

January 4, 1990

The long-term planning committee held an open meeting on January 4, 1990 to get feedback on the long-term plan. As a result of this meeting, several changes, which are reflected in the enclosed document, were proposed. Those changes are as follows:

1. The recommendation for a formula for distribution of camping passes to food booths was changed at the request of the food booth committee.

2. The recommendation for compensation for the Treasurer and Secretary was changed, based on Norma's statement that the amount recommended was a decrease. It was the intent of the committee to compensate these positions at the same rate as in 1989; therefore we recommend that this amount be kept at \$250.00.

3. At the request of a strolling vendor, we re-evaluated the passes provided strolling vendors, and decided to recommend that they receive 2 passes as part of their registration fee.

The next meeting of the planning committee will be Thursday, January 25, 1990 at 7:00 PM at Dahinda's house. The agenda is:

1. Discussion of issues raised at BOD meeting.
2. Development of a plan for disbursing retained earnings.
3. Discussion of the sale of manufactured goods by non-profits.

REVISED JANUARY 4, 1990

It is with great pleasure that the Oregon Country Fair Planning Committee presents this document, which represents the consensus of its members. In producing it, we attempted to maintain the spirit and tradition of the Fair, as well as account for some of the changes the Fair has undergone in its' 20 year history. In choosing an agenda for our committee, we attempted to address the issues which seemed most urgent to us: overcrowding in all its manifestations, the distribution of camping passes, vouchers, and per diem, land stewardship, and long-term financial goals and strategies.

Our first decision was addressing the growth-no growth controversy. Our solution (a new loop), and our strategy for dealing with it, is to decrease the population density for both booths and paying customers by increasing the space available without increasing the number of booths. This solution takes into account the inevitable loss of a large part of the river loop due to bank erosion.

A second issue we addressed is the acknowledgment of the fact that our family has grown considerably over the past 20 years, but our policies regarding camping go back to the days when our children were toddlers and our policies were driven by the rental agreement for the land. It is our contention that many of the children and significant others of staff and boothpeople are forced to sneak in due to unnecessarily restrictive policies, and that changing these policies would both acknowledge and legitimize what already exists, and is in the best interests of the Fair as a whole.

While we recommend liberalizing the pass policy, two things should be kept in mind. First, It is our sincere hope that by enabling booths and staff to obtain enough passes to cover their families, we will encourage the Fair family to deal with passes, and each other, honestly. We recognize that the restrictive policies currently in existence encourage cheating, and feel that the changes we have proposed will eliminate the problem of legitimate participants being denied access to the Fair. Second, although we are recommending that booths and staff have the opportunity to obtain more passes, it is with the understanding that the space available for camping will not increase. Camping spaces, be they booth or staff, cannot become larger.

Regarding the issues of vouchers and per diem, there is a considerable amount of misunderstanding and dissatisfaction with current policies. Our goal was to standardize the rationale for distribution, to make the policy public and accountable, and in the case of vouchers, to increase the value to reflect increasing costs.

Furthermore, we recommend that food vouchers be rechristened as "Vouchers", redeemable for face value by any booth, not just food booths. We further recommend that the process for redeeming vouchers be included in this year's guidelines for craft booths. With regards to the issue of land stewardship, our goal was to reflect the spirit of the Fair in its' land use policies, including recommendations regarding use of chemicals on the land, and to begin the process of formulating a policy for preserving our land, while at the same time allowing for use of the land by the Fair family.

Our last goal, one which we have not fully explored as yet, is to design a strategy for distribution of retained earnings which reflects the philosophy of the Fair, is public, and which provides adequate financial protection for the Fair. This piece will be presented to the Board no later than April.

Finally, we recommend that whatever changes are implemented be evaluated and updated after the 1992 Fair (3 years).

Your Planning Committee: Toby Alves, Ron Chase, Jim Larsen, Dahinda Meda, and Tom Wenk. Special thanks to Arna Shaw for providing us with the information we requested to help us in understanding the issues.

We support development of a new loop in the crafts lot, in the area now utilized for camping by recycling, the water crew, and Sparks, among others, and in which the perimeter avoids the pond and low areas behind it (security camp). It is our opinion that the new loop should be capable of handling up to 50 booths, with adequate camping space, at least one stage, toilets and hand-washing facilities, and provide enough open space so as to not have the same cramped feeling the old loops have. The loop could be "phased" in, with different sections opened in different years. However, at the beginning it should be of adequate size to be able to attract paying customers, with the stage being among the first to move in.

We agree that we should open a new loop to increase space, not to increase the total number of booths. We further recommend that booths be accepted into the new loop based on the following priorities:

1. Booths in the existing loop which are displaced due to bank erosion, water lines, or other pre-determined valid purposes.
2. Booths in the existing loops which volunteer. If more booths volunteer than there are spaces for, a lottery will be held.
3. Displaced booths would at this point have first choice at spaces in the existing loop vacated by those volunteering for the new loop.
4. New booths admitted on a 1-year basis, without grandfather rights (If there are more displaced and volunteer booths than there are spaces, then these booths spaces would be acquired through attrition. We recommend that eventually there be 15 of these "yearly" booths). These booths would be juried on a year-to-year basis, and would be admitted with the goals of upgrading the quality of crafts and providing more variety from year to year. We recommend that they be sited in spaces vacated by non-returning booths and booths on sabbatical. At the point there are 15 such spaces each year, we would begin accepting "grandfathered" booths again.

We think the first booths for the new loop should be those which will be displaced by new paths at the South end of the service road, those behind Ritta's Burritos, and those on Strawberry Lane. These are all in areas of bank erosion, and are in the way of the projected paths of buried water lines. Efforts should be made to insure that, as booths from the existing 8 move, the space left behind reverts to the Fair, with emphasis on preserving open space.

We favor one large loop as to opposed to several smaller ones for two reasons: first, the small loops we have now (Pike Street & the upper river loop) do not get enough action with paying customers as it is, and, second, we believe it would be easier and cheaper to provide services (water and pumping shitters) in one loop.

We recommend against opening up any new space through clearing in the existing loops, either for new paths (other than those discussed above) or access roads, with one other exception. An access road will need to be cut into Dahinda's 5 acres if we are to utilize that area.

We strongly oppose closing the 8 to vehicle traffic before and after the Fair. This would result in great hardship for many of the crafts and food booths, and many craftspeople will not haul fragile and expensive goods through the dust in carts. We favor keeping cart use requirements as they are (no change here).

We recommend that crews displaced by development of a new loop be given adequate camp sites to replace those they lost. We recommend this be done, after consultation with the effected crews, as part of a comprehensive camping plan, and all at once, and that the Fair assume responsibility, financial as well as providing labor, for whatever site preparation is necessary. We recommend that the erosion control crew begin discussions with these crews as they set up for the 1990 Fair, so that whatever site preparation deemed necessary can be done immediately after the 1990 Fair, and ready for the 1991 Fair.

We agree that more ticket booths and a second entrance are priorities for the 1990 Fair. We believe the first part of the new loop should open at the 1991 Fair, and, if not complete then, should be completely open for the 1992 Fair. We also think we should lay out a connecting loop further out into the open space of the crafts lot and plant it, no later than the fall of 1992, so in 10 years or so it will have enough cover to work as a loop.

For the 1990 Fair, we recommend putting toilets across Indian Creek from the new admissions, sited in a place where admissions flow will be impacted as little as possible. Construction of a large (wide) bridge across the creek will be necessary.

We recommend eliminating use of all chemicals, including fertilizers. Implicit in this recommendation is that an adequate volunteer force exists to do this work labor intensively. To accomplish path maintenance and erosion control, we recommend that the BOD designate a committee responsible for formulation of a "Master plan for vegetation and erosion control", along with formation of a crew charged with coordinating and performing these and related tasks.

### Per Diem

Statement of philosophy: "The success of the Fair is due in part to the competence, generosity, and spirit of its volunteer staff. It is the intent of the Fair to remain a volunteer-based organization, and whenever possible an effort will be made to recruit and utilize volunteers, except where specifically exempted by the BOD. (Presently the GM, caretaker, and those receiving per diem)."

We recommend that per diem be kept at \$25.00/day, none for anyone Thursday/Sunday, and only for the days beginning with the day main camp opens, and ending with the day main camp shuts down. Crews included in this category are Main Camp, Main Camp Kitchen, Construction, Recycling, Traffic, Water, and the Cart and Reefer crews. We further recommend that per diem be paid only for full days spent on site, with the following exceptions:

1. We recommend that service contracts, in an amount comparable to the total of per diem paid in 1989, be established with the following crews: Publicity, childcare, communications, vaudeville, main stage, ambience, (the latter 3 for staff, not performers), medical, the OCF office and registration.

2. We recommend that personal service contracts be kept with the Fair Accountant and Lawyer, as currently happens.

3. We recommend that the Treasurer and Secretary be reimbursed at an amount of \$250.00 per year for time spent on Fair activities. We recommend that the stipend for the office of President be eliminated.

4. We recommend that approved capital improvement projects be done by volunteer labor wherever possible; (in keeping with our recommendation that per diem be paid only when Main Camp is open, volunteer in this case means that no per diem is paid). Where Volunteer labor is unavailable, or not qualified to perform the task at hand, we recommend that the Board or GM solicit bids from qualified contractors, with special consideration given to already established Fair crews. We also recommend that capital improvement projects be funded separately from regular budget items and that the amount set aside for future capital improvements be part of an overall financial plan which we will submit to the Board by April, 1990.

5. We recommend that the reefer truck coordinator and crew receive per diem and vouchers on the same basis as other crews. We also strongly recommend that the Fair pay for ice, and that the proceeds from the sale of ice revert to the Fair, and that the surcharge on food booths for use of the reefer truck be completely eliminated.

The reefer crew will probably increase from the current \$50.00; The decrease of a stipend for the President (\$200.00) will more than offset this increase. Net Change for per diem: -0-

### Camping Passes

Statement of Philosophy: "There have been many changes in the Fair family since rules regarding passes were developed. The following is an attempt to recognize the fact that our children are growing up, and to acknowledge that they and our significant others have a right to legitimately participate in the Fair, and that what was a reasonable number of people per booth 20 years ago is no longer reasonable. Finally, it a way of paying back our volunteer staff for their years of efforts, and of recognizing the fact that, while most booths have the opportunity to make money at the Fair, staff do not have this opportunity."

All children 12 and under- no pass required (no change); children aged 13, 14, 15, and 16, who are part of a booth or a dependent of a staff person, shall be sold "Teen passes" for \$15.00.

The significant others of staff shall be admitted for \$ 15.00. One significant other per staff person.

For a staff person to be eligible for a camping pass, dependent child pass, and significant other pass, they must work a minimum of 16 hours between the day Main camp opens and the day it closes. Volunteer time spent before the opening of Main Camp will not count toward the 16 hours unless specifically authorized by the General Manager.

Those who work for more than one crew will receive camping passes, staff access passes, and t-shirts from one crew only. Under no circumstances will any person receive more than one t-shirt.

Crafts booths will receive 4 free passes (no change) and be permitted to purchase 4 more at the normal price (2 additional).

### Food Booth Passes, As Per Recommendation of Food Committee

We recommend that food booths be provided a total of 648 camping passes (51 booths X 12 each plus 36 more [6 booths X 6 passes] for what we originally designated super food booths). These passes will be allocated as follows: May 1 is the deadline to request the number of passes needed, up to 20 per booth. If 648 or less passes are requested, everyone receives what they asked for. The remaining passes will be reserved for food booths until the Thursday before the Fair, for first come, first serve (up to a limit of 20). If more than 648 are requested, they will be put into a pass distribution pool and matched with available passes. Everyone will then receive proportionately the same number of "over 12 passes". For example, if there are requests for 100 "over 12" passes, but only 80 are available, every booth requesting more than 12 passes will receive 80% of their extra pass request. Distribution of passes shall be the responsibility of the registration coordinator, with a food committee liaison present when the actual allocations are being made. Ultimate authority for resolving disputes shall rest with the registration coordinator. Beginning with the 1990 Fair, a food booth must be

open a minimum of 15 hours per day and prepare their food on-site to request more than 12 passes. Booths requesting more than 12 passes who fail to meet these requirements (food prep on-site and open 15 hr./day) will be ineligible for additional (more than 12) passes the following year. All passes above 6 shall be sold at the normal rate, excluding teen passes.

### **Strolling Vendors**

Strolling vendors shall be given two passes, an addition of 1, and be permitted to purchase one additional (no charge) at a normal price. Strolling vendors shall also be permitted to purchase "teen" passes" under the same conditions as booths and staff.

**Crafts Booths:** Currently purchase 500 passes @ \$40.00/each, an average of 2 per booth, for a total of \$20,000.00.

Assume that 1 of those passes becomes a teen pass.  $(250 \times \$40.00 [\$10,000.00])$  minus  $250 \times \$15.00 [\$3,750.00] = \$6,250.00$  lost revenue

Then assume that 1 additional full-price pass per 2 booths is purchased, a conservative estimate.  $125 \text{ passes} \times \$40.00 = \$5,000.00$  additional revenue.

Net Cost camping passes for crafts booths  $[\$6,250.00 - 5,000.00] = \$1,250.00$

**Food Booths:** Currently purchase 193 passes @ \$40.00/each, an average of 4 per booth, for a total of \$7,720.00

Assume that Super Food Booths buy 8 more each at full price;  $\$40.00 \times 48 = \$1,920.00$  additional revenue.

Assume that the remaining 44 booths average purchase is 4 camping passes - no change.

Assume that all 50 food booths replace 1 full-price pass with a teen pass.  $50 \times \$40.00 [\$2,000.00]$  minus  $50 \times \$15.00 [\$750.00] = \$1,250.00$  lost revenue.

Net Gain camping passes for Food Booths  $(\$1,920.00 - \$1,250.00) = \$670.00$  additional revenue.

**Staff:** Currently purchase 263 passes @ \$40.00/each for a total of \$10,520.00.

Assume they are all teen or significant other passes.  $263 \times \$40.00 [\$10,520.00] - 263 \times \$15.00 [\$3,945.00] = \$6,575.00$  in lost revenue. While it is entirely likely that significantly more teen and significant other passes will be sold, for purposes of this estimate, we will not include this.



### Vouchers

Statement of philosophy: The intent of distributing vouchers is to reimburse volunteers for expenses incurred as a result of their volunteering. The intent is not to feed a person for an entire day.

Vouchers are to be distributed at a rate of one per hr. worked, at a value of \$2.50/each, with a maximum of 8 per day. Persons who work for more than one crew can receive vouchers from each, within the parameters stated above (1 per hour, max of 8 per day).

Vouchers are distributed Thursday through Sunday. There will be a staff kitchen before Thursday and after Sunday.

Additional Cost: \$10,500.00

A 25% increase across the board from \$2.00 to \$2.50 each costs \$9,200.00. ( $\$36,770.00 \times .25 = \$9,192.50$ ). Bringing the few crews that are given less than 1 per hour up to equity will add an estimated \$1,300.00, making the cost of upgrading the value of vouchers and equalizing the formula for distribution approx. \$10,500.00.

### COMMUNITY VILLAGE

In light of the fact that Community Village has established itself as a semi-autonomous entity and developed its own policies, we recommend that the camping pass structure and cost, per diem, t-shirts, and distribution of vouchers be frozen at the current rate. It was the consensus of the committee that the Village is presently at maximum capacity, and consequently any increase in the number of people or the space occupied would be inappropriate.

### ENERGY PARK

Recommendations same as for Community Village.

### ENTERTAINMENT

We recommend that entertainment staff receive vouchers and camping passes with the same rights and privileges and at the same rate as other staff, including purchase of teen and significant other passes.

We recommend that entertainers who perform for all three days, and do not receive any cash reimbursement, be considered staff, and therefore eligible for purchase of teen and significant other passes.

### TEEN VOLUNTEER PROGRAM

In light of the fact that we are recommending reduced-price entry for all those 16 and under, we strongly recommend that participants in the "Teen Volunteer Program" be given special teen staff T-Shirts.

### COST SUMMARY

New Loop	unknown
Per Diem	-0-
Vouchers	<\$10,500.00>
T-Shirts	<250.00>
Camping Passes	
Craft Booth	<1,250.00>
Food Booth	670.00
Staff	<6,575.00>

Total Additional \$17,905.00  
Cost

The figures presented above are a worst possible case budget. It is our feeling that we will sell more full price, teen and significant other passes than projected above.

### BARTER FAIR

We recommend that the barter fair be eliminated for the following reasons:

1. The quality of items for sale at the Barter Fair do not meet Fair standards.
2. It is not fair to the craftspeople who pay booth fees and contribute in other ways that others be permitted to sell without paying or otherwise contributing to the Fair.
3. Our experience at the barter fair has been one of violence and theft, at a time when most Fair staff are tired from the weekend's work.
4. The barter fair adds to the mess at a time when our recycling crew is trying to clean up.
5. There is no way to control access to an event in the parking lot.