

**FARE SHARE CO-OP**  
**2016 ANNUAL REPORT**  
**April 2017**



## Fare Share Staff

Emmy Andersson, General Manager; Jessica McMahon, Store Manager; Han Libby, Sales Associate; Natasha Heald, Sales Associate; Becky Moaning, Sales Associate (hired Jan 2017)

## Fare Share Board of Directors 2017

Andrea AskenDunn (Vice President) \*; Becky Cheston \*; Corey Dilts \*; Rick Jackson; Peter Kreiner \*; Rachel McGarry \*; Lisa Moore (President) \*; Ashley Roberts (Potential Treasurer) \*; Zizi Vlaun (Secretary)

\* requires election by quorum of membership

**The Board meets on the fourth Tuesday of every month from 3:30 to 5:30 in The Commons.** Meetings are open to everyone. A Board Intern position is open to a high school student; if you know anyone who may be interested, let us know at [bod@faresharecoop.org](mailto:bod@faresharecoop.org).

Cover Art: Cyndy Tinsley

Thank you to all staff, BOD members, and ALL our volunteers!



## NOTES FROM TWO PRESIDENTS

Serving on the Board of Fare Share over the last six years has been challenging and inspiring. During 2016 we were challenged and encouraged to keep the vision of a growing market and improved store site as a top priority. There have been successes under Emmy Andersson's competent leadership and the encouragement of grant funds through Cooperative Fund of New England. It is affirming for us that the Cooperative Fund has seen our Co-op as a good investment.

I have been inspired by the increasing involvement of individuals to serve Fare Share and our broader community as Board members.

I am grateful to have served on the board and be in the company of folks committed to a resilient and strong food cooperative. Fare Share continues to be in good hands. We will celebrate our 40th year with gusto!

Mary Ann Haxton, President 2010-2016

2016 was a great year for Fare Share in many ways. Our stable staff of four (now five) served us with grace, goodwill, and expertise—all necessary to master our new POS system. 2016 also saw a handful of dependable volunteers along with surprises, such as the group of Hebron Academy students who made wreaths one Saturday. Also, a successful “charrette” was held in May, welcoming many non-members to a round-table discussion about Fare Share's role in our community.

Our building continues to serve us well, with a full slate of tenants and a smaller energy footprint, but also with some growing pains and aging issues.

Our membership is our heart. Thank you for shopping often, getting involved, inviting others to participate, and reading this report. Fare Share turns 40 in 2018! Let's celebrate in as many ways as we can. Let us know your ideas.

Lisa Moore, Acting President

## 2016 HIGHLIGHTS

March 12	Spring Member/Owner Meeting
May 16	FS Charette held in the Commons: role in our community
April 22	Earth Day Norway celebration
June	Insulation in basement completed
June 4	Yard, Plant, and Bake sale
July 12	Norway Arts Festival
Aug 13	First Foothills Food Festival; kickoff of “Help Fare Share Go Solar!” Campaign
Oct 3	Jeanie Wells of CDS (Cooperative Development Services) sends her report
Oct 7	Yard sale
Nov 12	Fall Member/Owner Meeting: Thanks to Rick Meagher and Mary Ann Haxton for their long service on the BOD; Patronage dividends introduced.
Nov 13	Holiday wreath-making begins
Dec 3	Holiday Dinner and Auction at Café Nomad

## THE “HELP FARE SHARE GO SOLAR!” CAMPAIGN

The Board and Energy Committee has long had a goal of shifting away from fossil fuels to solar generated power. Already, we’ve reduced our fossil fuel consumption significantly (See graphs inside back cover) with the installation of electric-fueled heat pumps: one in the Commons, three in the store, and four upstairs. The idea is to get the building and its systems to run as efficiently as possible so that we need as few solar panels as possible. We have shifted to LED lighting, purchased a new produce cooler and the necessary upgrades, insulated walls, and made repairs to and painted exterior walls and doors.

To finance these improvements, the Board decided to try crowd-funding in the form of an online Indiegogo campaign. A group of volunteers created a 3-minute video that describe the project and featured diverse Co-op owners. The campaign is still here: <https://www.indiegogo.com/projects/help-fare-share-co-op-go-solar-food-energy#/>. We could not have made the video without Jack Gentempo: thank you, Jack!

\$35,000 was an ambitious goal, but we hoped that our nearly 500 member/owner households would donate about \$70 each. The campaign kickoff was August 13, 2016, the day of the first annual Foothills Food Festival. It ran for 45 days, until September 27, through the Common Ground Fair.

The good news is that we raised \$8,178. \$6822 came in through 62 backers on the Indiegogo site and \$1696 came in from 39 donors at the cash register. The bad news is that we only achieved one-quarter of our financial goal. Consequently, we've added an \$11K intended income to the 2017 budget. The Board is exploring other ways to fundraise: grants, outside gifts, etc. For example, CEBE's Energy Working Group is applying for a SunShot funding through Energy.gov on behalf of Fare Share. If you have a suggestion, please put it into writing and give it to a Board or staff member.

During the campaign, we did make a lot of great connections with members by phone and online and even received donations from as far away as Illinois and Pennsylvania (and one other co-op). "friends" who support us from afar.

Thank you to the volunteers who led the campaign, the stars who appeared in the video, the donors, and to everyone who agrees that solar is a good fit for Fare Share . . . even though it may take several years to make it a reality. We have an estimate of \$100K for solar panels on top of the \$35K of improvements. Every little bit helps. Let's keep our eye on the prize and imagine a solar-powered co-op by the time we're 45!

## VOLUNTEERING AT FARE SHARE

Have you ever volunteered your time and energy to help someone or to further a worthy cause? Did it make you feel useful, accomplished or capable? Did you like the feeling that you were part of a greater whole? Did you feel more connected?

Volunteering at Fare Share can give you a chance to meet new friendly people. It can help you know more about what is offered in the store and can be fun and fulfilling. At Fare Share there are a variety of jobs that can be done to assist. When the staff have help, they are more able to do those behind the scene tasks that improve the store. Jobs range from shelving foods to feather dusting, from helping with a fundraiser to sweeping, from arranging the kids' toys to repacking bulk foods. Hopefully you can do a task that matches your skills. Even children can help and as they learn and enjoy playing "store."

I have enjoyed volunteering this year collecting goods and selling at the yard sales, meeting the truck delivery, making and decorating wreaths, and preparing food for the holiday dinner. I hope you will think about coming in to volunteer and see how much help you can be and how much fun you will have.

Cyndy Tinsley, Volunteer

Special thanks to our most devoted volunteers: Bea Asken, Rich Masterson, Riva Sazama, Jennifer Grover, Steven Bies, and Cyndy Tinsley.



***OUR VISION is a cooperative, welcoming, sustainable, and resilient food hub that educates, inspires, and serves a diverse local community.***

## GENERAL MANAGER'S REPORT

### Together for What Matters

What an awesome year! Fare Share Members, Staff, Board of Directors, Management, Volunteers, and the Greater Community have really come together to build on the solid foundation of this great resource we call Fare Share Co-op. Together we are creating a growing positive community of healthy, happy, and environmentally conscious people. On top of that we have managed to exceed our sales goals, lower our environmental footprint, and even free up a bit of cash for continuous improvements. Thank you!



### Members

Fare Share saw a significant increase in membership in 2016. We added 68 new member households over the past year. Fare Share is reaching more and more people in the community and we are finally seeing an increase in members using the Co-op as their primary grocery store. Our efforts to increase inventory and improve our product mix, while lowering prices on selected products, have had great effect.

We distributed \$19,787 in discounts to our members in 2016. That number does not include the additional low member mark-up on pre-ordered items. Our three most loyal member households saved \$5,916 combined on their in-store purchases last year. Each of those three households do their grocery shopping exclusively at Fare Share and spend less or equal to what the USDA Moderate Food Budget suggests for households of similar size, per month (USDA, 2017). Other member households treating Fare Share as their primary grocery store are able to spend less per family member as their product selection is more deliberate (Anonymous, 2017).



This is a great achievement for Fare Share. We have pledged to provide access to affordable local, natural, and organic food for our community and we are. We also allow SNAP recipients to join the Co-op using the Food Access Fund Program. This program pays for their Equity and allows us to offer memberships for the dues payment of \$15. To improve further on these efforts we have started working to adopt the Maine Harvest Bucks Program discussed briefly below.

### **Lower Prices & Monthly Sales**

Through member engagement efforts made possible by technical support and grant funds received in 2015, our Board of Directors was able to pinpoint key concerns present in the membership, as well as in the community at large. We have taken these concerns very seriously and, with the help of funds received through a 2016 Grant, are working hard to meet the needs and wants of our membership.

- We continuously analyze our inventory with the goal of identifying products that we can offer at lower cost.
- We have secured standard discounts with certain vendors, allowing lower prices for members on certain products.
- We have initiated a monthly Healthy Advantage sales program to offer significant savings on current and new items monthly.
- We have developed a marketing program that communicates these changes, as well as offers new, local, and diet specific items every month.
- We have increased signage and added displays to ensure that members can easily find what they need.
- We have started working on the implementation of the Maine Harvest Bucks Program through the Maine Farmland Trust, which is part of the Maine Local Food Access Network in partnership with MOFGA and the Maine Federation of Farmers' Markets. Our goal is to make local fruits and vegetables available to SNAP recipients by the summer of 2017. If they buy local foods for \$20, they will receive a voucher for \$20 to buy fruits and vegetables from local producers at the Co-op. This helps them and also supports our local farmers.

### **Growing Inventory**

We have increased our inventory and broadened the product



mix at Fare Share significantly in 2016. We have added over 1,000 new products. We have added over 250 products in the Dry, Refrigerated, and Frozen departments alone. About 50 of those items are vegan, 50 are gluten-free, and over 30 are local. We have more than doubled our selection of local produce items, some of which are seasonal. You might have also noticed the substantial increase in Supplements and Health & Beauty products, as well as the addition of a whole Home Brewing Supplies department.

Many of the products introduced over the past year have become top performers, meaning they are good for both members and the Co-op's financial stability. That is exactly what we want to see happen here at Fare Share as we continue to bring in new products every month. . Value for our members transform into success, which transform into greater value for our members!

### **POS Upgrade**

We installed a new Point of Sale (POS) system in May 2016. It has taken us some time to get used to this new system and now we know it well. Our next step is to install a Chip Reader Terminal. This is a required action that we hope we can all adjust to without problems. We will also upgrade the software this year in order to serve our members better. This upgrade will make the cashiers' job easier and will allow us to more easily adopt programs such as the Maine Harvest Bucks Program. It will also allow us to build better sales programs for our loyal and frequent members.

### **Fare Share in the Community**

Fare Share Co-op is not only a fantastic Main Street grocery store, it is also a landlord. We lease space to eight other organizations. Three of those are other non-profits. We enjoy being able to provide affordable space to the Western Foothills Land Trust, CEBE, and Norway Downtown. Partnering with these organizations allow us to have a positive impact in our community beyond our direct membership.

Fare Share has also sponsored a variety of events initiated by non-profit organizations, schools and other community members throughout the year of 2016. We have carefully balanced the support of other community organization with the financial health

of the Co-op, understanding that we can only do good if we take care of our own organization simultaneously. Fare Share had a large role in the Foothills Food Festival last year. We partnered with many of our local vendors by setting up tables and booths for them to sample food, display product, and educate the community about their role as local food producers.

### **Energy Efficiency & Building Improvements**

Most of you know that we installed heat pumps in 2015. We continued our efforts of conserving energy in 2016. We were able to insulate the basement walls by matching leftover grant funds from the heat pump installation with funds of our own. The results are financial savings, great heating and cooling, and a smaller environmental footprint.

The building is being cared for. Volunteers helped paint the Main Street facade, the lovely mosaic project was completed by Nikki Millonzi and members of the community this past fall, the basement was cleaned out completely, and small store improvements are ongoing. In the works is a complete store reset with the help of a consultant from Cooperative Development Services (CDS). Thank you to all that volunteered to make these things happen!

### **Grant Income**

We received a small grant from Cooperative Funds of New England (CFNE) in the fall of 2016. That grant allowed us to seek outside consultation on how to improve our operations and better communicate with our membership. We worked closely with Jeanie Wells from CDS Consulting and were able to have her build a comprehensive and actionable report. We use this report continuously when weighing pros and cons of improvement efforts and desired changes. We have also improved on our communication and member engagement efforts in-store. We have been able to adjust workflow and pinpoint the need for more staff as a critical step in improving service to our members. We were able to budget for additional staff at the end of the year and consequently hired Becky Moaning in January 2017. Becky has helped us increase our presence on the sales floor, allowing us to serve you better.

The help from CFNE and CDS Consulting has allowed us to build sound strategies around many aspects of our co-op. Our next step is to build fun and engaging communication strategies for 2017 and beyond. This is an ongoing process that happens in the Marketing Committee. This committee, which is actually a lot of fun, needs a few more brains. Please consider getting yours involved!

## **Looking Ahead**

We are excited to implement many of the ideas that have formed over the past year. We want to build on the success of 2016 and focus on providing even more meaningful products and services to our members and community at large. We are in a great spot to start carving out a firm direction for our co-op. We have a full Board of Directors, dedicated to lead and serve, and we have an increasingly active membership. We also have a wonderful local community of which we want to be an integral part.

By listening to our members along with analysing the financial success of 2016, we have decided that the Co-op's main focus in 2017 is to increase local offerings. We are as excited as you are about good local food. We are also excited about the positive impact Fare Share can have on the local economy. Understanding the importance of food security, we see Fare Share as an instrument in the process of making locally-produced food available to the local community.

Eat local, shop local, and have fun in 2017!

Emmy Andersson, General Manager

### Sources:

USDA (March, 2017) Official USDA Food Plans: Cost of Food at Home at Four Levels, U.S Average, February 2017. Retrieved March 23, 2017, from: <https://www.cnpp.usda.gov/sites/default/files/CostofFoodFeb2017.pdf>

Anonymous (March, 2017). Interview with Member. Recorded March 23, 2017, at Fare Share Co-op.

# FINANCIAL REPORT

## Assets

- Current Assets include our Restricted Funds as well as our Operating Cash.
- Accounts Receivable reflects Minor House Account Balances. Historically, all House Account balances were recorded here, but since a selected few have large negative balances, those accounts are now being recorded as Current Liability.
- Our Inventory has grown by \$3,000 in 2016. We have managed to slim back-stock, order at lower prices, and expand product mix.
- Our Fixed Assets include Land, Building, and Equipment. Our building has depreciated at a rate of about \$22,000 in accordance with standard depreciation schedules. The building value in 2001 was \$317,800. It is now \$87,574. Since no major investments into the building has taken place over time, the value of the building and consequently our Balance Sheet, has decreased.
- Other Assets refer to Equity that we have in other co-ops such as Frontier Co-op, where some of our Dividend was deferred and reinvested.

## Fare Share Co-op Balance Sheet As of December 31, 2016

	Dec 31, 16
<b>ASSETS</b>	
Current Assets	
Checking/Savings	12,768.05
Accounts Receivable	-441.38
Other Current Assets	
Inventory	42,043.20
Total Other Current Assets	42,043.20
<b>Total Current Assets</b>	<b>54,369.87</b>
Fixed Assets	
Fixed Assets	165,363.55
Other Assets	2,506.78
<b>TOTAL ASSETS</b>	<b>222,240.20</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	33,463.31
Long Term Liabilities	304,055.55
<b>Total Liabilities</b>	<b>337,518.86</b>
Equity	
Retained Earnings	-118,919.74
Net Income	3,641.08
<b>Total Equity</b>	<b>-115,278.66</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>222,240.20</b>



## Liabilities & Equity

- Our Current Liabilities are now including House Account Balances (mentioned above). Other Current Liabilities such as Accounts Payable (\$16K) and a Credit Card (\$1.8K) have been reduced by 50% in 2016.
- Long Term Liabilities include our Mortgage, Loans for Energy Efficiency Improvements, Member Loans, Member Equity, and Equity Certificates. Our Member-Owner Equity has increased by \$4,000 and other Long Term Liabilities have decreased by \$9,000 over 2015, presenting financially healthy restructuring of liabilities as well as growing interest in Fare Share.
- Retained Earnings is still negative due to the accumulation of large losses over the years. However, decreased by more than \$7,000 in 2015, due to our positive Net Income.
- Net Income is positive again in 2016, allowing us to shrink Negative Equity further.

Pease direct any questions to the Finance Committee or call GM to set up an appointment.

**Fare Share Co-op**  
**Profit & Loss Budget vs. Actual**  
 January through December 2016

	Jan - Dec ...	Budget	\$ Over Bu...
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
Rental Income (incl Commons)	27,180.00	27,800.00	-440.00
Grant Income	14,754.00	2,175.00	12,579.00
<b>Sales (after discounts)</b>			
Gross Sales	440,004.39	425,073.00	14,931.39
Discounts-Owners	-19,787.30	-7,599.00	-12,188.30
Discounts/Other	-1,846.78	-511.00	-1,335.78
<b>Sales (after discounts) - Other</b>	-0.02		
<b>Total Sales (after discounts)</b>	<u>418,370.31</u>	<u>416,963.00</u>	<u>1,407.31</u>
<b>Total Income</b>	<u>480,284.31</u>	<u>446,738.00</u>	<u>13,546.31</u>
<b>Cost of Goods Sold</b>	<u>282,738.50</u>	<u>291,187.00</u>	<u>-8,448.50</u>
<b>Gross Profit</b>	<u>177,545.81</u>	<u>155,551.00</u>	<u>21,994.81</u>
<b>Expense</b>	<u>169,411.90</u>	<u>171,573.00</u>	<u>-2,161.10</u>
<b>Net Ordinary Income</b>	<u>8,133.91</u>	<u>-16,022.00</u>	<u>24,155.91</u>
<b>Other Income/Expense</b>	<u>-4,492.83</u>	<u>-6,473.00</u>	<u>1,980.17</u>
<b>Net Income</b>	<u><u>3,641.08</u></u>	<u><u>-22,495.00</u></u>	<u><u>26,136.08</u></u>

Profit & Loss Budget vs. Actual

- Ordinary Income here consists of Rental Income, Grant Income, and Sales.
- We received complete payment from our tenants this year. One tenant claimed payment of January's rent on 2015 year taxes, forcing us to do the same.
- Grant Income exceeded budget due to a CFNE Grant of \$5,000 secured in the fall as well as our opportunity to request leftover Grant funds from USDA for the Insulation of the basement walls.
- Our sales exceeded budgeted sales.
- We started including our Member Price level in our Financial Reporting in May of 2016. This is reflected in the significant increase in discounts over budgeted numbers. We see discount info as highly relevant and have chosen to include it in our financials so that we can illustrate some of the current benefits offered to members with reference to collected data.
- Other Discounts increased due to our new Monthly Healthy Advantage Sales Program 2016.
- Total Ordinary Income exceeded Budgeted numbers by \$13,546.
- We were able to keep Cost of Goods down by restructuring our ordering patterns, buying in bulk and negotiating with vendors. We came in \$8,448 under budget, which is excellent.
- Our regular Expenses came in under budget. Maintenance and Professional Fees exceeded projections, while Payroll & Benefits and Miscellaneous expenses came in under. Insurance went up slightly, interest payments were down, and Utilities came in slightly under budget.
- Ordinary Income was \$24,155 over budget. A very Positive Picture!
- Other Income was negative, but came in \$1,980 over budget. Fundraising fell short, but expenses were kept down as a result. Depreciation Expense was \$23,464. This is a non-cash expense drawing down the value of our Long Term Assets.
- We had a positive Net Income of \$3,641, which exceeded budgeted numbers by \$26,136. We back out Depreciation Expense in our Budget processes because it is a non-cash expense, leaving a negative Net Income in our Budget Column. When Backing out Depreciation our Budgeted Net Income is positive. \*Ask our Finance Committee or GM for more information around the practice of backing out Depreciation and our future plans to build up our Capital Improvement Funds.



## 2016 TENANTS

In addition to being a retail store and a Main Street property owner, Fare Share is also a landlord who rents space to several tenants. We were fortunate in 2016 that our spaces were full and our tenants were cooperative. Here are the tenants we rented to in 2016:

Western Foothills Land Trust  
Moose Pond Arts + Ecology  
MAS Medical Staffing  
HCI Consulting  
Norway Downtown  
David Boothby  
Trudy Stanley  
Center for an Ecology Based Economy



Longtime member Nikki Millonzi organized the creation of these beautiful mosaic panels that celebrate gardens, food, and harvest in our community. Thank you, Nikki!

## **COMMITTEES (standing)**

**Building and Grounds** Takes care of problems when they arise; meets as needed.

**Energy** Spear-headed improvements to building and shift to heat pumps for heating/cooling; meets as needed.

**Finance** Advises and supports GM.; builds budget; meets quarterly.

**Hearth Tenders** Offers new member orientations 2-3 times per year; supports new members and ongoing membership drive.

**Marketing** Authors Marketing Plan; develops and implements marketing strategies.

**Membership Engagement** NEW. Keeps track of membership records and works to inspire and engage involvement and volunteering.

(ad hoc)

**Basement/Plumbing** NEW Supports GM in making decisions about use of space, maintenance of systems, and future possibilities (i.e. root cellar, grow room, meeting space).

**Solar Campaign** Organized and oversaw campaign to raise \$35K to support energy use reduction strategies in anticipation of moving to solar power someday.

**Fundraisers** Yard sales, holiday dinner, wreath-making. If a member has a good idea, we'll use it to achieve our goal.



## **FARE SHARE AND CEBE**

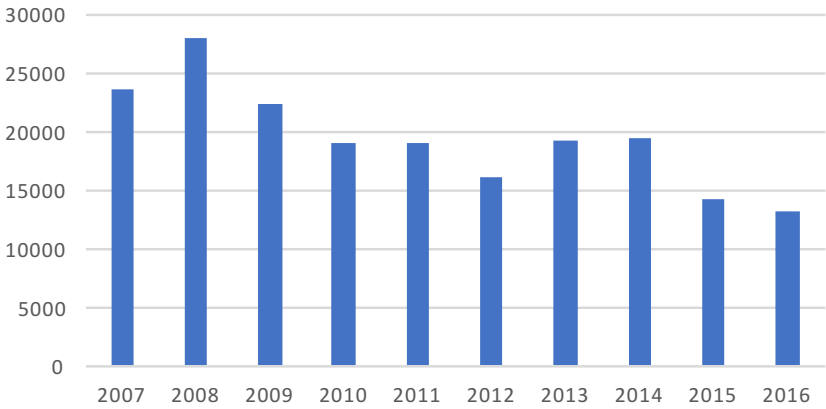
A primary goal of The Center for an Ecology-Based Economy (CEBE) is to build local community resilience to climate instability and resource depletion. Essential will be a robust and truly sustainable local food system that honors and respects food growers, regenerates the landscape, and provides access to healthy food for all. Fare Share Coop has been at the forefront of building an equitable food system in this community for nearly four decades and is poised to play an even greater role as we inevitably move toward a de-industrialized food economy.

Since our inception four years ago, CEBE and Fare Share have worked hand-in-hand, especially in our sharing of The Commons, a vital community meeting space. While functioning as CEBE's home base and hosting over 100 community events, it is also used by Fare Share for staff, board, and membership meetings. We have co-hosted events including screenings of Food for Change, Catching the Sun, and Just Eat It!, and a wreath making project, a successful fundraiser for Fare Share. The Foothills Food Festival, a project of Community Food Matters, the local community food council facilitated by CEBE, was also a collaboration with Fare Share hosting many local vendors and farmers and welcoming new customers and members.

CEBE was proud to fiscally sponsor the Co-op's crowd-funding campaign and we have now included Fare Share as a partner in our application to the DOE's Sunshot Competition which would create a solar farm to supply all of our power in the building. Looking ahead, we'd love to collaborate on renovating the Co-op kitchen and connecting it to The Commons for more community food and education events to support the Co-op's mission. The Fare Share/CEBE connection is a vital link in a growing local foods network, and one we hope to strengthen as we move toward a thriving food future for the Maine's Western Foothills.

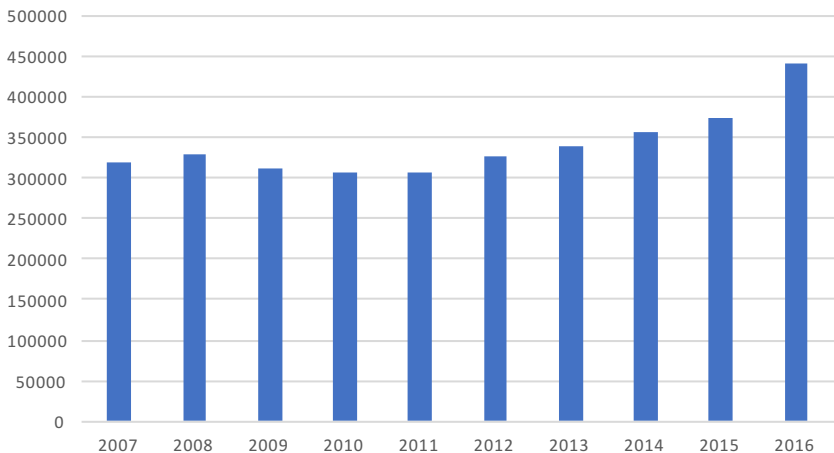
Scott Vlaun, Executive Director and Fare Share member

## Utilities



These graphs show two extremely positive trends:  
lower utilities and higher sales!

## Gross Sales



**Fare Share Membership Meeting Agenda  
APRIL 8, 2017, 2-4 in The Commons**

Welcome, Introductions, and Meeting Agreements  
Presentation of 2016 Annual Report

BOD Member Vote

Continuance of Patronage Discount discussion; establish  
Committee with a goal of proposing Bylaw change at the Fall  
Membership Meeting on November 11.

Report on initiatives to serve a broader, more diverse local  
community.

Awards:

Golden Plunger  
Volunteer Award

Staff Member Recognition  
DOOR PRIZE



Website: [www.faresharecoop.org](http://www.faresharecoop.org)  
[cdsconsulting.coop](http://cdsconsulting.coop) ~ [ica.org](http://ica.org) ~  
[strongertogether.coop](http://strongertogether.coop) ~ [ncg.coop](http://ncg.coop)

In 2016, Fare Share added more than 250 new products to its inventory. About 50 of those are vegan, 50 gluten-free, and more than 30 are local. And if you've ever wondered what we sell the most, here's the answer for 2016:

### **2016 Top Sellers:**

- 1. Organic Bananas**
- 2. Hungry Hollow Cookies**
- 3. Bulk Organic Coffee from Dean's Beans  
(Best Performing)**
- 4. Raw Organic Milk from Misty Brook Farm**
- 5. Mount Mica Bulk Honey**
- 6. Local Eggs**
- 7. Bulk Organic Vanilla Extract**
- 8. Borealis Multigrain Bread**
- 9. Hungry Hollow Pumpkin Cookie**
- 10. Large Hot Soup**

## **FARE SHARE NEEDS YOU!**

**Please mark these dates on your calendars:**

**APRIL 8, 2-4, MEMBER-OWNER SPRING MEETING**

**APRIL 15, NORWAY EASTER FESTIVAL**

**APRIL 22, EARTH DAY NORWAY CELEBRATION**

**APRIL 25, 5-6:30, NEW MEMBER-OWNER ORIENTATION**

**JUNE 3, , 9-2, YARD AND PLANT SALE**

**JULY 8, 9-4, NORWAY ARTS FESTIVAL**

**AUGUST 12, 1-9, FOOTHILLS FOOD FESTIVAL**

**SEPTEMBER 22-24, COMMON GROUND FAIR**

**OCTOBER 7, 9-2, YARD SALE**

**OCTOBER 24, NATIONAL FOOD DAY Any ideas?**

**OCTOBER 27, NORWAY HALLOWEEN FESTIVAL**

**NOVEMBER 11, 2-4, MEMBER-OWNER FALL MEETING**

**NOVEMBER 19, WREATH MAKING Kick-Off Party!!**

**NOVEMBER 25, NORWAY CHRISTMAS PARADE**

**and SMALL BUSINESS SATURDAY**

**DECEMBER 3, 5-8, HOLIDAY DINNER AND AUCTION**

***In 2018, Fare Share will turn 40 years young!***

***Let's plan a fabulous birthday party***

***for our Co-op!***

