale of products that are definitively known to be unsafe to human health. In addition to tobacco (which has been defined as unhealthful in an executive limitation by the board), I interpret this to mean products that have been recalled by a manufacturer due to potential health concerns. The co-op will maintain safeguards against this including a responsive recall system and extensive food-safety measures. Note that since there are many classes of products that may pose a risk to human health, but that are still allowed for sale by regulatory agencies. Some products can be shown to be dangerous to human health when heavily consumed. Arguably these products can be shown to be dangerous to health when consumed heavily but I do not interpret them to rise to the category of “unreasonably dangerous to human health”.
- **Fairly Priced:** There are two primary ways that we seek to have fair prices in the market. First is through offering conventional foods. Conventional foods are defined by the co-op as general products that do not carry any of the above mentioned distinctions. Based on industry standards, conventional foods are known to have lower retail prices, making them an important part of the co-op’s strategy to ensuring customers have access to a wide range of food at various price points. Secondly, in addition to maintaining a variety of price points in our product selection through a mixture of natural and conventional groceries, the co-op offers programs centered around providing better pricing for consumers. The key program we use to provide the most affordable product line is our Co-op Basics program, an every-day-low-price (EDLP) program that we strive to keep low margins on and offer the most competitive price possible for the consumer.

Additionally, I interpret access to food to also mean that the co-op has a variety of programs helping to provide food for our community. We do this through programs that discount the price of food in our food stores or through partnerships with local organizations where food is donated to the community.

We offered several other programs to make our food more accessible. In 2023, the co-op continued to:

- offered a member rewards program
- maintained our ability to accept EBT and WIC
- ran our Food for All program, providing a 10% discount to qualifying participants
- participated in the Double-Up-Bucks program, offering up to 50% off produce for qualifying participants

Our co-op also maintained the following food donation programs in 2023:

- Willing Hands Donations
- Pennies for Change Food Access Partners Program
- Food Drive Events

E1 INTERPRETATION CONTINUED

In our auto service centers, our co-op offers a program called Car Connects where we provide no-cost or greatly subsidized auto services to people in need in our community.

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COMPLIANCE

Range of products compliance will be demonstrated when the co-op continues to offer a variety of products based on consumer demand in the categories above.

RANGE OF PRODUCTS

2022 - \$80,321,057 TOTAL SALES

2023 - \$82,472,348 TOTAL SALES

	# of Brands	# of SKUs	\$ Sales	% of Sales	# of Brands	# of SKUs	\$ Sales	% of Sales
Local	403	4,204	\$16,265,979	20.25%	411	4,559	\$17,297,073	20.97%
Underrepresented	-	-	-	-	78	625	\$1,221,610	1.48%
B-Corp Certified	-	-	-	-	98	1,877	\$5,740,516	6.69%
Co-op Owned	25	1,041	\$3,646,165	4.54%	29	1,017	\$3,954,092	4.79%
USDA Organic	N/A	4,443	\$14,408,719	17.94%	559	4,293	\$15,184,741	18.41%
Zero Waste	-	-	-	-	71	1,438	\$8,824,359	10.70%
Fair Trade	75	850	\$1,862,116	2.32%	27	527	\$1,280,426	1.55%
Co-op Basics	N/A	561	\$1,897,552	2.36%	-	569	1,236,143	1.50%
New Items	-	-	-	-	-	3,203	-	-
Total Items	4,696	N/A	N/A	N/A	4,671	33584	-	-

Affordability compliance will be demonstrated when margins are at or below industry standards. This indicates that the Co-op is diligently working to maintain margins in such a way to operate a fiscally sound business in a responsible way that doesn't pass exorbitant costs to our consumers.

HEALTHFUL PRODUCTS (FOOD SAFETY)

The Co-op maintains a system to monitor products recalled by manufacturers or governmental agencies. Such a risk could be presented by bacterial or viral contamination, physical or chemical contaminants, or the presence of unlabeled allergens.

In 2023 the Co-op:

- **Facilitated 24 recalls.**
- **Requiring 953 member and customer notifications.**
- **22 Food Borne Illness/Foreign Object instances investigated.**

All instances were single occurrences and were followed up and documented according to our policy.

MARGINS

Food Stores & Community Market

	<u>Hanover</u>	<u>Lebanon</u>	<u>WRJ</u>	<u>CCM</u>	<u>Average Across Locations</u>	<u>Industry Average</u> *	<u>Variance</u>
Grocery	29.2%	29.1%	28.5%	31.0%	29.4%	35.3%	-5.9%
Beverage	31.0%	31.2%	29.7%	34.1%	31.5%		
HABA	39.2%	40.5%	34.2%	32.5%	36.6%	45.1%	-8.5%
Bulk	36.7%	37.2%	35.8%	36.8%	36.6%	38.8%	-2.2%
Beer	23.9%	23.7%	24.2%	23.9%	23.9%	29.6%	-5.7%
Wine	25.6%	27.1%	32.7%	26.1%	27.9%	29.6%	-1.7%
Cheese	32.5%	34.0%	34.8%	32.9%	33.6%	38.3%	-4.7%
Deli	35.8%	34.0%	36.5%	25.2%	32.9%	60.9%	-28.0%
Bakery	25.0%	26.2%	25.6%	25.5%	25.6%	54.7%	-29.1%
PFD	38.4%	42.8%	41.6%	44.5%	41.8%	51.8%	-10.0%
Sushi	23.6%	23.5%	25.0%	24.0%	24.0%		
Frozen	29.2%	29.7%	29.6%	33.1%	30.4%	36.3%	-5.9%
Dairy	27.7%	28.3%	28.5%	30.2%	28.7%	29.0%	-0.3%
Meat	19.4%	20.9%	25.6%	33.1%	24.8%	28.5%	-3.7%
Seafood	31.3%	32.0%	26.8%	31.6%	30.4%	28.7%	1.7%
Produce	35.3%	36.7%	36.5%	33.0%	35.4%	34.2%	1.2%
Floral	38.4%	40.0%	36.7%	33.6%	37.2%		
Blended	30.7%	31.6%	31.3%	31.2%	31.2%	38.6%	-7.4%

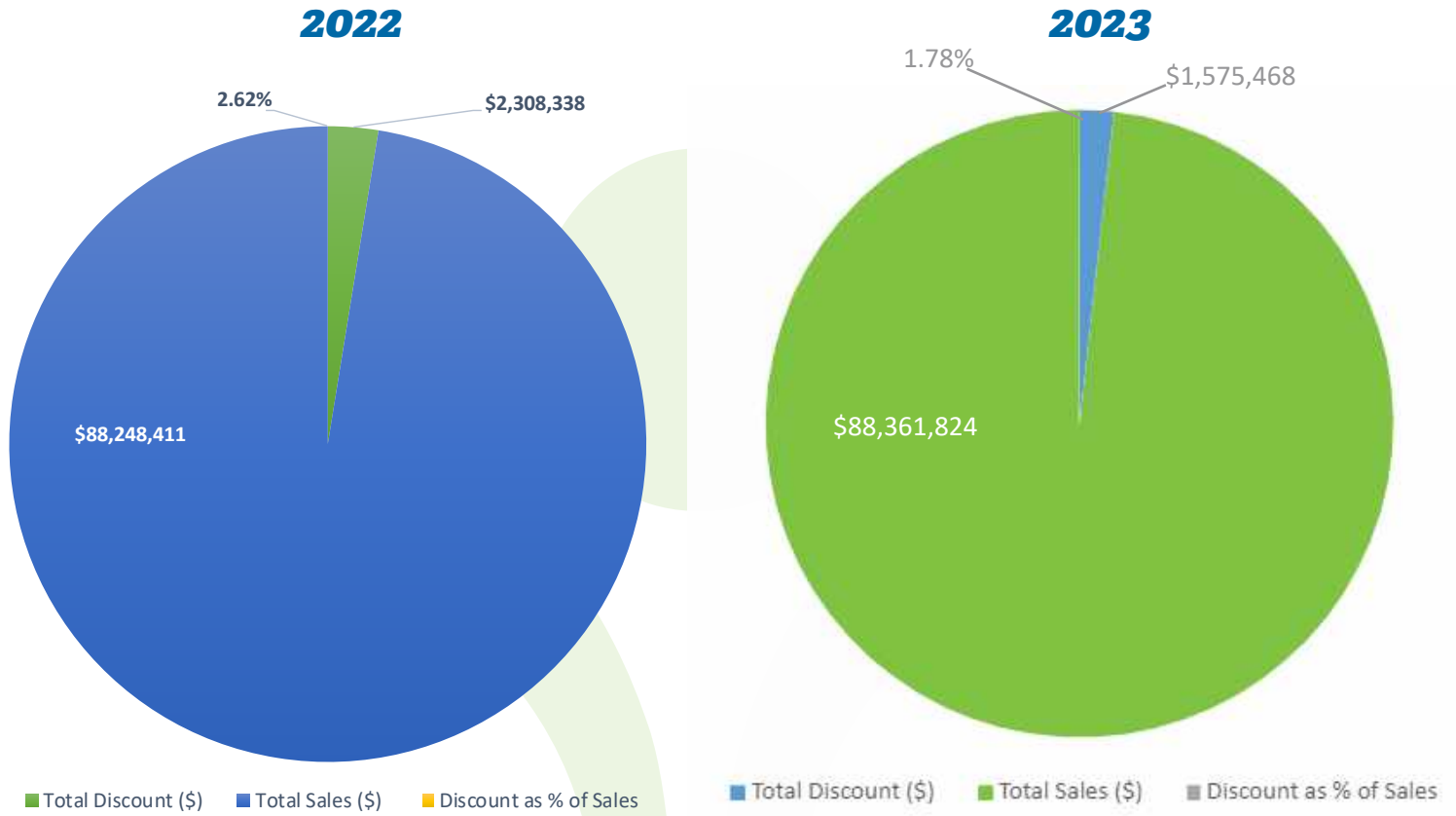
***NOTE: Based on all co-ops from Co-metrics reporting**

Service Centers

	<u>Park St</u>	<u>Norwich</u>	<u>Average</u>	<u>Industry Average</u>	<u>Variance</u>
Parts	40.3%	40.9%	40.6%	45.0%	-4.4%
Tires	2.1%	6.8%	4.4%	9.0%	-4.6%
Gas	10.9%		10.9%	12%	-1.5%

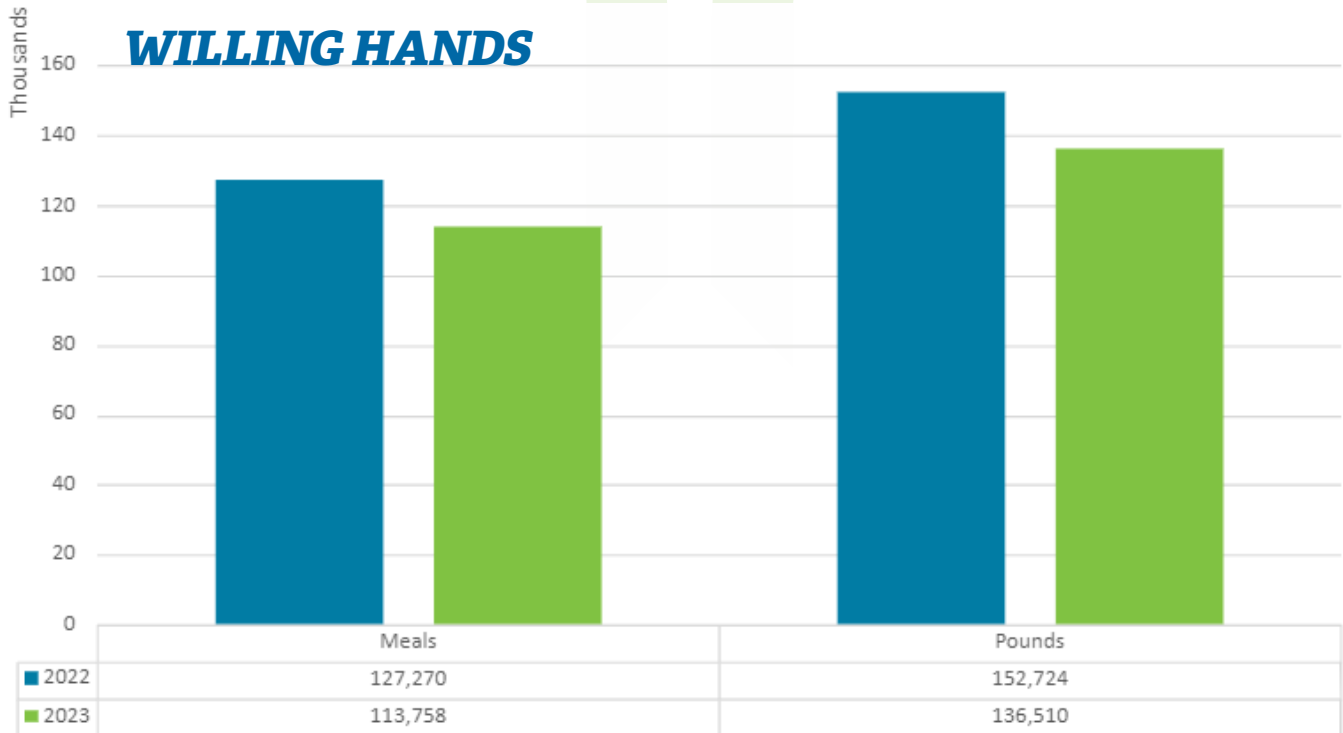
E1 DATA CONTINUED

MEMBER DISCOUNT



ACCESS PROGRAMS

WILLING HANDS



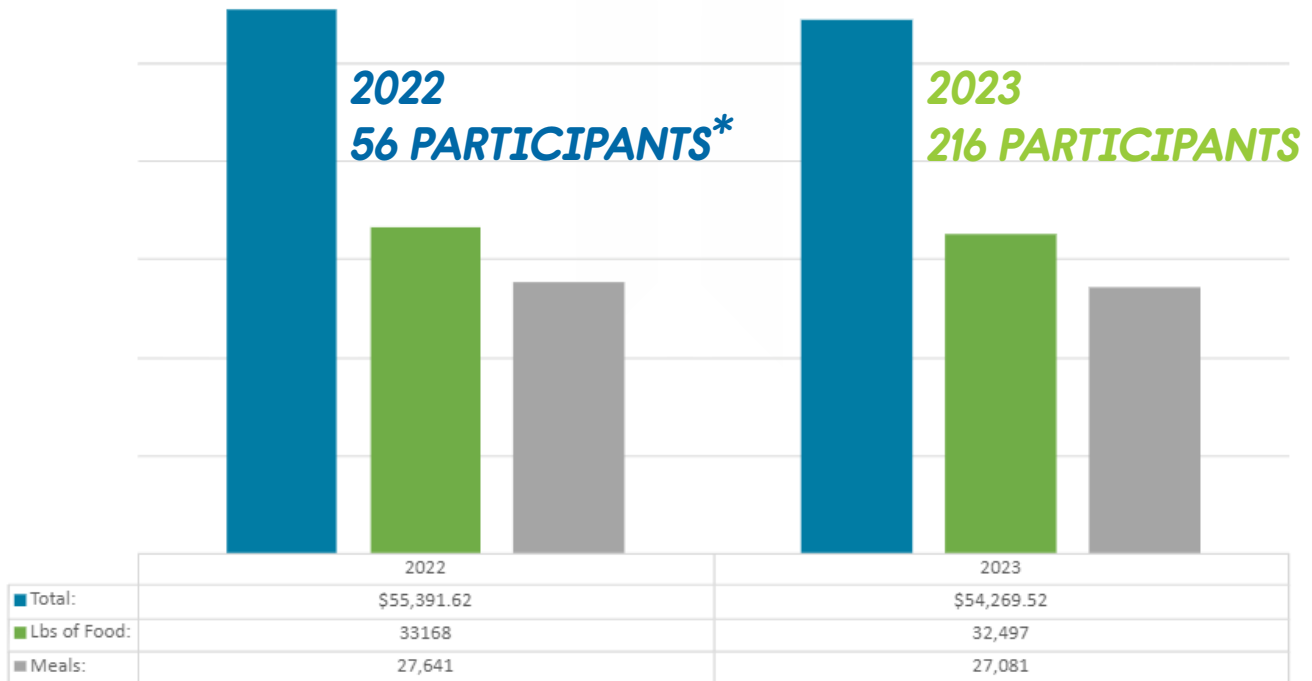
E1 DATA CONTINUED

EBT / WIC

2023	Sales (\$)	# Transactions
EBT Cash	\$ 97,300	2,627
EBT SNAP	\$ 655,148	15,516
EBT Total	\$ 752,448	18,143
WIC	\$ 35,548	1,129
Total Combined	\$ 787,996	19,272

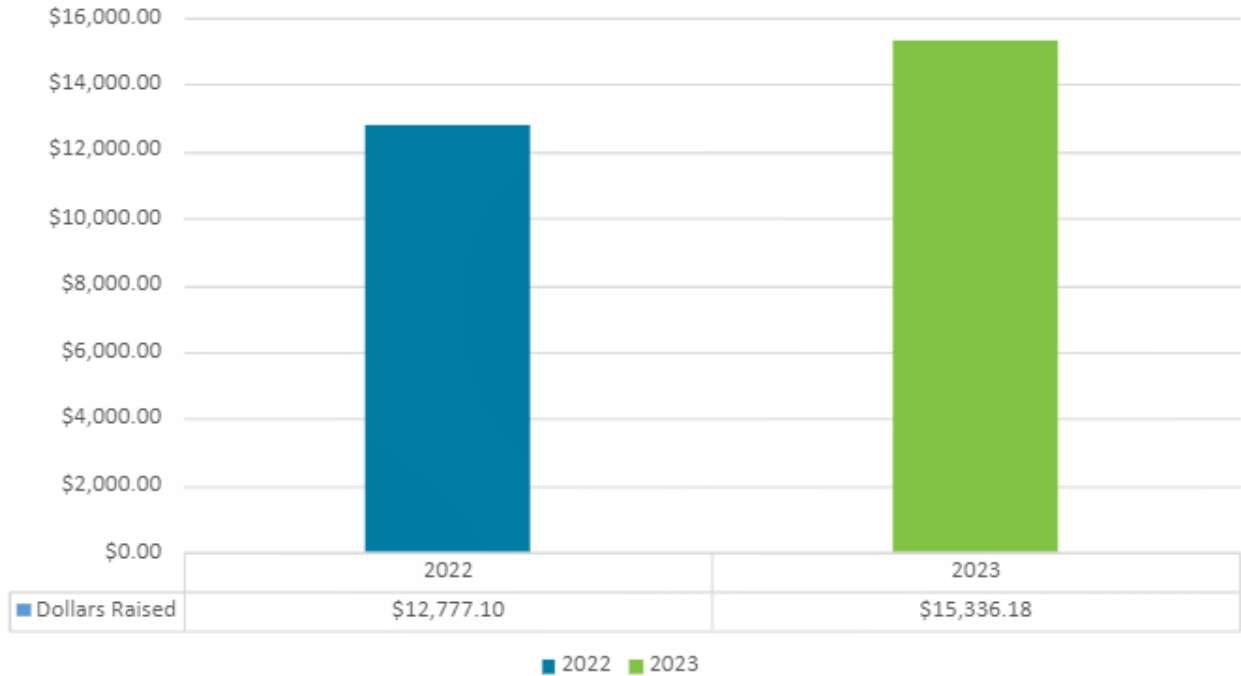
2022	SALES (\$)	TRANSACTIONS #
EBT Cash	\$124,356	3,028
EBT SNAP	\$723,636	17,069
EBT TOAL	\$847,991	20,097
WIC	\$38,007	1,021
COMBINED PROGRAMS TOTAL	\$885,998	21,118

FOOD FOR ALL



***NOTE: Tracking of number of Food For All participants started in March of 2022**

SMALL DONATION EVENTS

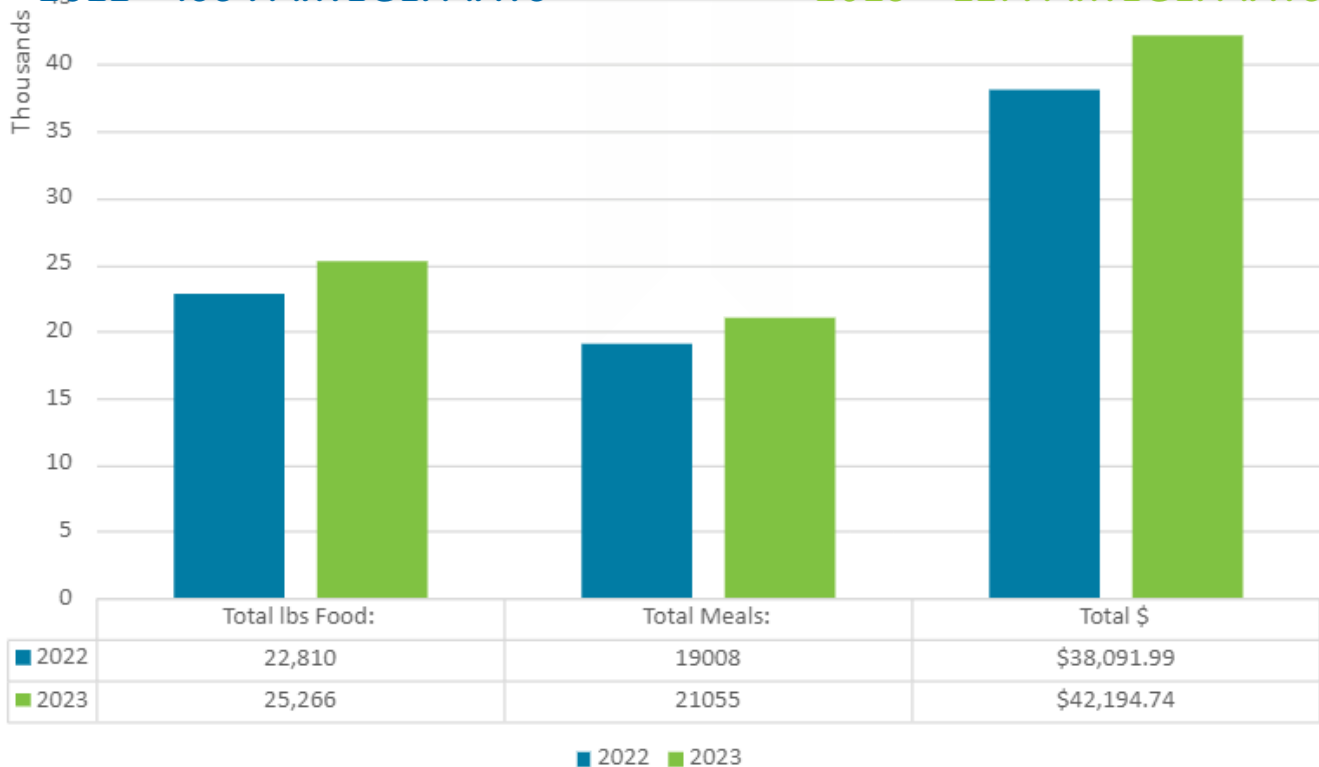


Small donation events include shred events, fundraising at the Producers' Fair, and holiday food drives.

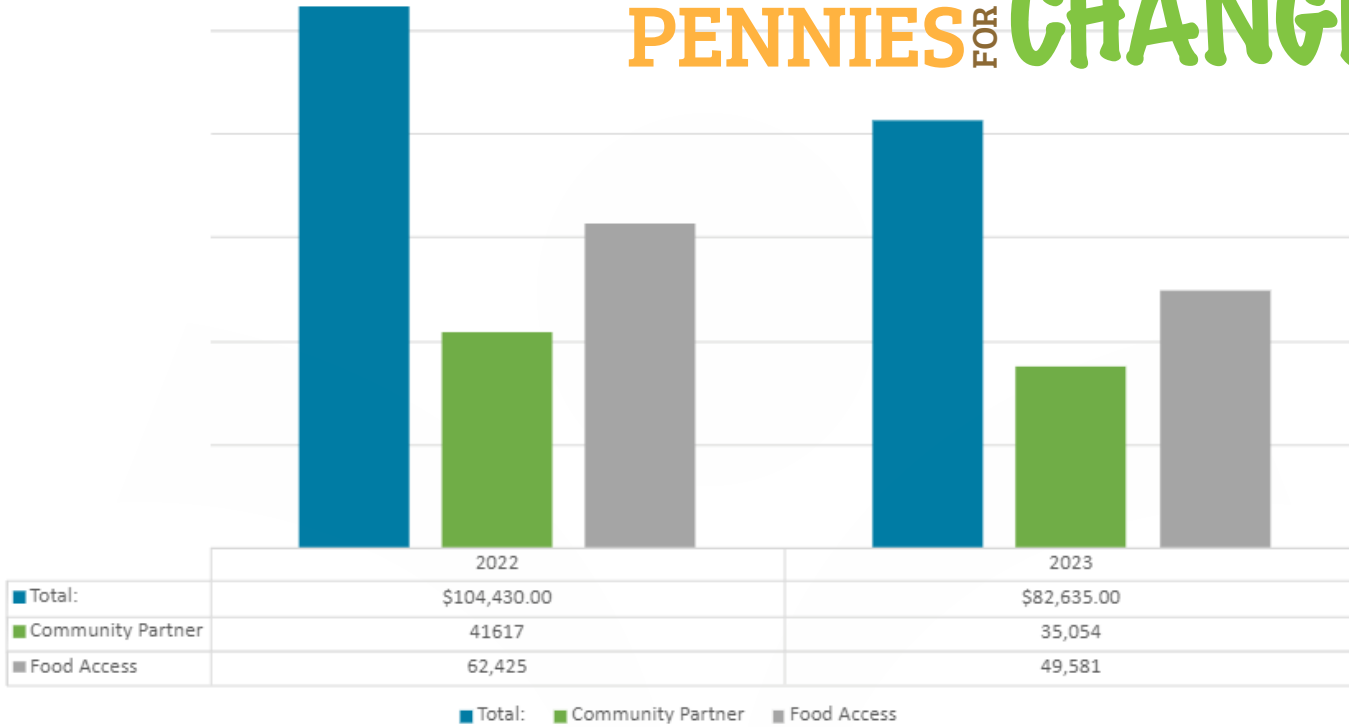
DOUBLE UP BUCKS

2022 - 153 PARTICIPANTS

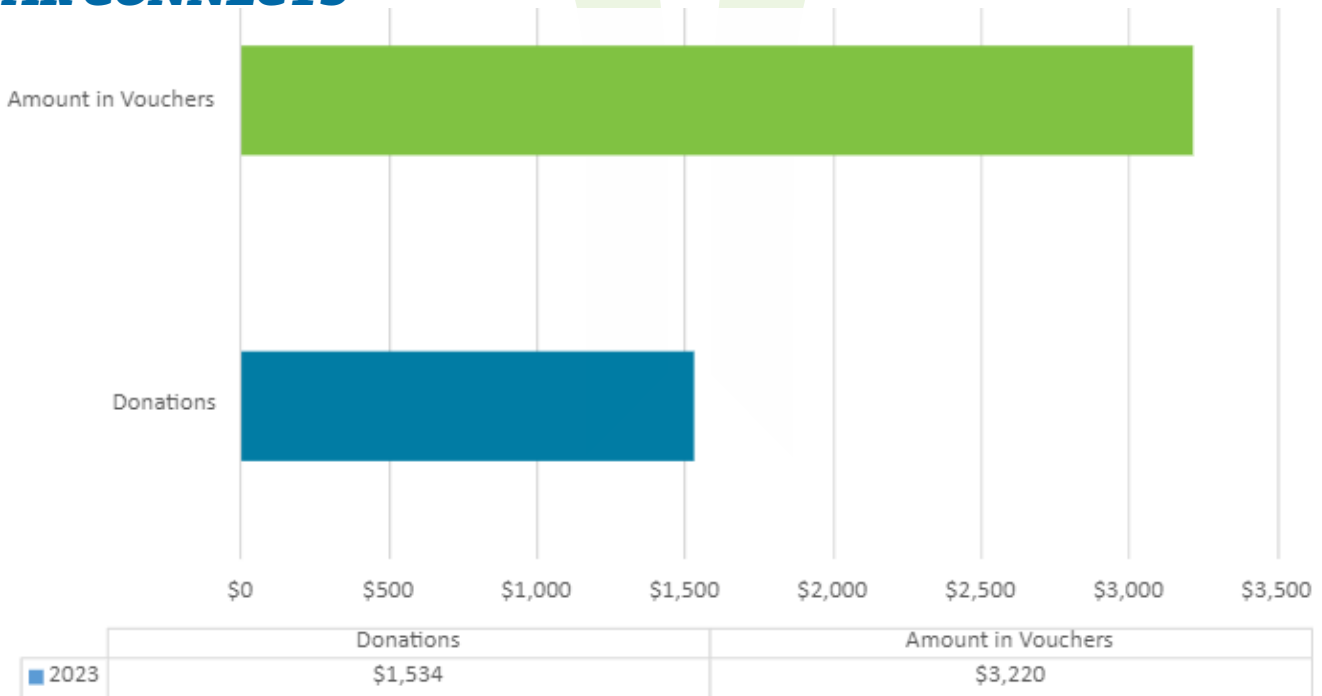
2023 - 221 PARTICIPANTS



PENNIES FOR CHANGE



CAR CONNECTS



An accurate year over year comparison cannot be made because 2023 was the first year where it was tracked annually vs. cumulatively.

COMPLIANCE DETERMINATION: COMPLIANT

E2 HAS ACCESS TO SERVICES THAT SUPPORT ALL COMMUNITY MEMBERS BASED ON THEIR NEEDS, INCLUDING TRANSPORTATION NEEDS.

INTERPRETATION:

I interpret this to mean that our locations—both food stores and automotive service centers—offer a variety of options for goods and services that meet customer needs to the greatest extent possible. Additionally, our locations should be open to the community during business hours that meet community needs and should be easy to access.

Our locations are situated in population-dense areas in the community that are accessible both by public transit and personal vehicles. Our goods and services are comparable to other businesses in the area while also offering unique products that can't be found elsewhere and services that, by design, meet our customers where they are.

Consistently, in all of our previous customer surveys, customers tell us the number one reason they shop our food stores is that they can find products and services they can't find elsewhere. Customers continue to make the conversion to members, indicating that we are continuing to serve the community's needs.

Our auto service business model is also built on a different concept. Service technicians aren't paid on commission based on the services they sell, so there's no incentive to sell customers something they don't need. Instead, we focus on providing excellent customer service and work together with our customers to find the best solutions.

Our employees are the key to maintaining stores that are open to the community and that provide the kind of service and selection our members are looking for. In 2023, to improve our retention and recruitment, we added new employee benefits, improved employee appreciation efforts, engaged actively in Diversity, Equity and Inclusivity work to continue improving workplace culture, and expanded our training programs. In 2023, we worked diligently to increase our staffing levels following the staffing challenges from 2022 and were able to see great improvement over the course of the year.

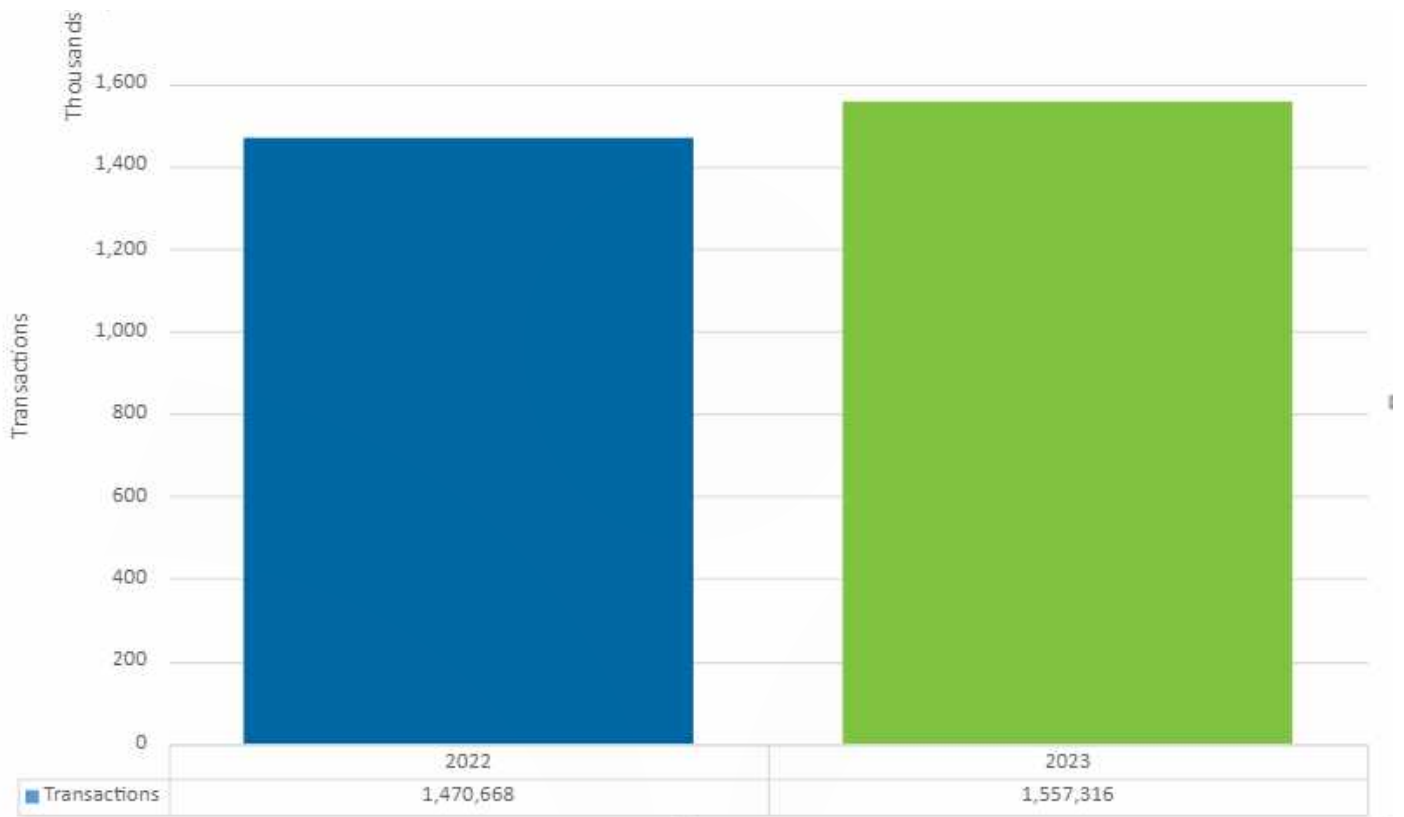
COMPLIANCE

Compliance that the Co-op continues to offer services and goods that meet customer needs will be shown through stable trends in transactions from year to year and continued net growth in membership.

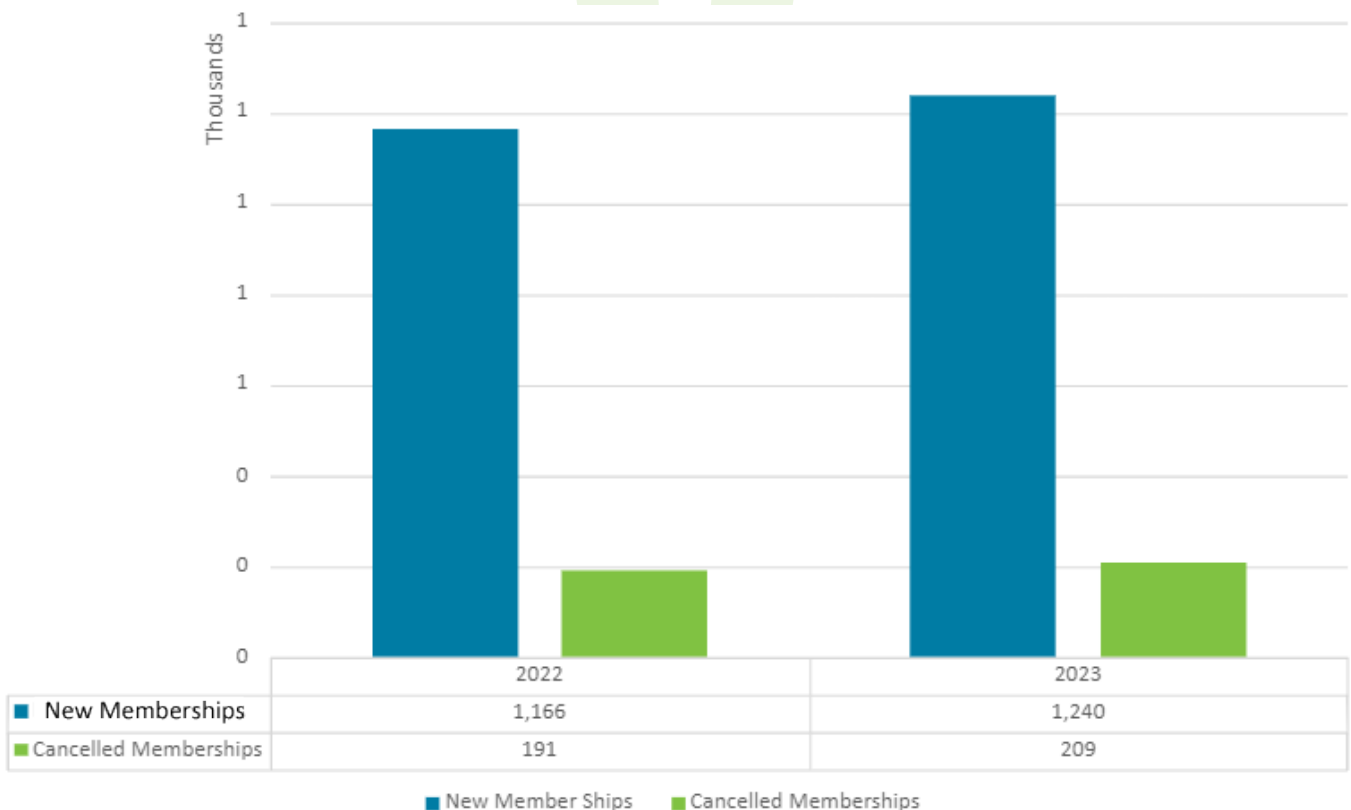
Compliance will be demonstrated when the Co-op makes significant investment in employees and maintains competitive benefits, which indicate that the Co-op continues to invest in being a better workplace.

E2 DATA

TRANSACTION COUNT FOOD STORES



MEMBERSHIP



COMBINED WAGES & BENEFITS IN 2023:

\$18,246,016

COMBINED WAGES & BENEFITS AS A % OF SALES IN 2023:

20.9%

COMBINED WAGES & BENEFITS IN 2022:

\$17,261,893

COMBINED WAGES & BENEFITS AS A % OF SALES IN 2022:

20.1%

Employee Benefits for 2023:

- Health Plans with a range of coverage and deductibles
- Dental Plan
- Vision
- Paid Sick/Personal Time Off
- Paid Vacation
- Paid Holidays
- Extended Illness Bank
- Paid volunteer time
- Employee Discount – 20% off groceries and auto services
- Interest-free auto loan
- Tires \$10 over cost
- 401K – no matching required
- Life Insurance
- Supplemental Life Insurance
- AD&D Coverage
- Short Term Disability
- Employee Assistance Program
- Educational Scholarships
- Tuition Reimbursement
- Non-Slip footwear reimbursements
- Wellness Discounts: CCBA and UVAC discounted rates
- Retail Discounts: Huberts, LaValley's, and Verizon



COMPLIANCE DETERMINATION: COMPLIANT

E3 *VALUES A VIBRANT COOPERATIVE ECOSYSTEM.*

INTERPRETATION:

I interpret a vibrant cooperative ecosystem to be the effects of our cooperative principles in action in our communities. An ecosystem is defined as a complex network of interconnected systems. To have a healthy ecosystem, each individual component of the system needs to be healthy since all are connected and rely upon the greater health of the network. As a cooperative, our relationship to our various communities is defined by the cooperative principles. Therefore, to have a vibrant cooperative ecosystem, we must have each of the cooperative principles thriving in our community to the greatest extent possible.

The cooperative principles as defined by the International Cooperative Alliance are:

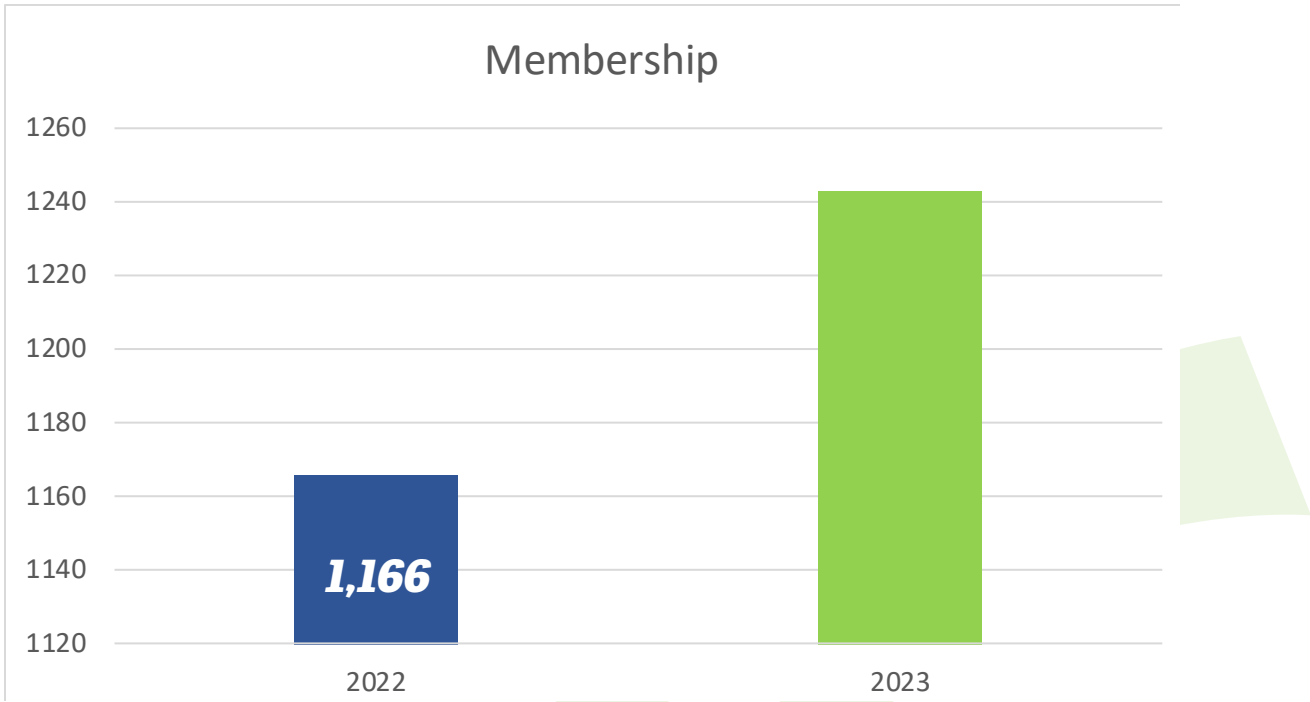
1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training, and Information
6. Cooperation Among Cooperatives
7. Concern for the Community

In our cooperative, we are guided by the cooperative principles in all of our operations. Our co-op actively supports each of these in a number of ways. Please note that since this is a relatively new End, the list this year is not exhaustive but gives a sufficient overview of the ways in which these are achieved.

DATA

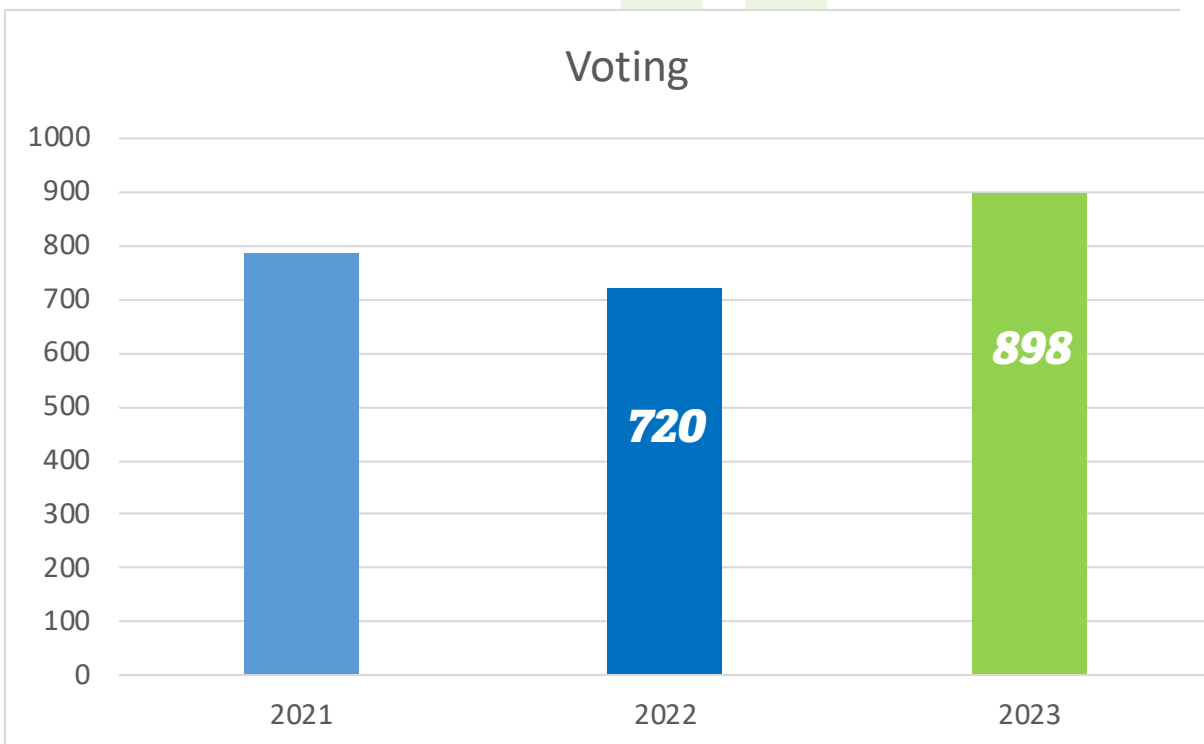
During the 2023 reporting period, the cooperative principles were strong throughout our operations in a number of ways. Compliance will be demonstrated when data for each cooperative principles shows that there is work being done in each area, indicating that there is care being given to each principle in order to ensure health of the entire cooperative ecosystem.

Voluntary and Open Membership:



Democratic Member Control:

Annual Voting Period Runs April 1 - April 30 To Allow for Accessable Participation.



E3 DATA CONTINUED

Member Economic Participation:

74.21%
OF SALES IN 2023
WERE TO MEMBER-OWNERS

Autonomy & Independence

100%
MEMBER
OWNED

Education, Training, and Information

Public & Government Affairs Focus for 2023

- **Affordable Housing**
- **Sustainable, Local Agriculture and Fisheries**
- **Equitable Transportation**
- **Early Childhood Education and Care**

Member Education

52 WEEKLY
EDUCATIONAL “TIDBITS”

E3 DATA

Training for Employees in 2023

22
EMPLOYEE ORIENTATIONS

AT ~4.5
HOURS EACH

=99
TRAINING HOURS

THREE
SERVSAFE SESSIONS
TOTALING 48
TRAINING HOURS

96
EMPLOYEES
COMPLETED UNCONCIOUS BIAS
TRAINING FOR A TOTAL OF

2,880
TRAINING HOURS

273
EMPLOYEES
COMPLETED ANTI-HARASSMENT
TRAINING FOR A TOTAL OF

14,220
TRAINING HOURS

FIVE
ONE HOUR IN-PERSON SESSIONS HELD FOR UNCONSCIOUS
BIAS, WITH A FACILITATED TRAINER

E3 *DATA* *CONTINUED*

Cooperation Among Cooperatives

HANOVER CO-OP COMMUNITY FUND:

The Hanover Cooperative Community Fund (HCCF) continues to be fully supported through fundraising in a vendor/employee relationship building golf tournament and donations from the sale of products in partnership with Black River Produce. This year, the co-op contributed close to \$20,000 to the Twin Pines Cooperative Foundation endowment supporting cooperatives from many sectors across the country. The interest was returned to us for local distribution in the form of community project grants and the Gerstenberger Scholarship fund. The newly established board values helped create the criteria for making award decisions

2023 HCCF AWARDS:

Sustainable Lebanon – Mesh Bag Mamas Reusable Mesh Produce Bags - \$1,000

Hanover Conservancy – Protecting the Adams Farm - \$1,500

Hartford Norwich Holiday Basket Helpers – Food Gift Cards for Local Families & Seniors - \$1,500

Hanover Community Food Pantry – Local Access to Healthy Food - \$1,000

Claremont Soup Kitchen – Soup Kitchen & Food Pantry - \$1,000

NH Queer Farmer Network – Queer Farmer Winter Retreat - \$1,000

COVER Home Repair – Weatherization Projects - \$1,000

Kearsarge Food Hub – Market Gardener Masterclass at Sweet Beet Farm - \$1,000

\$3,954,092

**IN SALES FROM COOPERATIVELY OWNED BRANDS
WHICH INCLUDE 29 BRANDS AND 1,1017 INDIVIDUAL SKUS**

\$15,039,819

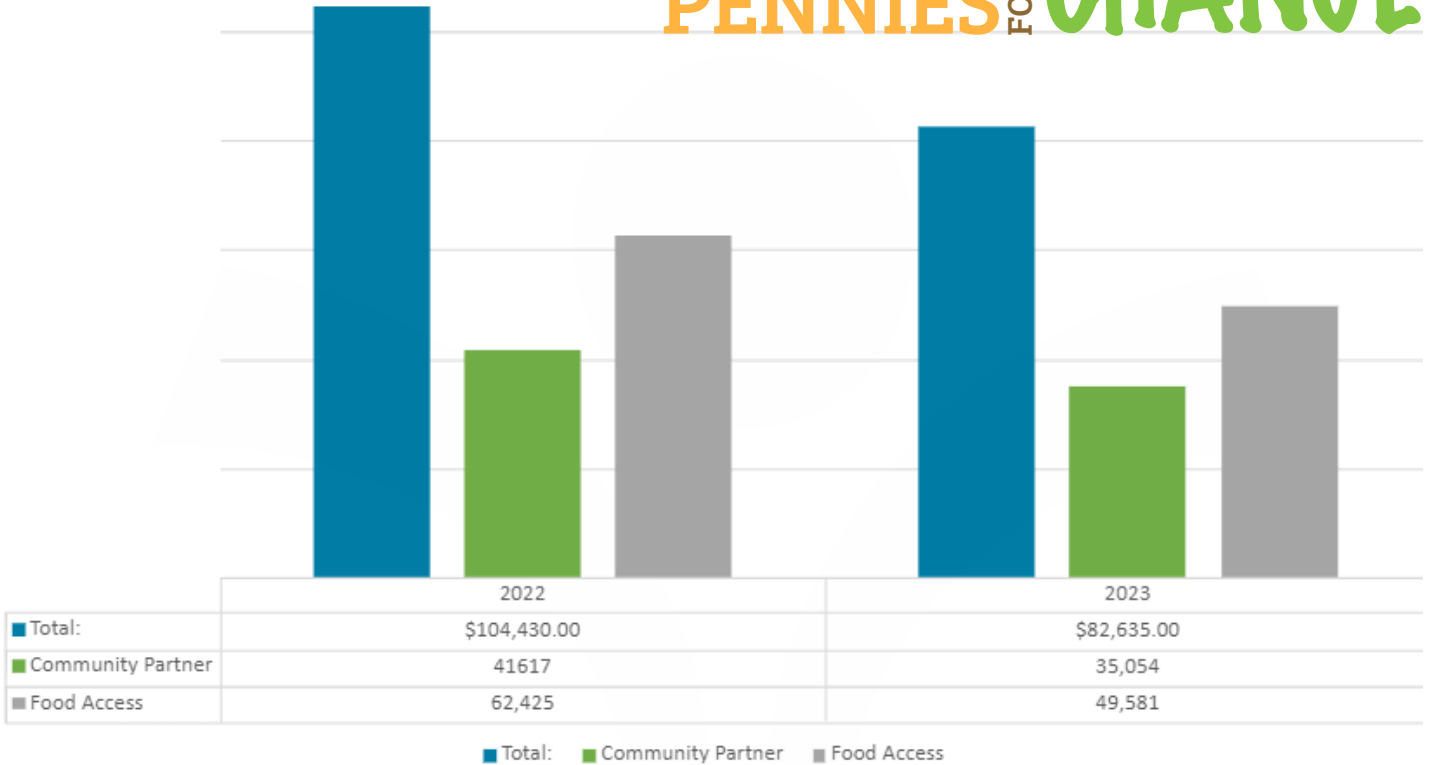
**IN GOODS FROM AGNE, A WHOLESALE COOPEARTIVE OF
WHICH WE ARE A MEMBER**

\$12,899,959

IN GOODS FROM UNFI THROUGH A CONTRACT WITH NCG

E3 DATA CONTINUED

Concern for the Community



2023 COMMUNITY PARTNERS

Visiting Nurse and Hospice for VT & NH
Provides expert care, peace of mind, comfort, guidance, and hope to over 5000 patients annually.

Vital Communities
Helping to ignite action and drive innovation around crucial issues that impact us all.

High Horses
Providing opportunities for people of all ages to gain skills that enhance their everyday lives.

Good Beginnings
Helping volunteers have lasting impacts on families in our communities by offering emotional support, guidance, encouragement, and a link to community resources.

The Family Place
Supporting young families in the Upper Valley.

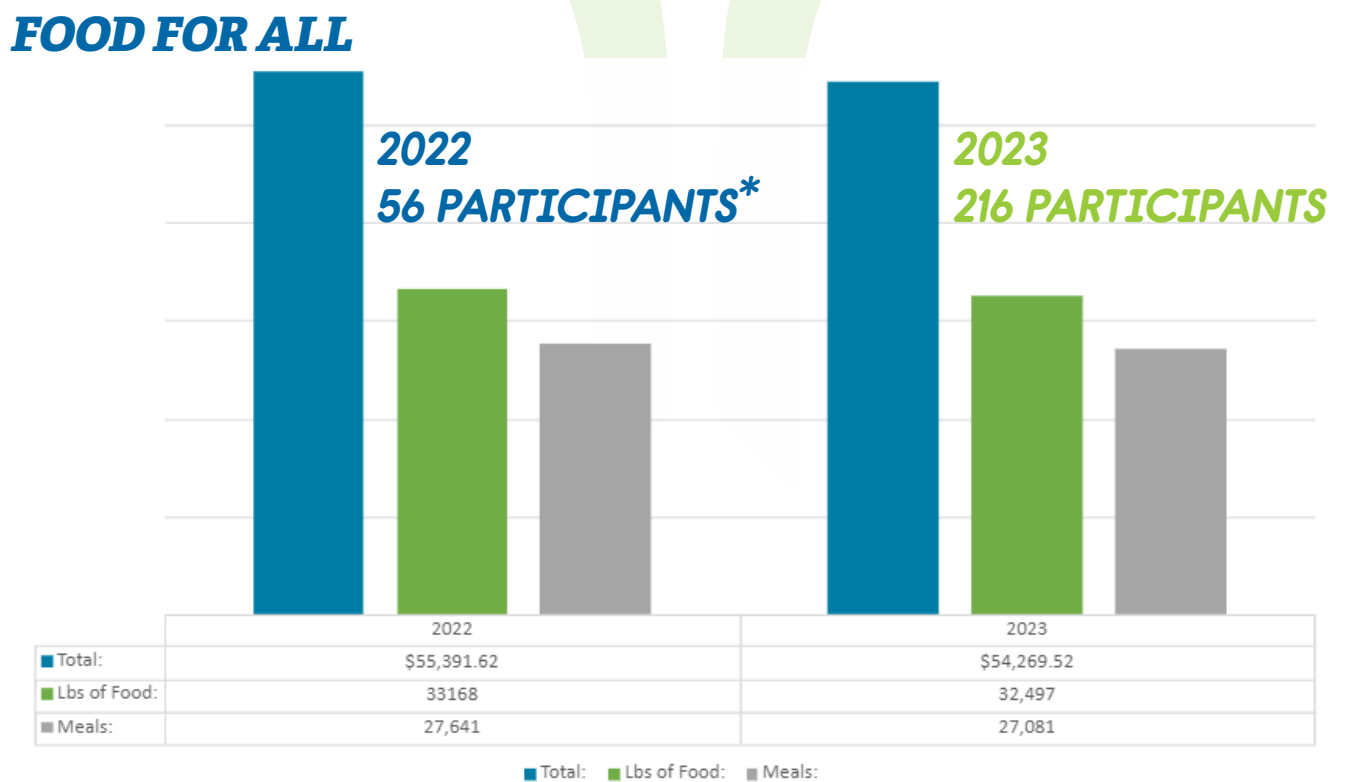
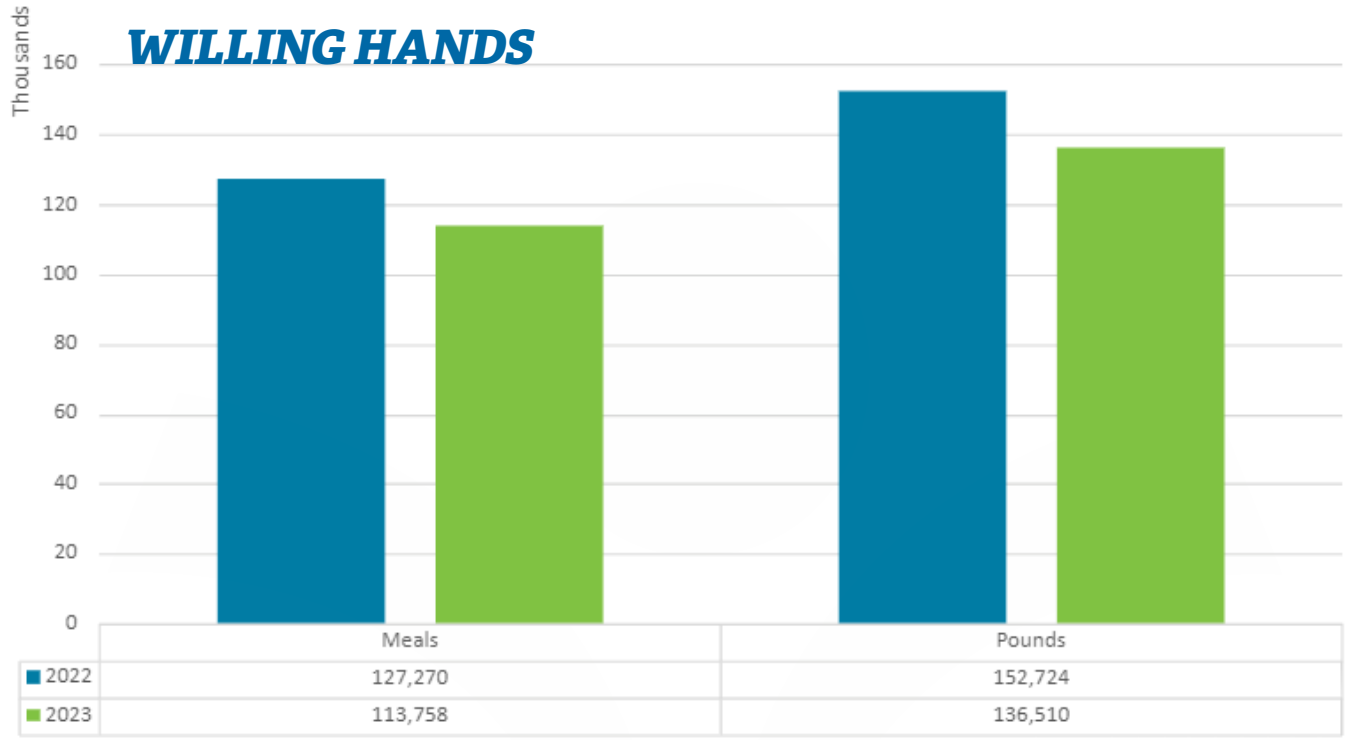
Twin Pines Housing
Support for Twin Pines Resident Support Services Teams to ensure proper support for residences in the areas of food assistance, benefits, and utility assistance.

Randolph Area Food Shelf
Providing food for neighbors in need in Randolph, Brookfield, Braintree, and East Granville, Vermont.

Ledyard Charter School
Support the education of students with individualized curriculum to best serve their needs.

WISE
Supporting efforts to end gender-based violence in the Upper Valley.

E3 DATA CONTINUED

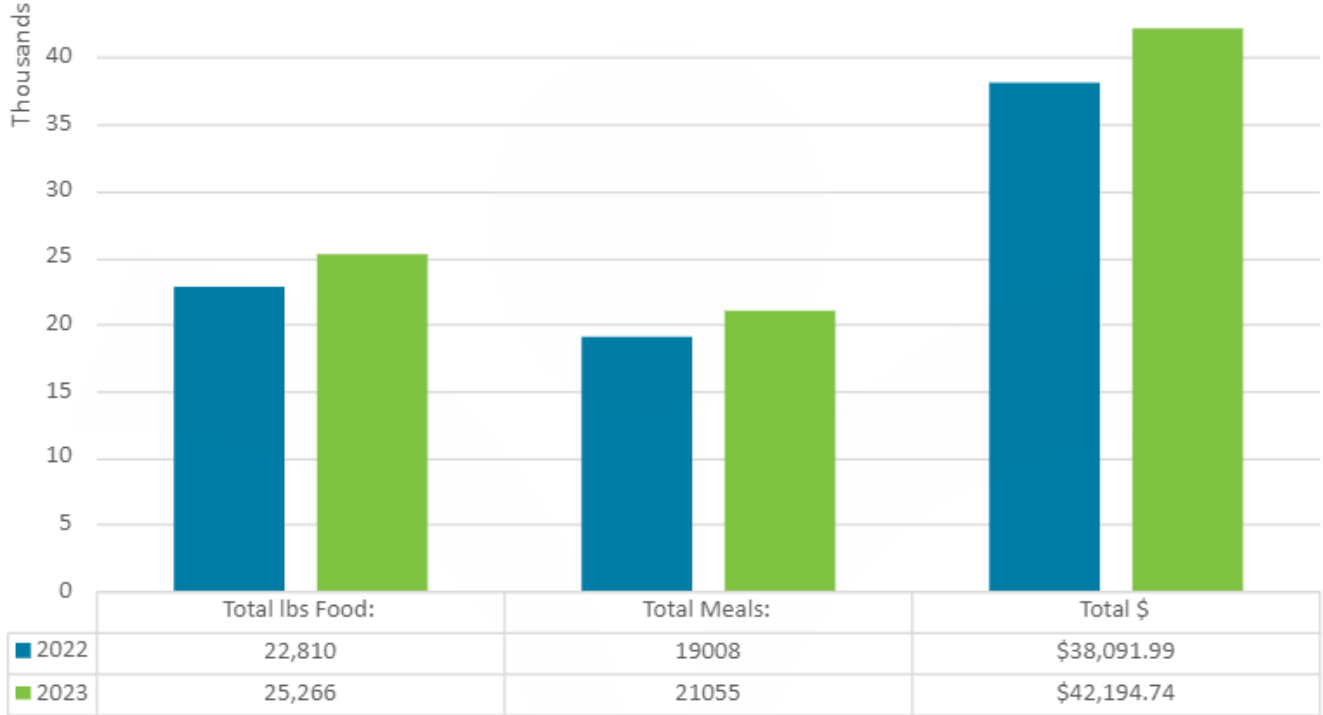


***NOTE: Tracking of number of Food For All participants started in March of 2022**

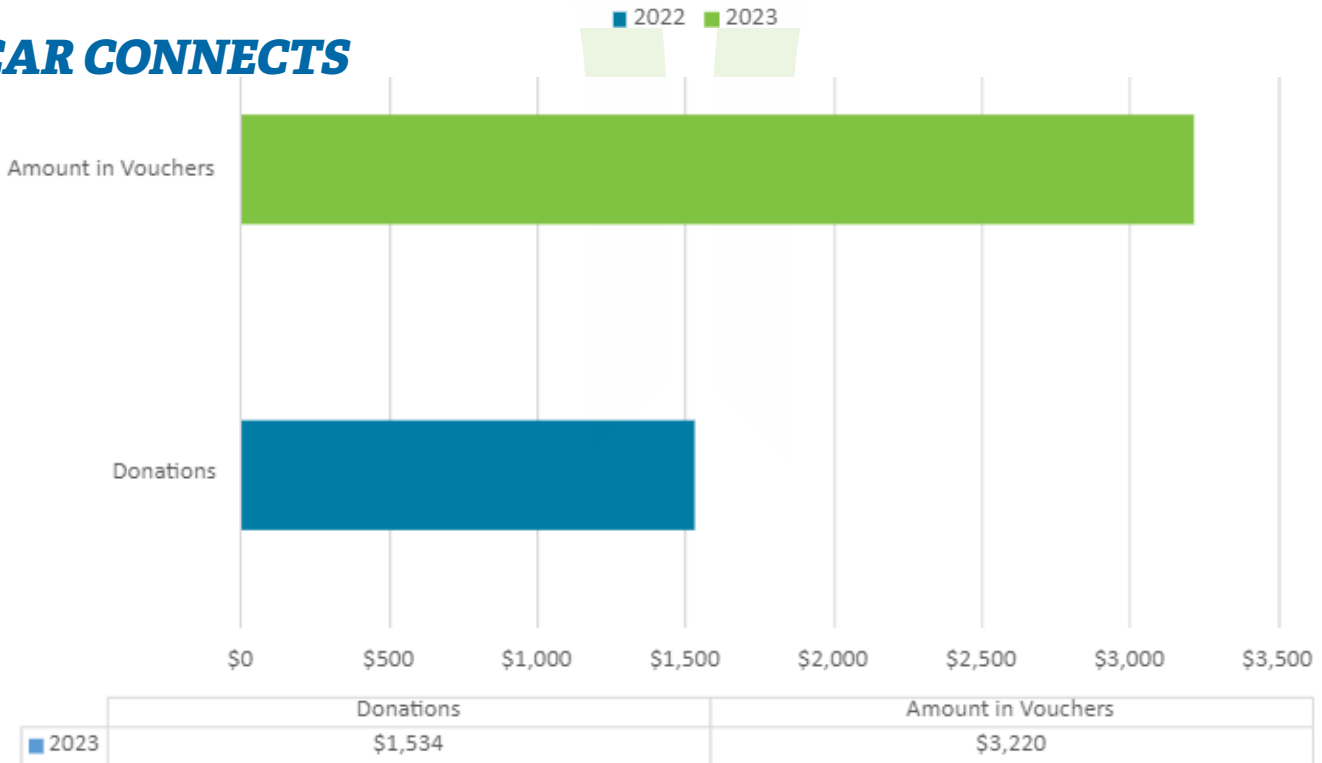
DOUBLE UP BUCKS

2022 - 153 PARTICIPANTS

2023 - 221 PARTICIPANTS

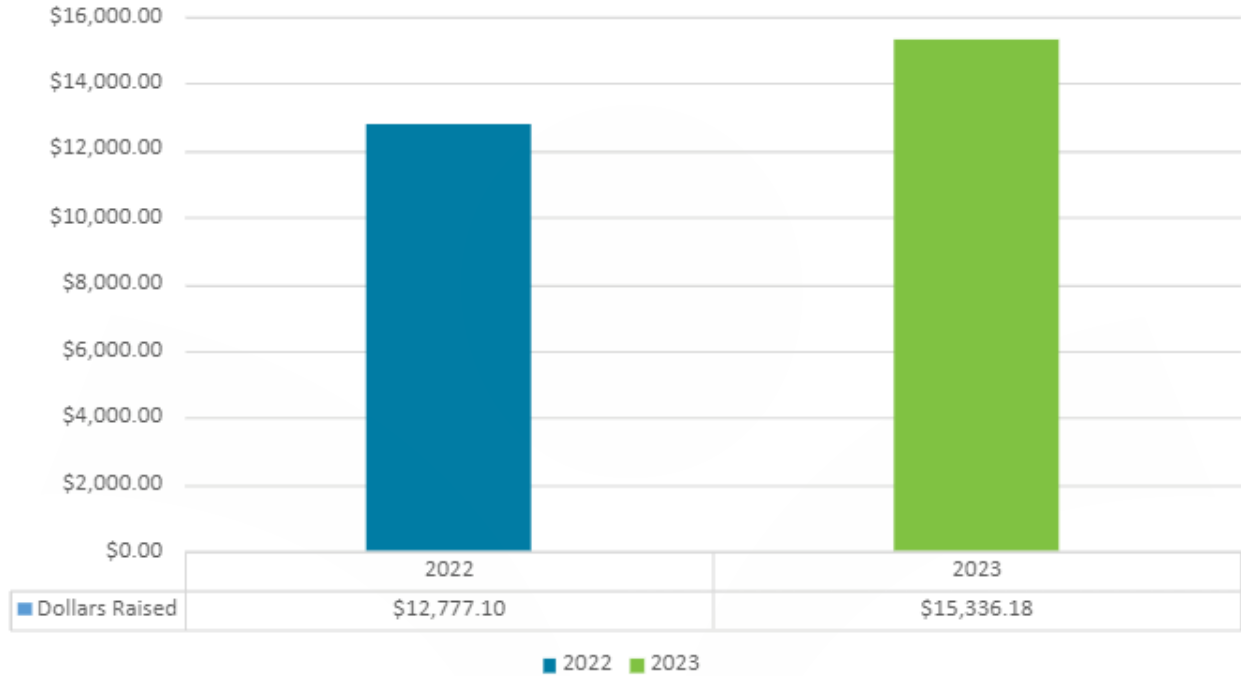


CAR CONNECTS



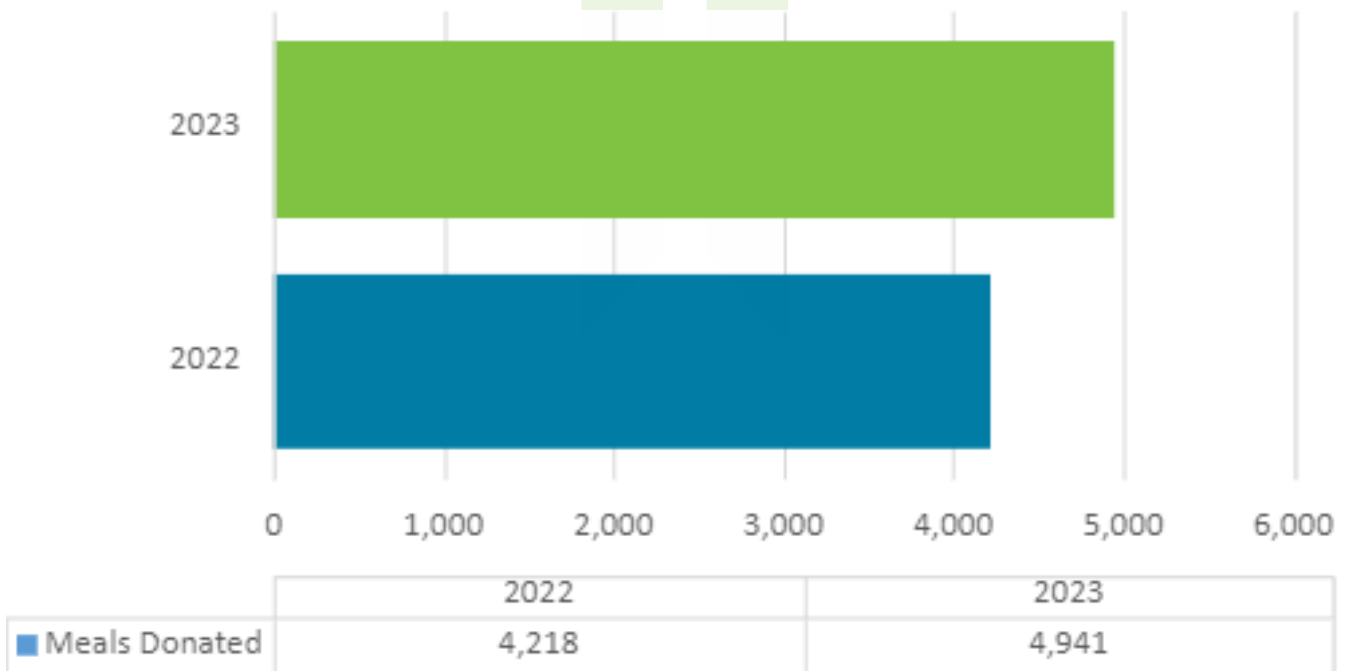
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SMALL DONATION EVENTS



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LISTEN HOLIDAY BASKETS



E3 DATA CONTINUED

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WIC	\$ 35,548	1,129
Total Combined	\$ 787,996	19,272

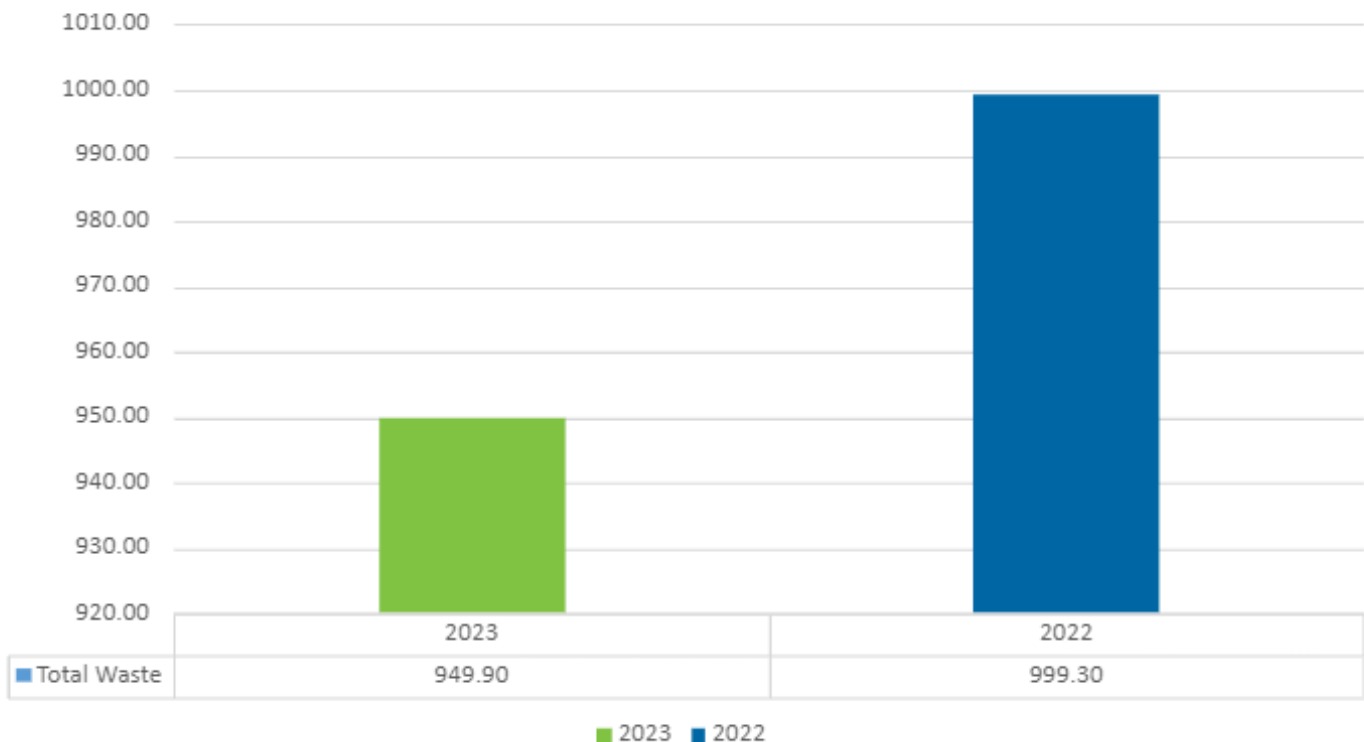
2022	SALES (\$)	TRANSACTIONS #
EBT Cash	\$124,356	3,028
EBT SNAP	\$723,636	17,069
EBT TOAL	\$847,991	20,097
WIC	\$38,007	1,021
COMBINED PROGRAMS TOTAL	\$885,998	21,118

E3 DATA CONTINUED

ZERO WASTE NUMBERS

	2023	2022	Differnece in Tons	Differnece in %
Landfill (Casella MSW Landfill)	267.7	255.2	12.60	5%
Nonlandfill				
Zero Sort Recycling	120.70	108.80	11.90	11%
Cardboard	262.70	309.40	46.70	-15%
Plastic	6.60	6.00	0.60	100%
Compost	164.00	188.50	24.50	-13%
Food Waste (Pig Farmers)	32.50	32.50	0.00	0%
Food Waste (Willing Hands)	68.60	76.60	8.30	-11%
Lifecycle (Fryer Oil)	3.90	2.20	1.70	76%
Secureshred - Paper	10.50	11.00	0.50	-5%
Secureshred - E Cycle	0.05	-	0.50	100%
Secureshred - Bulbs	0.02	0.10	0.10	133%
Tires	8.00	6.20	1.80	29%
Waste Oil (Service Centers)	1.20	1.30	0.00	-4%

Total Waste in Tons



***NOTE: Currently, the Co-op is at 72% diversion from landfill.**

2023 Greenhouse Gas Emissions Data:

	<u>2023</u>	<u>2022</u>	<u>Difference</u>	<u>% Diff</u>
Total Electric Kwh	3,174,089	3,125,087		
ghg factor	0.857	0.857		
Total lbs CO2	2,720,195	2,678,200	41,995	1.6%
Total Propane Usage (GAL)	121,315	108,430		
ghg factor	13	13		
Total lbs CO2	1,577,099	1,409,590	167,509	11.9%
Total Oil Usage (GAL)	2,641	16,897.8		
ghg factor	22.45	22.45		
Total lbs CO2	59,281	379,356	(320,074)	-84.4%
<u>Fleet vehicle calculations</u>	2023	2022		
Ford Gallons of Gas	1,012	1,068		
White Van Gallons of Gas	2,080	2,477		
Dodge Gallons of Gas	177	66		
Total Gallons of Gas Used	3,269	3,611		
ghg factor	19.59	19.59		
Total lbs CO2	64,032	70,742	(6,710)	-9.5%
Total lbs CO2 Produced	4,420,607	4,537,887	(117,281)	-2.6%

COMPLIANCE DETERMINATION: COMPLIANT