



Festival Organizer's Handbook

First Edition

Our Own Druidry



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Table of Contents



<i>Chapter One: Introduction to Pagan Event Planning.....</i>	<i>1</i>
Why Plan Pagan Events?.....	1
Herding Cats	3
Conducting Efficient Meetings	6
<i>Chapter Two: Initial Planning.....</i>	<i>9</i>
Purpose of the Event.....	9
Demographics: Who Will Attend?	10
<i>Chapter Three: Location & Date.....</i>	<i>13</i>
Location, Location, Location	13
Date Selection	14
<i>Chapter Four: Obtaining and Spending Money</i>	<i>15</i>
Budgeting	15
Fundraising before the event	16
Soliciting Donations and Discounts.....	25
Fundraising at the Festival.....	27
<i>Chapter Five: Transportation and Parking</i>	<i>31</i>
Transportation.....	31
Parking.....	32

<i>Chapter Six: Workshops and Entertainment</i>	33
Presenters.....	33
Entertainment	34
Scheduling.....	35
Children's Events.....	37
<i>Chapter Seven: Printing & Media</i>	39
Liability Waivers	39
Event Schedules.....	39
Menu and Ingredients List	39
Rules for Event	40
Directional Signs.....	40
Ritual Books.....	40
Audio/Video Materials	40
Camera & Film/Media	40
<i>Chapter Eight: Advertising</i>	41
Oak Leaves.....	41
New Age Magazines.....	42
ADF Lists.....	42
Sending Invitations	42
Word of Mouth	42
Beat the Streets	43
<i>Chapter Nine: Food and Drink</i>	45
To Cater or Not to Cater	45
Menu Planning & Execution.....	46
Serving Drinks.....	48
Staff and Volunteers.....	48
Security staff.....	49

<i>Chapter Ten: Licenses, Permits, Insurance & Waivers</i>	<i>51</i>
Liquor Permits	51
Food Handlers Certificates	51
Insurance & Liability Waivers	52
Fire Permits	52
Special Use Permits.....	53
<i>Chapter Eleven: Vendors</i>	<i>55</i>
Space Availability.....	55
Vendor Fees.....	56
Vendor Applications.....	56
<i>Chapter Twelve: Guest Considerations</i>	<i>59</i>
Attendee Applications and Collecting Payments.....	59
Event Welcome Packet	60
Hospitality Lending Closet	60
Giveaways and Souvenirs	60
<i>Chapter Thirteen: Bringing It All Together.....</i>	<i>63</i>
Confirm, Confirm, Confirm	63
Organizing Guest Arrival	63
Setting up Registration Tables	64
<i>Chapter Fourteen: The Aftermath.....</i>	<i>67</i>
<i>Chapter Fifteen: Evaluations.....</i>	<i>69</i>
Evaluating your Event	69
Evaluating the Presenters	69
<i>Chapter Sixteen: Your Next Event.....</i>	<i>71</i>

Appendices

D

Appendix A: Budget and Expense Sheets

Sample Festival Budget Planning Worksheet	75
Sample Expense Tracking Worksheet	76
Sample Food Budget Planning Worksheet	77
Sample Festival Accounting Sheet	78

Appendix B: Checklists

Sample Packing List	79
Sample Staging Checklist	81
Sample Clean-up Checklist	82
Sample Master Document List	83

Appendix C: Scheduling and Timetables

Sample RideShare Worksheet	84
Sample Festival Planning Timetable	85
Sample Guest Pickup Schedule	88
Sample Guest Arrival Schedule	88
Sample Festival Schedule	90

Appendix D: Meetings

Sample Agenda	91
Sample Meeting Minutes.....	92

Appendix E: Evaluations

Sample Festival Evaluation Form	93
Sample Presenter Evaluation Form.....	94

Appendix F: Donations

Sample Yard Sale Donation Record	95
Sample Donated Items Log.....	96

Appendix G: Applications

Sample Vendor Packet and Application #1	97
Sample Attendee and Vendor Application	102

Examples of all spreadsheets are available on the ADF website at
<http://www.adf.org/members/publications/foh/index.html>

Chapter One

Introduction to Pagan Event Planning

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Why Plan Pagan Events?

The excitement of planning an event can overwhelm you and sweep you away. It can be a boundless high and the daydreams of your perfect event going off without a hitch can carry you through some very trying times. However, when all is done and you are left with the aftermath to clean up, you will find yourself asking “Why did I do this?”

You had better have an answer for that question right now. If you don’t already know why you have undertaken this grueling and often thankless task, then you should pass it on to someone else. You are likely to be burned out by the process.

The reasons for volunteering to chair an event planning committee are numerous and only you know your own motivation for doing so. Many planners simply say “it needed doing and I was the best person for the job.” If that is enough for you, great, but chances are, it really isn’t.

If your true motivation is fueled by fantasies of rich compliments and appreciation from your friends and Grove members, you should definitely pass this task to someone else; you *will* be disappointed. **It is not that they won’t appreciate what you have done; it is that they won’t understand how much work** went into it in the first place. Truly excellent events look effortless and it is easy for folks to take the person who planned them for granted.

Nevertheless, Pagan events need to happen. Festivals are the heart of the Pagan subculture. They are where new traditions are formed, new ideas are planted, and where leaders are made famous or infamous. Most of all, they provide a needed escape from a world that is often intolerant of our beliefs and many Pagans spend the rest of the year reminiscing about the time they spent at these events.

Unfortunately, many Pagans suffer from what I call Chronic Procrastination Syndrome (CPS). After 6 years of studying Psychology, I’m still not sure why the Pagan community has such a large population of people who suffer from this problem. I have found, however, that a number of other Pagan leaders agree with me that it is true.

There are a rare few who are well organized, efficient, assertive, mature, reliable, energetic, responsible,

competent, and detail oriented. These are the people who are capable of organizing and managing the monumental task of planning a Pagan festival. These folks may have many of the organizational skills necessary to keep the mechanics of the project working, but are sometimes short on tact and people skills. They may even be capable of doing it entirely on their own, though that is not recommended.

Plans on this scale often require teams of people working together to accomplish the task; besides the aforementioned organizational skills, it also helps to have someone on your team who is enthusiastic, optimistic, flexible, perceptive, diplomatic, motivated, and tactful. The more people you have on your team, the better. So, plan to select a team of people with diverse skills and people who are capable and competent.

With so few people willing and able to organize events like this, it is no wonder that so many festivals start and then fail. If your festival is going to be successful, it needs to have the following elements:

- ◆ A first-class team
- ◆ A sound plan
- ◆ A strong budget
- ◆ A clear purpose
- ◆ A fine leader

This handbook will help you with the first three but only you know if you have the last two.

So spend some time thinking about it.

- ◆ Why are you doing this?
- ◆ What is your real motivation?
- ◆ Do you have time and energy for this undertaking?
- ◆ Can you delegate?
- ◆ Will you delegate?
- ◆ How are you with details?
- ◆ How are you with people?
- ◆ If you don't have a particular skill can you admit that and ask for help from someone who does?
- ◆ What do you expect to get out of this process?
- ◆ What will your attendees get out of it?
- ◆ How will you know that you have accomplished this task to your own satisfaction?
- ◆ How will you know if others felt it was successful?
- ◆ Will you still want to do it next year?
- ◆ If not, who might?

Think these things through thoroughly. This is a heavy commitment

Herding Cats

You have probably heard the saying that “organizing Pagans is like herding cats”. The fact is that anything involving the coordination of such a diverse group or people is going to be difficult. You will need certain skills to handle your team of volunteers.

There are lots of great books on these topics written by plenty of excellent authors so we won't duplicate their efforts here. This handbook will give you a cursory overview of the practical skills necessary for doing these things. If you feel you are deficient in any of these areas, we recommend that you supplement your knowledge by reading additional literature on the topic.

Generally you will need to be able manage a meeting, delegate to others, supervise committee members and volunteers, and track the progress of the planning team.

Selecting Your Planning Committee

Select your team wisely and encourage them to follow through. Be careful about who you partner in projects as some personalities are better off working alone while others may need a team to get them motivated. There may be folks who are full of energy and want to help, but that are just bad procrastinators. Assign them easy tasks that will not be too overwhelming and put someone experienced in charge.

When planning any event, you must first take stock of the time and energy your members are willing and able to invest. Be realistic; ask volunteers about their work, school, home, and extracurricular activity schedules.

Make sure those volunteering haven't already overcommitted themselves elsewhere. In my experience, the single biggest reason why an event does not happen as planned is because the volunteers planning it didn't follow thorough.

This is often due to the fact the people most likely to volunteer for church projects are the ones who have already volunteered for projects with every other organization to which they belong. While this is an admirable thing, it represents a very real problem. Those who are overcommitted are not giving 100% to the task at hand because they are focused on other projects at the same time.

Establishing Chairperson and Committee Member Duties

When appointing a chairperson and committee members for your planning committee, you need to establish the responsibilities of each committee member and the chairperson in advance. This helps you ensure that the volunteers on your staff are well informed of their duties and responsibilities before they are asked to fulfill them.

You will get the best response from volunteers who have a firm idea of what is expected of them and a timeline for completion of each of their tasks.

A typical chairperson job description might read like this:

The responsibilities of a chairperson include insuring that the committee functions properly,

ensuring that the committee is managed effectively, providing support to the primary festival planner, and representing the committee in festival planning meetings.

The chairperson is responsible for making sure that each meeting is planned effectively and conducted accordingly in as efficient a manner as possible. This includes leading the committee by frequently reviewing committee member's performance and progress toward assigned goals.

Additionally, the chairperson makes reports of the committee's progress at monthly meetings and offers advice for improving the festival plan.

A typical committee member job description might read like this:

It is the duty of the planning committee member to attend and participate in every planning meeting, to complete assigned tasks in a timely and efficient manner, and to make monthly reports of his progress towards the completion of those tasks at every committee meeting. The committee member is responsible for making certain that the chairperson is current on progress or issues concerning his assigned task.

To ensure the volunteers' understanding of their duties, you may want to have them ask themselves each of the following questions.

Questions for Chairpersons and committee members:

1. Do I know the purpose of the festival?
2. Have I thought of my responsibilities as the chairperson or a committee member?
3. Have I discussed my role with the chairperson of committee members?
4. Have I discussed individually and collectively with the members their objectives and goals for the festival?
5. Do I meet with the committee very often or as little as possible?

Further Questions for the Chairperson:

1. How often will I meet with the committee members involved?
2. Do I generate the member's interest in the festival?
3. Are there past reports or records of previous festival(s) available for my review?
4. Are meetings and activities announced effectively so that everyone can plan to be present?
5. Do the majority of the members in the organization participate on committees, at meetings, or on projects?
6. Is the group participation distributed broadly or limited to only a few volunteers?
7. Do the members of the committee understand their obligations and responsibilities?

If you can't answer yes to every one of these questions, check with your committee members and make sure you all leave your next meeting with the answers firmly established.

Progress Reports

Regular progress reports are crucial to getting plans completed in time for the event. Once a task is assigned, you must keep track of the progress made on it. The simplest way to do this is use a festival planning timetable (See Appendix C) and work backwards from the expected date of completion.

Require monthly reports from the people assigned to the task. Begin asking for these reports 15-30 days after assigning the task. If the volunteer assigned to the task seems uncertain about his next move, either assign it to him or help him figure out what it will be.

The best way to make certain that you ask for reports in a timely manner is to add it to your calendar when you assign the task. You can also choose to remind each volunteer about their task on the same day of the month. The electronic calendar on my cell phone has worked best for me; it is usually with me and if I program it for each monthly report date, it reminds me automatically of when the reports are due. Other ways of reminding yourself to check on tasks are:

- ◆ using the calendar that comes with your email program (if you use Outlook)
- ◆ create an event/festival group calendar online (such as Google Calendar)

Another easy way to ask for status reports is to do it at the monthly Grove business meeting or the monthly festival planning meeting. Put the progress reports on the agenda for discussion and make sure to include the task and the name of the person on the agenda. Make sure to email out the agenda to the Grove members or planning committee at least 2 weeks in advance of the meeting. This way the volunteers know they will be required to make a public progress report every month.

As the time draws nearer for the task to be completed, begin requesting weekly reports and then daily reports. **Don't be afraid to be aggressive with the requests. If you don't receive a response in a timely manner (2 business days is standard), ask again.**

If you begin to get the feeling that the volunteer isn't attending to his duties, assign someone else to help him. Sometimes, your volunteers just have too much going on in their lives or too many Grove duties to begin with and having a helping hand can be useful. Be sure to advise your volunteer that you will be doing this and let him have a hand in selecting the volunteer he will work with. I highly recommend giving him a choice of only 3 people or he will likely choose a buddy that will side-track him even further.

Be sure to keep track of all progress reports and when tasks are completed. Make a big deal about how close you all are to accomplishing your goal now that Joe Druid has completed his task. Insist on some type of public recognition of the accomplishment every time a task is completed by any member of the team. This can be as simple as a verbal acknowledgment followed by applause or as elaborate as having a poster with names of the volunteers, their assignments, and expected completion dates on it. You may laugh but gold stars work, even for adults.

Make sure to spend time with each member outside of planning meetings or at least be in contact by email or phone. **Some volunteers are nervous about telling you that they can't accomplish their goal.** They want to please you and their Grove-mates but are afraid of what people will think of them if they

fail. Keep an eye on overachievers and underachievers alike. Both are prone to being unsuccessful with assigned tasks for different reasons. Overachievers put too many responsibilities on their plate and overstretch themselves; underachievers have issues with self-confidence and fail because they fear that success will leave them in an even higher position to fall from when failure ultimately occurs.

Be kind but firm on your deadlines. The team can't afford to fall short because a member has a personal issue. Set reasonable deadlines and leave a little wiggle room. A few mini-goals along the way **may make the task seem easier.** If the volunteer really can't do it (misses several mini-goal deadlines in a row), make it a team effort and ask for more people to help out.

A successful team is one that works together and succeeds together. Let each member play to his strengths and you will have less trouble meeting goals in a timely manner.

Conducting Efficient Meetings

Meetings, every group has them and most of them seem to be a big waste of time. So why have them? Well, meetings also have great potential to get things moving in an organization. Without meetings, **we wouldn't be able collaborate on ideas as effectively or brainstorm as well.** People are social and are influenced by their peers, when one or two people get the idea ball moving and get folks excited by their ideas, soon everyone will be jumping in.

The key to successful meetings is good planning: but before doing any planning for the meeting, determine if a meeting is really necessary. Can the goal be accomplished with internet chat groups, **emails, or phone calls?** If so, **don't waste everyone's time with a meeting.**

The next thing you should do is define your objectives and what the outcome should be. By the time your meeting is concluded, what decisions should have been made?

Select topics to discuss and create an agenda. Send out a call for agenda items a day or two after the first meeting and continue to do this a day or two after each successive meeting. Give your committee members about two weeks to send agenda items to you. When writing the agenda, determine how long you will need and set start and stop times for each agenda item.

Other things you can do during the planning stage of your meeting: send the agenda out in advance to all participants (about 1-2 weeks), print copies of the agenda for unprepared participants, and send a **copy of the previous meeting's minutes out** (1-2 weeks in advance). For an easy agenda format, see Appendix D.

Before the meeting, assign a note-taker (secretary) to write down any discussion items and to record any votes. Bring a tape recorder as well. Things that should be recorded include: people attending, people who were expected but are absent, which issues were discussed, old business, new business, which decisions were reached, who volunteered for which tasks and the dates that each task needs to be accomplished by.

In conducting the meeting, there are several things you can do to make it more productive and focused. **You don't need to implement Robert's Rules of Order** to accomplish this; you just need to establish a few procedures for handling the meeting.

First, stay focused on agenda topics. Give people ample opportunity to share new ideas, but table discussion on those ideas for another meeting or for the end of the current one if they are not on the agenda.

While participants are discussing these agenda items, paraphrase their ideas to clarify your understanding of them. Ask open-ended, not closed questions. If no one volunteers, remember—you can assign tasks and projects to people you think would do a good job. Acknowledge excellent suggestions and contributions throughout the process.

Sometimes, people get very protective of their ideas. If a new idea is presented, encourage its exploration. Promote alternative ideas and protect new ones from attack. This keeps people from feeling their new ideas are not welcome and lets other people know that they should remain flexible.

At the end of the meeting, review what was accomplished. Don't forget to summarize any tasks that were assigned and who were assigned to them. This is also the time to list any ideas that were tabled for the next meeting. Thank everyone for their participation and ask them to continue to post new ideas to your email list or online group for the next meeting.

Remember to post or email out the minutes from the meeting soon after the meeting is concluded. Remind volunteers of the projects or tasks they had agreed to do, and that you will expect a progress report at the next meeting.

Chapter Two

Initial Planning

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Purpose of the Event

The first thing needed to have a successful event is to establish the purpose of the event. In ADF festivals, it may seem rather obvious that the purpose is to have a fun festival that might raise some money for your Grove. Unfortunately, this is not always enough.

Other purposes can include raising money for a charity group, raising awareness on a specific topic, or helping an ADF author in launching a new book. Whatever your purpose is, make sure it is important enough to warrant the time and expense needed to properly plan, stage, publicize and evaluate the event.

If you decide to select a charity group to donate the funds to, consider selecting one that most ADF members would support. There are international and national organizations that provide educational opportunities that are in keeping with the tone of our faith. Environmental educational non-profit groups are often the easiest to work with. I suggest steering clear local groups unless you are running a local festival for other Pagan groups. Most ADF members are not going to get as excited about your county's land-fill reclamation project as they will about global environmental projects.

If you are planning to assist a Pagan author, especially an ADF author, launch a new book, think about setting up a specific time of day to have the event open to other Pagans in the area for a book signing.

You may want the author's lecture period to be open to the public. Offer a special rate for people who will only attend this part of the event. This can generate more income for your Grove and the author. Additionally, you may win over a few new ADF members and some of the lecture attendees may choose to pay for the rest of the weekend and stay for the festival.

Another thing to think about is whether to select a focus for your event. You may want to start with a broad focus to get as many attendees as possible or you may wish to start out with a narrow focus to begin with, knowing that the most interested and knowledgeable people in that field will attend and make it an exceptionally educational experience. There are benefits and drawbacks to both of these approaches so consider these carefully.

Once you have settled on a couple of themes to look in to, research them. Look at the archives and see if anyone has written articles or books on the subject. Email or call the people you think know the subject well and ask their opinion about your idea. Don't forget to talk to other ADF members who have planned festival events before. Exchange ideas with them and ask them for feedback on the theme or focus you are considering. Asking others about the subject you are thinking of making your theme may also give you more ideas to work with.

Carefully match the type of event to the purpose that it serves. If your event is focused on a theme of ancestors, don't put a workshop on drumming in to the mix unless it pertains to the ancestors in some way. If you have decided to focus on the archaeology of the ancient Celts, don't throw in a workshop on trance journeys. This may seem evident, but I've been to many Pagan gatherings that claimed to be focused on a specific theme and yet half their workshops had nothing to do with that theme. The bottom line is to be thorough at this stage and stick to your plan.

A well-designed event usually has a theme or a specific purpose. Find one and stick to it. Don't be side-tracked by the flashy workshops that everyone else is doing (everyone else has probably already seen it). Don't give in and give a workshop slot to a buddy because you think he needs the exposure. Don't sacrifice the quality of your festival. If you stick to your theme or purpose, the festival planning will flow more easily.

If you get indecisive about your focus and start throwing unrelated workshops in to the mix as filler, it will be evident to everyone attending that the workshop doesn't belong. If you need filler activities, take attendees on a field trip, a hike, or do a drumming circle.

Ensure that your Grove members fully support the events' theme and purpose. Have a meeting and discuss the theme or purpose you are considering. If your planning committee isn't behind the process and the purpose, they won't be successful in getting it executed.

Demographics: Who Will Attend?

Generally, ADF event planners will be planning ADF events or, at the very least, local Pagan events. However, much of the advice proposed in this handbook will easily translate to any semi-large to large event you might plan. Any time you consider organizing an event you should keep in mind, "who will be your target audience?"

Will you be primarily focusing on ADF members, the local Pagan community, the new age community, environmentalists, or a fundraiser for good cause? Everything you plan for your event will revolve around who you are trying to please.

For instance, if you were planning a conference for environmentalists, you would want to select eco-friendly decorations, food, drinks, and invitations. You would also want to choose presenters that would cover topics of interest to your attendees, plan entertainment that fit the environmentalist theme, and advertise in media read or listened to by people who might be interested in your theme. You most likely would not advertise in the local conservative newspaper, choose an oil Barron to present his business plan for 2009, decorate with tacky latex balloons and serve veal during dinner.

Members of ADF often have a more specific range of interests than the general Pagan community.

While discussion of how to be initiated into the New Order of the Atlantian Dolphin Masters might attract a number of eclectics in the general Pagan population, it may not be of any interest to an ADF member.

Chapter Three

Location & Date

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Location, Location, Location

The location you choose can be the single most important factor in the success of your event. Not only must you concern yourself with the cost of the venue, but you must also consider the amenities, distance from the airport, and distance from town.

The fees for a venue can vary widely from free (your own property) to several thousands of dollars. Be aware of hidden costs and make sure to get a written price quote. When you have decided on your location, you may be required to pay a deposit, so confirm the deposit amount when requesting quotes. **Compare several venues but don't wait too long; quality locations will book quickly.**

Some people are comfortable with primitive arrangements for their festival but for a successful event, you should consider things like bathrooms and showers mandatory. Make sure your venue will have adequate bathing facilities to support your festival. One toilet stall and one shower stall per 10 people should suffice but the more, the better.

Other amenities to consider are pools, hot tubs, saunas, swimming holes, and even massage services. These amenities will make your venue more attractive to your attendees. Make sure to list them in **your announcement and on your festival's website, if they are available.**

The distance from an airport is another big consideration. Festival attendees will be unlikely to want to drive for more than a few hours from the airport to your festival. If you decide to have the festival at a remote location, providing transportation shuttles or posting a ride-share roster on your website will help increase attendance.

Even the distance from a town can be a huge concern. If you have to go into town for supplies that have been forgotten or to augment your food plan because you did not plan for the right quantities, you will need to be able to get to and from town quickly. Additionally, festival attendees may want to make trips to town for food, equipment, or money.

You will want to take lots of photographs of the event location for your website to entice prospective attendees. If the venue has a website that you can link to, ask permission before doing so.

Once you have selected the ideal location, you will want to reserve the date.

Date Selection

The date you select can be every bit as important to attendance as any other aspect. When selecting your date, you may want to consider the following:

- ◆ What other ADF events are going on at this time?
- ◆ What other events are going on in my area at this time?
- ◆ What will the weather be like?
- ◆ What are the gas prices at that time of the year?
Historically, gas prices go up during holidays and the summer vacation period.
- ◆ Are the facilities I want available that date/time?
- ◆ Will I be conflicting with other events, such as holidays?

Now that you have selected your festival date and location, make an announcement as soon as you can **and have it posted on ADF's website so that no one else plans their event on the same day!**

Chapter Four

Obtaining and Spending Money

While this event may be intended to raise funds for your Grove, rest assured it will also cost your Grove money. To keep it from costing you more than you earn, you need to budget carefully and, unless your Grove has plenty in the bank already, do at least some fund raising.

Budgeting

How to establish a budget

There are several ways to figure out what your budget should be. The method detailed below works well for me and probably will work for your situation as well.

First, take the time to research how much each item will cost. Using the Festival Budget Planning Worksheet in Appendix A, determine the cost of each item and total it. Make sure to add 10-20% to the budget for unexpected expenses.

Next, determine how many people you believe will attend. Using previous year's numbers is useful if this is not your first festival. If this is a new festival, you will have to guesstimate using other nearby festivals as a guide. This can be a grossly inaccurate way to guesstimate your actual attendee numbers. Time of year, location, fuel prices, advertisement and several other factors can drastically affect your attendance.

Then, you can take the total dollar amount from your worksheet and divide it by the number of your estimated attendees. This will give you the cost per attendee.

After you've calculated the cost per attendee, you can then determine how much profit you would like to make from the festival and set your attendance fees accordingly.

Keeping to the budget

It is a good idea to allow for some flexibility in your budget. Planning for the worst case scenario (the higher quoted amount) is better than counting on the best case scenario. This provides you with a lit-

tle leeway if something ends up costing more than expected or if you forgot to plan for something in the initial stage.

Whenever possible, keep to your budget. If something costs more than expected locally, look elsewhere to find it cheaper. Is the same item available through an online resource? Can you ask for a donation of the item from the vendor? The vendor may be willing to do so for a tax write-off letter. Does someone in your Grove know someone who could provide that service or item for less?

If you discover that there is something you would greatly love to have, but it wasn't budgeted for in the original plan, get permission from the committee in charge of finances before you purchase it.

Banking unexpected windfalls

Your Grove probably knows about how much income to expect month-to-month. However, sometimes someone becomes very generous and you end up with more income than usual. This is an opportunity to bank that unexpected money for those unanticipated expenses that crop up with annoying regularity.

If you think you'd like to use these unexpected donations in this way, it should be indicated in your original festival plan that you will be doing so. You could even indicate that donations may be made for the festival fund in particular. This way, funds coming in can be earmarked for the festival fund, the general fund, the land fund, etc. as appropriate.

Tracking expenses

Someone in the organization will ultimately be responsible for your expenditures. Therefore, you must pay special attention to tracking both how much and where it is spent. The chairperson of the committee will usually do this as well as the treasurer of the Grove. Accurate records must be maintained.

Print the Expense Tracking Sheet from Appendix A and place it in the front of the festival planning binder. Remember to keep all receipts, quotes, and notes organized in the same binder.

Fundraising before the event

"It takes money to make money". While this is a very tired cliché, it is only too true. Your event will cost you money and the only way to come out ahead is to have money to begin with.

If your Grove is small, as many are, you may not yet have a positive income and may have no money in your accounts to speak of. Even if you do have some money saved, you may need it for the annual operating costs of the Grove itself and have nothing to spare for your festival costs.

Raising money may be the only thing you can do to cover the initial costs of your festival. There are many ways to raise money but the most successful are the tried and true: yard/garage sales, bake sales, car washes, product sales, dinners, and auctions.

Many of these cost money themselves, so careful planning of these events will help you decrease your initial cost. This handbook will not cover every type of fundraiser that exists as there are plenty of great

websites out there with very helpful tips to refer to.

Yard/Garage Sale

One of the most well-used and profitable fundraiser is the yard or garage sale. There is a minimum of costs involved in these events and almost every penny earned is pure profit. The items for the yard sale are donated, priced, and organized by the members. The event is manned by your members, so there are no labor costs. Even the things needed to set up a decent yard sale are probably already on hand.

During the warm months of the year, local newspapers and corner street signs are brimming with yard and garage sale signs. The most popular of these are the church or multi-family yard sale. Large yard sales attract lots of people. The more families involved, the better.

There are questions you will need to ask your group during the planning stages of this fundraiser.

- ◆ Who will be involved?
- ◆ Will you invite other Pagan groups to participate?
- ◆ How many families in your Grove and other Pagan groups are willing to participate?
- ◆ Who will be your audience?
- ◆ **Will you sell Pagan items only (if so consider doing it at a Grove event instead, you'll have better participation) or household things?**
- ◆ Decide who will benefit - will you share your profits with a charity or worthwhile cause?

Advertising

- ◆ How will you advertise it?

There are a number of places you can consider. Pagan-friendly publications and stores are good places. Also consider advertising in classifieds or on local email lists like craigslist.com or recycling **internet groups**. **Name big items in your add. Furniture and appliances are big draws but so are kid's clothes and toys.** Mention how many families will be participating in the event and make it sound as big as it is.

Location

- ◆ Where will you have this event?
- ◆ Is there a local store that will let you set up in the parking lot?
- ◆ Can you rent a space or two at the flea market?
- ◆ Does one of your members have a large yard you could use?
- ◆ Will there be fees to rent spaces?
- ◆ How much will this cost?

Time

- ◆ When will you have the garage sale?
- ◆ What time of the year will you do this?
- ◆ What time of the day and for how many days?

Try not to plan an event on a holiday weekend - you will get the least traffic on these days. Also try not to plan it when there is a large festival or event (especially if it is a free one) going on in town - you will not attract as many customers on these weekends.

Purpose

- ◆ Why are you doing this? Establish a purpose.
- ◆ Will the money go towards your land fund or an educational program you are developing?
- ◆ Will it go to a local charity?
- ◆ **Why should someone come to your yard/garage sale over someone else's?**

Logistics

- ◆ What will you need?
- ◆ Will you provide tables for items to be displayed on?
- ◆ How about a cash box and price tags?
- ◆ Who will do the tagging and when?
- ◆ How much are your sales people allowed to settle for on prices?
- ◆ Will you provide drinks and chairs for volunteers?
- ◆ How about lunch and bathroom breaks, are there enough people to cover these?
- ◆ How will you manage signs to bring in drive-by customers?
- ◆ Which agency will you donate any unsold items to?

Time Schedule

A couple of months before the event, announce it to your group and have a meeting about what you plan to do. Focus on all the questions above and write out a comprehensive plan. Check your local laws about holding yard sales. Some cities or counties have rules about how many days you may have it, which days you may have it, or how long a sale can be. Some also require that you purchase a permit to have the sale.

A month before the event, have each family collect their donation items and begin to catalog what they are donating. This is an important step as they may be able to write this off as a donation on their **taxes. You don't want to sort through pages of handwritten notes so provide them with a copy of the yard sale donation record in Appendix F** so they can list the items they are donating and their possible value in a comprehensive way. The Salvation Army and Goodwill Industries publish online guidelines for the valuation of donated items, your Grove members may find these useful when filling out their

forms. At this time, arrange for shade shelters if you are doing this event outdoors (this helps if it rains or is very sunny).

Don't forget to ask Grove members to bring tables to display things on, if your Grove doesn't have some of its own. Also ask Grove members to collect and save hangers and grocery bags for the event.

A few weeks before the event, have each family sort their items into different categories. Clothing should be sorted by gender and size. Books, tools, baby items, movies and CDs, housewares, toys, pet items, and knickknacks should be sorted and labeled on the outside of the box so that they can be easily and quickly unpacked at the sale site. Make up signs or buy pre-made yard/garage sale signs. Buy balloons and ribbons to attach to the signs to make your event more noticeable. Purchase masking tape and magic markers (the cheapest solution) for last minute pricing or buy pricing stickers and hanging tags.

A week or two before the sale, begin advertising your event in local newspapers, on e-lists, and in Pagan-friendly stores or publications. Post signs at the food co-ops and natural food stores as well. Call and confirm any classified ads a few days before your advertisement is scheduled to appear.

A few days before the sale, call families and remind them to price their items and that the items must be dropped off the day before the sale so that you can set up in time. Go to the bank and get lots of change, most people come to garage sales with \$5, \$10, or \$20 bills. Gather calculators, hangers, and grocery bags.

The day before the event set up as much as you can. Make sure every item is priced and sorted in a safe and sheltered location; you will have no time to do this in the morning as serious garage sale buyers arrive early. Put boxes of like items near each other so that it is easy to unpack them in the morning. Put up signs and mark balloons with directional markers (arrows) on them.

Make sure your signs say when your event begins and ends, which days it will be taking place, and the address.

The day of the event get there early and don't be surprised if folks show up hours before you are scheduled to begin. Garage sale customers will show up as early as you let them. Don't let them distract you from getting everything out. Have someone there to send folks back to their cars while you get everything arranged. Display like items together to make it less cluttered (books, CDs, clothing, toys, etc).

Things to gather or purchase:

- ◆ Coat hangers
- ◆ Tables for items
- ◆ Boxes for free items
- ◆ Posters for posting prices
- ◆ Grocery sacks to bag items
- ◆ Tagging items, (masking tape, tags, markers, etc.)
- ◆ A clothes rack or PVC to make one
- ◆ Drinks to sell to thirsty customers

Fundraising/Charity Dinners & Auctions

Two of the most effective types of fundraising events are fundraising dinners and charity auctions. Many groups choose to combine these events in to a single event each year. The key to making these fundraisers successful, like many things, is consistency. You need to choose a specific time of year, location and a strong theme for the fundraiser and stick to it. Over time, it will become something people look forward to every year and plan for months in advance.

Remember the virtue of hospitality. Careful planning and execution are also important here. If everything is carefully planned, your attendees will not notice how much effort went in to it and feel that their enjoyment was your primary motivation. People who feel cared for and relaxed are more likely to feel generous during this type of event.

Step 1: Set a Goal

It is best to have a target date for planning completion and a target amount that you'd like to raise.

Things to consider when setting these targets are varied. Sit down and brainstorm ideas with your team before you even begin to assign tasks. Give yourselves time to mull the suggestions over and set a date for the next meeting where you will begin the planning stages of the process.

Some things to discuss during the brainstorming might include:

- ◆ What type of event will this be?
- ◆ Who will the audience be?
- ◆ How will you tell them about the fundraiser?
- ◆ How much money would you like to raise from it?
- ◆ How much do you think it will cost to set up?
- ◆ Will you split the money you raise with another worthy organization or co-plan an event with them?

Step 2: Make a Budget

The old adage, "it takes money to make money," is almost always true.

- ◆ Where will your event be held?
- ◆ How much will it cost and for how long do you have it?
- ◆ Will this be enough time for decoration, set-up and clean-up?
- ◆ How much will equipment cost?
- ◆ Will you need a PA system?
- ◆ Will there be food?
- ◆ How much will this cost?
- ◆ If doing an auction, will the items be donated or purchased?
- ◆ How will you solicit donations?

- ◆ How many donated items will you need?
- ◆ How much will invitations cost?
- ◆ How about advertising?
- ◆ Will you need to purchase decorations or raffle tickets?

Step 3: Date and Time

Give yourself enough time to plan this event properly. Check with local groups that may be doing similar activities and make sure there are no scheduling conflicts. Make sure to advertise the date far enough in advance so that people can plan ahead; 1-2 months is a good time frame, but get it on the calendars of other groups ASAP, so no one else schedules something at the same time.

Set a date and time that does not coincide with any competing group's events and that will fit in to most people's work-life schedules. Some events, (especially auctions with sit down dinners), do exceptionally well on Friday or Saturday evenings.

Step 4: Location

Pick a location, choose entertainment (DJ, live music, comedy, Céilidh or Bardic Circle), choose your advertising venues, plan your decorations, and plan for food and/or drinks.

Location is everything. Make sure the location of your fundraiser is easily accessible; consider parking (including handicap accessibility), public transportation, and taxi accessibility. Make sure the location is one that will attract your target audience. Unitarian churches, local Pagan-friendly cafes and restaurants, spiritual centers, college or university campuses, and public parks can be great places for Pagan fundraisers.

Step 5: Advertising

Select your advertising venues carefully; don't waste your budget on advertising that won't reach your target audience. Look at local Pagan-friendly publications, networking associations, and shops. Consider putting up posters and leaving fliers at the local Pagan shops, food co-ops, health food stores, cafes, new age stores, UU churches, spiritual centers, colleges, and universities.

Step 6: Entertainment

Entertainment is also important for some Pagan fundraising events. Check with local bands and ask members of your Grove if they know people who would perform for free or at least inexpensively. Check into getting a DJ or select your own mix of Pagan music and play it on a good stereo system during the event. Music without vocals during dinners can set the mood for your participants and help make them more relaxed. When people are relaxed, they are more likely to place better or higher bids in auctions.

Step 7: Decorating

What type of decorations are you considering? Remember your budget and be careful in planning this part. **Go to the party stores and don't forget to check discount and dollar stores for good deals. Make** a checklist of items you will purchase and stick to it! Do not add things at the last moment while shopping or you will blow your budget. Remember in decorating for an event, simple is often better. Plain single-color tablecloths and a simple but elegant centerpiece for each table may be all that is necessary. **Simple is elegant; don't get too fussy with balloons, flowers, streamers, etc., these often look cluttered and gaudy anyway, and only make a bigger dent in your budget. Don't be afraid to ask for decoration donations. Make a list of what you'd like and post it on your site. If you are a 501(c)3 non-profit, you** may be able to provide IRS deduction letters for their donations. Ask Grove members if they grow flowers that they would be willing to cut for the event. If they do, you may only need tablecloths and plain glass vases.

Step 8: Food and Drinks

What type of food will you serve? You can do this yourself; some groups do spaghetti dinners. Out here on the west coast, groups often do annual crab feeds as their big fundraiser.

Go local; if you have a special food that is grown in your area, make it the theme of your menu and schedule your event to coincide with the time of year it is in season, or better yet, with an annual festival that honors it.

Look at purchasing your foods from local organic sources, they may be less expensive (not to mention better for the environment) and they may even be willing to donate some of it in return for being listed **as a sponsor on your event's brochures and advertising. If you go this route, you will want to check on** what produce is available at the time of year you are doing your event *before* planning the menu. Try to do this a year before the event, so that you can get a realistic idea about what the prices are going to be like.

If you are not sure about planning a menu on your own, try buying multiple party trays from a local supermarket. Sandwiches and finger foods make great garden party fair on a sunny day.

Be careful if you intend to serve alcohol. Check your local city laws regarding special permits for alcohol. Even if permits are possible, be wary, in some states if an inebriated guest harms himself or others after leaving your event, you may be held responsible. If you choose to offer alcohol, try to choose local brews and wines. Again, see if that company will consider giving you a donation or a discount.

Step 9: Timelines and checklists

After determining a date and time, work backwards to establish a timeline for completion. Create a list of things that need to be accomplished, and break the tasks up into chunks for specific teams to be assigned to. Assign about 2-3 people to a task. Three people per task is ideal; if there are disagreements, there will be a tie-breaker. One person per task is not as efficient because there is no oversight; more than three often results in the social loafing phenomenon.

Figure out a deadline for each thing to be completed by and make sure your volunteers are well aware

of this. Check up on your volunteer's progress regularly; make a checklist of dates to ask for progress reports and make them more frequent as you near the deadlines.

Step 10: Other considerations

- ◆ Will you send out invitations to specific people or groups?
- ◆ If so, how will these people be selected?
- ◆ Will they be required to RSVP?
- ◆ **Will they be refused at the door if they don't RSVP?**
- ◆ Will you charge more for tickets at the door?
- ◆ If you will serve food, will you have separate rates for attendees who will be on the menu plan and those who will only be participating in the auction?
- ◆ How will you tell the difference between menu plan people and auction only people?
- ◆ Will it be a formal or semi-formal event?
- ◆ Will you have photographers to take photos of couples or families who attend the event?
- ◆ What type of mementos, souvenirs, or favors will be given to attendees?
- ◆ Will you give attendees a program when they arrive?

Step 11: The main event

Have a checklist of everything that needs to be picked up or purchased for the event. Make packing lists to remember which things are going to the event in which vehicles. Pack food items last and unpack them first. Make sure all perishable food gets stored in refrigerators first before unpacking anything else!

Make a schedule of events and plant to stick to it. You need to know what will happen during the first **30 to 60 minutes (music and hors d'oeuvres or appetizers work well)**. Also be mindful of when you will begin to serve dinner.

- ◆ At which time will soup and/or salads be brought out?
- ◆ When will the main course begin?
- ◆ When will dessert be served?
- ◆ Will you do auctions before, during, or after the meal?
- ◆ If during the meal, at what specific time will you auction each item?

Make a comprehensive list of each auction item. Write a 2 to 6 line description of the item including who donated it and the starting bid. It may be useful to also include a note as to the value of the item, **this way the auctioneer can stall for more bids, if the current bid isn't even close to meeting the item's full value.**

Assign people to different tasks during set-up. You will need:

- ◆ A decoration committee
- ◆ Someone to set up PA systems and lighting
- ◆ Someone to set up the auction table (preferably with retail or decorating experience)
- ◆ Someone to help attendees check in.
- ◆ Food crews to help cook, set up, and serve food.
- ◆ Clean up crews to throw out and recycle cups, plates, trash etc during and after the event.
- ◆ An MC to make announcements during the event and keep things on schedule.
- ◆ A security detail to take care of unruly attendees or to handle things in case the police or irate neighbors show up.

Step 12: After the event

- ◆ Who will be responsible for clean up and retrieving the deposit?
- ◆ Are there any outstanding fees owed to any vendors or entertainers?
- ◆ Who will return the rental equipment?

Have evaluation forms or a suggestions/comments box at the event so your attendees can make recommendations. If you provide slips for them, put a place for their contact info (name, address, phone, email) so you can thank them for the suggestion later.

Don't forget to send thank you letters to all the vendors that gave you donations or discounts. Keep a list of vendors that helped out (don't forget the name and number/extension of the individual within that company who helped you) so that you know who to ask for again next year.

Also, do not forget to send thank you notes to the attendees that made your event possible. Make sure to keep a list of attendees so you can send personal invitations the next year.

Make sure at least a few people are responsible for typing or writing these thank you notes. Handwritten notes are more personal but are time consuming. If you want them to be handwritten, try making a party (slumber parties work well, believe it or not) out of it and split up the task among that group. Once the notes are written, make sure they are mailed out. I once wrote up about five dozen thank you cards only to find them three months later in my former secretary's desk.

Make a comprehensive plan for next year's event. Take detailed notes on how things went and how you might do things differently. If you missed a deadline for something, make a note of it and why it was missed, so you can allow for that next time. If someone didn't follow through on a specific task, make a note of it and why, so you can decide if you need to assign them something else that is more in their range of ability next time. Make notes of volunteers who did impressive work and assign them to bigger roles next year or ask them to take a leadership position in next year's planning.

Look over comments and suggestions from attendees and discuss these at the post-event meeting. Brainstorm on ways to make it better next year. If your event went really well, people are more likely to have tons of great ideas to make it even better next time. Consider each suggestion but be realistic. It

might be nice to have a 15 foot tall Lugh statue in the entry but can you afford to do it? Remember bigger is not always better, especially when you have a budget to consider.

Now is the time to begin planning the next event. Your volunteers are excited and energetic about the last event. **Work with that momentum and begin planning it all over again. Don't let too much time pass before starting to plan next year's fundraising event or folks can lose interest, but don't do it the day after the event either or they'll get burned out.**

Merchandise sales

Take a cue from the larger non-profit organizations and sell various products for your fundraiser. Products can include popcorn, bumper stickers, candy, seedlings, seeds, books, magazines, t-shirts, or cookbooks.

There are many companies that specialize in catalogs for fundraising opportunities. Explore the internet looking for non-profit fundraising and you will discover that there is no shortage of products your Grove can sell.

Once you have determined what you will sell, you need to figure out how you will get the money to purchase these items. Hopefully, your Grove has enough money for the start up costs of this fundraiser. If not, I recommend doing the Grove yard sale first.

After you have determined where the money for these items will come from, you should figure out where you will be selling your items. Will you take a door-to-door tactic or set up a booth at the local **flea or farmer's markets? Will the volunteers sell directly to family, friends, and coworkers? Is there a** local grocery that would allow you to set up a table out front?

Setting up a competition for the person who raises the most money might help your volunteers do better with their sales. The effect of a simple framed certificate and a public announcement upon your volunteers can be amazing. Your volunteers deserve to feel appreciated and want to be recognized for their hard work.

Another thing you can do to ensure the success of a sales campaign, is to make sure that anyone who volunteers understands clearly what is expected of them. Insist on good sales record keeping and inventory of all merchandise and do not take, **"I lost my records sheet" for an acceptable answer.** If the volunteer cannot account for all of their merchandise or sales, they are responsible for making up the difference.

Soliciting Donations and Discounts

One of the best, and cheapest, ways to fund an event is to solicit donations and discounts. There are many points throughout the planning process that you can do this. The primary ones are soliciting members for raffle and auction item donations and soliciting vendors for discounts or donations. **This can help you save a lot of money for your event, so don't be afraid to ask.**

If you get lucky enough to get some donations or discounts, remember to send thank you notes to your supporters and keep good records. Once you have received these donations, you will be expected to

provide receipts or donation letters to your vendors and others who have donated items for the event. **If you don't remember to do this, you will be unlikely to convince them to do it again the next year.**

Donations of raffle or auction items

You can do some additional fundraisers before or during your event by soliciting donation items from members and the Pagan community. These items may be raffled or auctioned at your event to raise additional money. Remind those you are soliciting items from that these donations may be tax-deductible.

Donations of materials or services for the event

You may also ask vendors for donations of services or materials for your event. Reminding them that these donations may be tax-deductible can often persuade vendors to donate some or even all of the materials you are asking for.

You can't give tax-donation letters for donations of services, only materials, but you can offer free advertising in your programs or websites as sponsors. Most companies love having an opportunity for free advertising and this idea may appeal to them. Make sure to have an idea of how many people will see this sponsorship ad. If you think the sponsor will find the exposure too small, then consider putting them on your website as well and letting the rest of the Pagan community know how generous they were.

Additionally, many companies offer free or low-cost services or materials to non-profits and churches. Make sure to ask about these discounts. Often, the cost for materials or services can be cut in half, if not offered for free.

Other ways to lower costs

Ask for group rates, off-season discounts, coupons, or special rates. There may be discounts that you are unaware of. Companies are unlikely to volunteer this information, but they are obligated to answer you honestly, if you ask.

You can only get these donations and discounts by asking for them, so make sure that the volunteers assigned to this task are comfortable with asking. Here is a checklist of questions to ask when soliciting vendors:

- ◆ We are looking for sponsors for our event, would your company be interested in donating goods, materials, or money to help us be successful? We would be happy to add your **company's information to our programs and website as a sponsor and can also offer you a tax-deduction letter for your contribution.**
- ◆ Do you have any discounts for non-profit groups and churches?
- ◆ Is there any way to lower the cost for these goods/services?
- ◆ Are there any coupons or discounts that I may not be aware of?

- ◆ Are there off-season discounts for this venue/service? If so, what time of year is your off-season?

Fundraising at the Festival

Don't let your fundraising stop with the pre-festival fundraisers or the festival fees. It is a good idea to include raffles, auctions, and even bake sales into the festival itself.

Your primary objective here is to get plenty of great items to auction or raffle with little or no cost to the Grove. This means soliciting donations. Ask for donations from the community, from Grove members, and from attendees. Since these are usually donated items, 100% of the proceeds go to the Grove.

Ask for donations 4-6 months in advance and follow up on your requests regularly (every 2-4 weeks). When someone agrees to make a donation, follow up with a confirmation email and remind people to bring these items to the festival or mail them in advance.

Keep a list of donated items and their contributor. Special or large donations should be announced on your festival website and your attendees should be encouraged to bring money for the auction, especially if there are no ATMs nearby.

When the festival is over, do not forget to send thank you notes to those who donated items so graciously. First, this is the act of a good host and is in keeping with the Druid virtue of Hospitality. Second, if they do not feel that their donation was appreciated, you will be unlikely to get them to donate again next year. Assign someone to this task and ensure that it is done in a timely manner.

You will also need the services of an MC for the auction and raffle. Selecting someone with a good speaking voice, a sense of humor, and a great charisma will get you better results than someone with no panache. Choose this person carefully.

Auctions

English auction

An English auction is an auction in which participants bid openly against one another, with each bid being higher than the previous. When no participant is willing to bid further, the auction ends and the highest bidder pays the final bid price. This is the most common type of auction and can be quite exciting and lively.

Auctions are great money-makers and should be planned for a time, perhaps an evening, when your attendees will be in a festive mood. Some festivals plan for large feasts, rituals, or entertainment on more than one of the evenings of their festival. If you plan too many big events on the same night, you may find your participants will lose interest before you have auctioned everything off.

Make certificates for each item that includes the name of the contributor and a brief description of the item. The description will be used by the MC during the auction and will be invaluable, if the contributor is not in the audience, when their item goes up for auction. The name of the contributor

should be included because they may want acknowledgment for their contribution and it is only polite to give them this recognition.

To improve your auction's success, make certain your items, and their description cards, are displayed prominently from the very first day of the festival. Additionally, make frequent reminder announcements about the auction and invite attendees to preview them.

Silent Auctions

Silent auctions can also be done and might fit better into your festival agenda if you already have a full schedule.

In silent auctions, bids are written on a sheet of paper near the item, and at the end of the auction, the highest listed bidder wins the prize. This auction variant is often used in charity fundraising events (usually accompanied by a formal dinner and entertainment).

Generally, you won't raise as much money with this method. Your final bids will often be well below retail value. However, if all of your items are donated, any amount you bring in will be 100% profit for your Grove.

If you choose to do a silent auction, make sure your items are displayed prominently from the first day of the festival on and make sure to remind attendees of the silent auction frequently. Interspersing these announcements throughout the event will keep interest high.

Raffles

Auctions are great money-makers but often auctioned items get too expensive for many of your attendees way too quickly. Raffles are a less expensive way for people to win items without participating in the auction. To not interfere with the auction itself, raffles should be done after the auction, preferably on a different day.

Again, make certificates for each item that includes the name of the contributor and a brief description of the item. Your MC will use this information when announcing the winners.

There may be rules or laws governing the sale of raffle tickets in your state. Research these laws to make sure you are in compliance by going to: http://www.raffleticket.com/resources_by_state_raffle.htm.

There are many fun ways to sell raffle tickets. You can charge a set fee, usually one dollar, per ticket or you can offer a bulk fee for a certain number of tickets. This can be something like 10 tickets for 8 dollars and 20 tickets for 15 dollars. Some people choose to offer a set fee for a length of tickets the height or circumference of the person selling them. More imaginative methods of measurement can be used, like using the inseam of the ticket seller.

You may also wish to provide a free ticket to every paid attendee when they check in. This can be for a specific item or items (called a door prize) or be added to the raffle ticket basket providing more opportunities for your attendees to win.

Bake Sales or Ice Cream Socials

If you have children in your Grove, they can participate in the fundraising activities as well by doing bake sales, candy sales, lemonade stands, or ice cream socials. It is hard to resist the temptation of sweets, especially when adorable young people are selling them.

Your young Grove members may enjoy participating in these fundraising activities and can learn valuable lessons from the experience. It will also keep them busy during a festival that may be boring for them otherwise.

Make sure to explain how to record their sales and have an adult or older teenager in charge of the cash box. Setting up sales competitions for the kids may help increase their sales.

Chapter Five

Transportation and Parking

D

Transportation and parking issues are important factors to keep in mind while planning your event. While these issues may or may not make or break your festival, they will certainly affect the overall impression of your attendees.

If your festival is difficult to get to or has insufficient parking for them, your attendees may feel that you didn't adequately consider their needs while planning the event.

Transportation

As a courtesy, you may want to include transportation services to your attendees. If most of your attendees will be coming in from a specific airport, this makes the task much easier. There are two primary ways that you can do this.

The first option is using a ride-share roster. Any person with an open seat can email your Grove with how many seats they have available, how much luggage they can handle, and when they will be available to pick up at the airport. You can add this to the roster and have attendees contact you, or the ride-share participant directly, if they need a ride. Those who offer ride-shares could be offered a discounted attendance fee to be reimbursed at the gate. Besides being good for our environment, it is also less expensive for you and your attendees.

The second option is more costly but may be more effective. You can rent a van or small bus and assign a Grove member to pick up the attendees at the airport. If you are far from the airport, you will need to specify what the pickup dates and times will be, so attendees can plan their itinerary accordingly.

This method makes you much more responsible for the attendees and all kinds of things can go wrong logistically with this option; however, it is a very hospitable touch and lets your participants know that they matter to you. If you really want to go the extra mile, have a sack lunch or breakfast waiting for them when they get off the plane. Make sure to pack the meals in a cooler as you could be at the airport for a very long time before they arrive.

If you really want to go the extra mile, you can even work with travel agents for group discounts on air-

fare, hotels, or car rentals. Check with local agencies and see if there is anything that can be worked out.

Parking

Parking can be one of the most difficult things to manage at large gatherings. Someone should be assigned as a parking monitor the first day of the festival and probably the morning of the second day as well. This person should be well-informed of the schedule, registration procedures, and authorized camping locations.

Make sure your parking attendants have plenty of water and that someone either brings or relieves **them for meals and they are relieved for toilet breaks regularly.** Preferably, you'll want to set up parking attendant duties in shifts.

You can decrease your parking issues by encouraging ride-sharing. If a group arrives in a shared vehicle, the parking attendant can give them a token to redeem, at check in, to have a portion of their festival fees refunded.

Make sure that you have sufficient parking space for your participants. Don't forget to check that the parking surface is appropriate. I can think of at least one festival where the vehicles were so mired down by mud due to heavy rains that many could not be moved for days. Similarly, I recall a beachside festival where the organizer parked many vehicles in unpacked sand.

Chapter Six

Workshops and Entertainment

D

Your festival wouldn't be much of a draw without presentations and entertainment. Many of your attendees are attending for the purpose of learning something new, while some will be attending for the social aspects. Likely, most of your attendees are there for a combination of the two.

While preparation is the bones of your festival, presentations and entertainment are the meat. Without both of these, your festival will be flat and lifeless. Spend plenty of time selecting presentations and entertainment or your festival will be a great letdown.

Presenters

The single best way to get lots of presenters to choose from is to do a public call for presenters. Your announcement can be made on your website but would be more effective if it is in a location where your potential presenters will be likely to see it. The ADF-Announce list is good for things like this. It is a good idea to send an invitation to previous or specific presenters or applicants a few weeks before your public announcement.

Make sure to put a closing date on your presenter application. If you do not do this, you may not be able to get enough presenters to fill up the schedule. You can fill in any open space with nature walks, sightseeing trips, or entertainment if you do not get enough presenters.

Selecting great presenters can be a difficult chore for any event organizer. Sometimes there are just too many great workshops to choose from. When selecting presenters, there are a few things to consider; your guest demographics, saturation of the topic, quality of the presenter, presenter fees, and travel compensation expectations.

Perhaps the most important thing to consider is your attendees' interests. What topics will most interest your attendees? While a lecture on Indo-Iranian deities may be fascinating to you, if you are hosting a festival for people who are primarily of a Slavic focus, you may have difficulty in getting anyone to attend.

You may also want to consider how often this topic has already been covered in similar festivals. I can tell you from the perspective of a festival attendee who goes to most of ADF's annual festivals; it is

really frustrating to see the same workshop over and over again. Topic saturation is a very real problem for ADF festivals.

Other things that may affect your decision include how much the presenter wants in return for his presentation and whether he will expect travel expense reimbursement. Many presenters are happy with just having their festival fees compensated and having a comfortable place to sleep; however, some presenters charge fees for presentations and may even expect some reimbursement for their travel fees. It is important to ask these things upfront and get the exact rates in writing, preferably with a contract. Look to your budget and determine if you can afford one or two paid presenters. These tend to be authors or established experts in their topic and having a few headliners on your schedule may attract more attendants.

You may want to ask for an outline or summary of the workshop or lecture from your prospective presenters. Also, ask if any additional equipment will be needed, such as audio, video or other equipment. The outline or summary should make it much easier to decide which workshops to select.

Entertainment

When scheduling entertainment, there are a few things to consider as well. Ask yourself the following questions before selecting your entertainment:

1. Is the entertainment appropriate to the venue and the audience? While you may love heavy metal, it may not be appropriate to an audience of mature adults with an ear for acoustic **new age music**. **Similarly, magicians are fun for kid's parties but a serious ADF festival may prefer a Celtic band instead.**
2. Is the entertainment affordable? Does your budget allow for this expense or can you shave the budget somewhere in order to afford it?
3. Does it need to be professional entertainment or will a bardic circle work instead?
4. Have you checked references? Previous employers can tell you a lot about your prospective entertainers. Have a list of questions available before calling. Do not skip this step.
5. Do we have the facilities necessary to accommodate this type of entertainment? Do they need a stage, lighting, sound equipment, or other facilities?
6. How much time do the entertainers need to do a set or two? Make sure to build this into your schedule and allow for sound checks before or after your ritual times and workshops. Sound checks can be noisy and distracting; they are best scheduled when everyone will be eating, hiking, or doing a workshop out of earshot.
7. How much time will be needed for set up? This is also important to your schedule. Make sure to check references and ask previous employers if they set up in time and finished on time.
8. How much assistance will your entertainers need to set up? This is another big consideration especially if you have a small Grove. You may not have extra people to spare for setup without throwing your schedule off.

Remember to check local bands, especially new ones. Some folks are just happy to get their name out

in public and may charge little or nothing to perform.

Also, check with your local Grove members, local Celtic musicians' clubs, local SCA groups, local Renaissance fairs, and the local College. Good performers can come from unusual places.

Scheduling

Establishing the daily event schedule can be one of the most difficult parts of your planning. Generally, it is best to have no more than 3 workshops or events in the morning and three in the afternoon. Give your presenters at least 1 hour for their presentation, some may prefer 90 minutes, and make sure that you give at least 15-minute breaks in between events. If you are planning children's events concurrently, you may wish to make presentations no longer than one hour, children will often run out of patience before their parents. Also, provide at least an hour for a lunch break and 90 minutes to 2 hours for breakfast and dinner periods.

A sample schedule might look like this (for a more complete schedule see Appendix C):

7:00am-9:00am	Breakfast
9:00am-10:30am	Workshop #1
10:30am-10:45am	Break
10:45am-12:15pm	Workshop #2
12:15pm-1:15pm	Lunch
1:15pm-2:45pm	Workshop #3
2:45pm-3:00pm	Break
3:00pm-4:30pm	Workshop #4
4:30pm-5:00pm	Free time
5:00pm-7:00pm	Dinner
7:00pm	Entertainment, Auction, Bardic Circle, or Main Ritual

Besides planning your daily event schedule, you should also have a master schedule for all the behind the scenes work that needs to be done. You should include things like who is going on duty for which job at what time, when meal preparations should begin, and when meal cleanup should start.

A sample of a complete planning schedule might look like this:

6:00am	Breakfast preparation
7:00am-9:00am	Breakfast
9:00am	Breakfast cleanup
9:00am-10:30am	Workshop #1
10:15am	Snack setup
10:30am-10:45am	Break
10:45am	Snack cleanup
10:45am-12:15pm	Workshop #2
11:45am	Lunch setup
12:00pm	John picks up J.B Presenter at airport
12:15pm-1:15pm	Lunch
1:15pm	Lunch cleanup
1:15pm-2:45pm	Workshop #3
2:30pm	Snack setup
2:45pm-3:00pm	Break
3:00pm	Snack cleanup
3:00pm-4:30pm	Workshop #4
3:30pm	Dinner preparation
4:30pm-5:00pm	Free time
5:00pm-7:00pm	Dinner
5:00pm	Entertainment setup
7:00pm	Dinner cleanup
7:00pm	Entertainment, Auction, Bardic Circle, or Main Ritual

Granted, this schedule can be quite a bit more detailed depending on the activities you have decided to include in your event.

Not only do you need to consider how your schedule will be arranged, you also need to consider which events are best paired together. An introductory workshop should precede an intermediate or advanced presentation of the same topic.

While not implying that a person can reach intermediate or master level of a subject in a single festival weekend, your presenter's idea of what signifies beginning, intermediate, and advanced levels may be different than your attendees'. They will be disappointed that they skipped the intermediate level class

for the beginner one only to find that the intermediate one is where they really should be.

Schedule workshops that build on each other accordingly. Likewise, if you have a concurrent schedule with more than one event at a time, try not to put similar topics opposite each other or your presenters will not get enough of their target audience in attendance to warrant a return to your festival.

Children's Events

If you expect a lot of children, you should definitely find some way to occupy them so that their parents can enjoy the festival. This can be something as simple as a booth with various crafts to do with an adult or older teen available to watch and help the children as needed or as elaborate as workshops for the children scheduled alongside the adult activities.

Make sure to purchase a few good children's activity books. There are several good books on party games, outdoor activities, and craft projects. Don't neglect free ideas from websites and suggestions from people with children.

There are several favorite activities that come to mind. The first is a tree recognition game where the children are blindfolded then led into a grove of trees. Each child is paired with a tree that they get to know while blindfolded. Then the children are led into the center of the grove, spun around while blindfolded and released, **un-blindfolded, to find "their tree"**.

Here are some other ideas:

- ◆ Decorate store-bought masks with dried flowers, leaves, glue, and paint from the store.
- ◆ Make costumes and have the children put on a skit, based on myth, about one or more of the kindred.
- ◆ Compete in games or races.
- ◆ Have each child choose a card with the name and description of an animal on it. Have them **act the animal out and try to guess each other's animal**.
- ◆ Teach about native flora and fauna.
- ◆ Do a fossil dig, or dig for crystals (you can seed the soil first by using a pointed stick and placing a small fossil or crystal in the hole)
- ◆ Go on a nature hike.
- ◆ **Have the kids work on a large communal project (I've done a lovely 8' long papier-mâché dragon with my preschoolers)**
- ◆ Give them lots of beads and shoe strings to make necklaces with (watch the young ones carefully that they don't swallow these).
- ◆ Do a treasure hunt. Select two teams, have them hide the treasure from each other and draw a map for the other team.
- ◆ Have a scavenger hunt.

Having kids' activities available will keep the children and parents involved in the event. It will also encourage ADF members with families to attend your event. However, most kids' activities cost money. To pay for your supplies, you may wish to include these expenses in your budget or let the kids raise the money by selling sodas and sweets at the event. You could also charge a small materials fee to cover the cost of supplies.

Rotate the schedule so that no one person runs all of the children's events. Better yet, insist that each parent, whose children will be participating, donate at least one hour to the kids' event schedule.

Keep the kids involved and engaged and everyone will enjoy the event even more.

Chapter Seven

Printing & Media

D

There are a number of items that will need to be printed for your event. Don't underestimate the cost of these printings. You should add up how many pages you will be printing and figure out how much it will cost.

Liability Waivers

If you plan to use liability waivers for your event, make sure that you print enough for each attendee and their children. Special waivers for children may be necessary as well. These may offer limited protection if an attendee gets injured while attending your event. We'll discuss liability waivers in greater detail in Chapter Ten.

Event Schedules

Make sure to print enough event schedules for each attendee with extras for people who might misplace them. Perhaps also print up mini schedules that will be easier to carry. These should go in the guest welcome package. Also, post a few larger versions in high traffic areas like the registration table, the dining area, and the workshop areas.

Menu and Ingredients List

The menu can be included in the guest welcome package and posted in the dining area. This can help cut down on frequent questions about what is being served and may be important to attendees with allergies or special dietary requirements.

Ideally, this information will be posted on your website and attendees with special requirements or allergies will have contacted you in advance. However, this does not always happen and having the menu with ingredients list posted can prevent last minute ingredient substitutions from becoming too much of a problem.

Rules for Event

Behavioral rules for the event should be included in the guest welcome package. You should include **rules for the event and the venue's rules as well. It is also recommended that you have attendees sign an agreement that states they have read and agreed to these rules.**

Directional Signs

Take a look at the venue you are using in advance and determine how many signs you will need. You will need a large event sign near the main turn off and probably a few in advance of that, if there are many confusing turns. Make sure that your signs are professional looking and weather proof. Having them professionally printed and laminated is the best solution.

Ritual Books

Ritual books can be as simple as a quarter sheet of paper with the songs and chants or as elaborate as a ritual script. **The best ones I've seen have the Core Order of Ritual printed on the first page and the songs printed on the other pages.** This can be anywhere between 2 and 4 folded sheets stapled into booklet form. Laminating a cardstock cover will make them last longer and participants can put them in a basket at the end of the ritual for later use.

Audio/Video Materials

Do not neglect to bring any audio-visual equipment needed. A monitor or projection screen, laptop, projector, and cables may be crucial to presenters who will use power-point, slides, or videos in their presentations. If this is the case, make sure the workshop area chosen for them can be sufficiently darkened and that there is access to electrical outlets in the area.

Camera & Film/Media

If you plan to video tape or photograph your event, make sure that someone is responsible for packing, storing, and returning the equipment. Assign someone with some experience to actually do the photography or video taping of the event.

Chapter Eight

Advertising



No matter what the event, you will need to advertise to maximize attendance. This means figuring out who your target audience is. If you are planning the event for the general community, you can advertise in your local newspaper. If it is for your local Pagan community, you could advertise through local new-age magazines or newsletters and local Pagan stores. And if it is for members of ADF, you might focus your attention on Oak Leaves, ADF-announce, and personal invitations to Groves or members.

Prices vary depending on the size of your advertisement, so be sure to check with the people in charge of advertising for the costs before you create your advertisement.

Once you have established which size ad to run, you will need to create a design that is both eye-catching and informative. There are a number of ways to do this. Most word processing programs come preloaded with templates for creating ads, flyers, and invitations. Many also come with online support where you can download clip-art and other templates.

You may also decide to have a professional graphics design company do this or find a student at your local college who needs a class project. The latter option can produce some very stunning results for little or no money.

Oak Leaves

If your event is an ADF festival, advertising in Oak Leaves has two primary advantages; it is focused on your target audience and it is fairly inexpensive. You can get the most for your money by focusing your advertising budget on Oak Leaves.

Make sure to check with the Oak Leaves advertising staff to be sure what size ads are available and follow up with payment right away as space can fill up quickly.

New Age Magazines

Advertising in local new age magazines or newspapers may give your event a bigger scope. You may attract people to your event who have never heard of ADF and expect that your event will be like every other new-age or Pagan event they have ever attended. Make sure that if you are hosting an ADF event that you make it abundantly clear in your advertising that this event is different. By including a brief list of the workshop topics in the ad, you will increase the chances of attracting people interested in them.

Make sure to check with the advertising director to determine which formats they accept and follow their procedures to the letter or you may not get your ad published on time.

ADF Lists

Of all the lists on which to advertise your event, the ADF-Announce email list is probably the most wide-spread. Every member of ADF is on this list and festival event announcements are among the few events that ADF allows on this list. I recommend doing this more than once and more frequently as you get closer to your festival date.

Additionally, you may want to advertise on your regional list, nearby regional lists, and ADF-Druidry. While discussing things on other lists, you might also want to make an occasional reference to your event.

Sending Invitations

Everyone loves getting personalized notes and invitations in the mail. While I do not advocate sending a personal invitation to everyone in ADF, you may wish to send them to those you know well or those whose presence will attract other ADF members. You should definitely consider sending invitations to people who have previously attended your events or to presenters or authors whose work you admire.

It is up to you how personalized you want these invitations to be. You can hand write them with a personal message or you can print them with a standard message. When hand writing messages, try to include a reference to something specific. For example, if you are inviting an author to your event and you feel that his work has substantially influenced your spiritual path you may say something along the lines of, “your work “Sacred Stone, Holy Hill” has greatly impacted the way that I view my place in nature and I would be greatly honored if you would join us for our 3rd annual Hick Hill Festival in Po-dunk, NM.”

Word of Mouth

One of the best ways to get the word out about your event is to talk about it. Word of mouth is one of the most neglected yet effective forms of advertising. In order to get the word out, you need to get people talking about it.

Attend ADF and local events and bring it up in conversation. Bring flyers to events you attend with lots of exciting bullets about your event on them. Tell people to spread the word to everyone they think would enjoy it.

Beat the Streets

Don't forget to put flyers out locally as well. Take them to Pagan stores, coffee shops, new-age stores, crystal and mineral shops, food co-ops, college campuses, the UU church and anything else you can think of.

If you have a booth at your city's Earth Day celebration, bring them with you. If your Grove participates in the Interfaith Council, Environmental Councils, Park Rehabilitation clubs, or any other related activities, bring your flyers with you. Carry several in your car's glove box. You never know when you will run into someone that might be interested.

Chapter Nine

Food and Drink

D

To Cater or Not to Cater

There are many reasons to consider providing a food plan for your attendees. You could raise money for your Grove if you plan carefully; it is more convenient for your attendees, you can plan more events in one day if attendees do not need the extra time to prepare their own food, and finally, it's just first-class hospitality.

However, this is a decision that as a festival organizer, you must not take lightly. Some of the factors involved in this decision are:

- ◆ *Your audience:*

Will they be the “easy to please” crowd? Will they be happy just munching on chips and hot dogs for lunch and dinner and cold cereal for breakfast? If that's the case, no caterer necessary. Just roll down to the grocery store and buy what you need and you're good to go.

- ◆ *Your theme:*

In the event you are planning something a bit more involved, you may want consider providing a meal plan. Then ask yourself, “Do we have the talent to provide for that plan?” Now be very, very careful with this decision. I personally have cooked breakfast, lunch and dinner at pagan festivals, as well as professionally, for many years. I promise you this is *not* something you want to do without knowing exactly what you're getting yourself into. Talk to people within your grove that have food service experience, and be cautious when you do. Tell those individuals that you *only* want advice and suggestions. I promise you, if you hit up the serious professional cooks in your grove with the notion of cooking while at your event, prepare for a pummeling with heavy objects (most likely the biggest pan within reach).

- ◆ *Your budget:*

How much money you want to spend on your meal plan will directly affect your ultimate deci-

sion on whether to cater the event or to do the cooking and cleaning yourself. Caterers will usually charge a per head price for each and every meal served. Catering is significantly more expensive than relying on volunteers. However, caterers do have food handler's licenses, permits, official cooking equipment, and years of experience.

I would also caution you on the "rose colored glasses" notion that cooking for large groups will be a fun, community bonding experience. This has not been my experience. Usually what happens is that there a few people who miss just about every presentation as they're too busy cooking and cleaning because the people who volunteered to help complained about missing presentations.

Don't get me wrong, it is still a wonderful experience that I'm fortunate to do year after year for our grove. I'm just trying to give you a little bit of the good, the bad, and the ugly. You will also encounter special needs individuals, whether real or perceived, that have dietary concerns. You will need to think through those concerns and do a bit of pre planning when advertising for your festival. Make certain that you include a caveat demanding prior knowledge of all such dietary concerns and that you may not be able to accommodate such concerns at the event without it.

Menu Planning & Execution

Proper planning is the key to a successful and on budget event. The first step in the planning process is to write the menu. For ease of discussion, here is a simple table showing a very simple menu for a 4 day festival

Sample Festival Menu				
	Thursday	Friday	Saturday	Sunday
Breakfast	XXX	Cold Cereal Fruit & Yogurt Bagels Chorizo & Eggs	Cold Cereal Fruit & Yogurt Frittata	Cold Cereal Fruit & Yogurt Bagels
Lunch	Salad Sandwich Bar Pasta Salad Potato Salad	Salad Sandwich Bar Pasta Salad Potato Salad	Salad Sandwich Bar Pasta Salad Potato Salad	Leftovers
Dinner	Salad Chips BBQ	Salad Pasta Bar	Salad Mexican Fiesta	XXX

As you can see, planning a menu for a four day festival can be a simple deal. There's no breakfast, and possibly no need to provide a lunch on Thursday because everyone starts arriving around or after lunchtime on Thursday and there's no dinner on Sunday because everybody is leaving Sunday afternoon, but providing a lunch helps get rid of leftovers. What you *have* to do is identify what is to be served in each meal period of each day.

Remember to keep your food items simple and easy to prepare, and most importantly something that **you have the equipment and knowledge to prepare**. You wouldn't have Tandoori Chicken on the menu and have no Tandoor oven to prepare it in!

Now that we have the menu written, we need to break down every single component within each meal. **You can't very well go into the grocery store and buy a salad. You have to buy the tomatoes and all the dressings and croutons and other goodies that make up a salad.** Make a comprehensive shopping list and go "price shop" your items. Use the Food Budget Planning Worksheet in Appendix A to record the cost of your items and number of servings per container.

Remember: the number of servings indicated on the package is not always the actual number a person will eat during a meal. For example, most bread packages say that one slice of bread is equal to one serving but if you are serving that bread for sandwiches you should expect the serving size will be two slices of bread. Make sure you use the correct quantity for your meal in your calculations.

This is probably the single most important thing you can do to keep your festival on budget and your nerves from becoming frayed by constant midnight runs to the grocery store. The first column is a breakdown of the actual items that comprise the menu, or the food item on the menu (such as the ingredients to make that Tandoori Chicken). The last column is your best guess as to what it would cost for each and every one of those individual items, per ten people. The reason I use "per ten people" as a multiplier to determine the overall cost factor, is simply for ease of computation.

After I have dissected the menu into its components, I take that component list to the grocery store to generate my prices. I can always go to the most expensive grocery store for this purpose. Then I can go to the least expensive grocery store that I can find to make the actual purchases. If you're scratching your head wondering how in the world you are going to find a bottle of ketchup that serves ten people, don't worry you're not alone, they do not exist! Use the table below to compute the usage for each and every item on your shopping list (See Appendix A for a full able version of this worksheet).

Food Budget Planning Worksheet									
Item Description	Serving size	Price per item	÷	# Servings per container	= Price per serving	×	# of meals item will be	= Price per person	x10 = Price per 10 people
Ketchup	2 tbsp	\$4.50	÷	6	.75	×	3	\$2.25	\$22.50

Now you're asking yourself, "Are you out of your mind? I have to do that for every single item on the

shopping list?” The answer is simple: Yes! It’s called planning. You don’t have to go into such detail as I’ve outlined above but, if you’re planning a festival and your margins are pretty tight, proper meal plan planning might just be the one component that makes or breaks your festival.

Now that you have your menu priced out to a “per ten person” scale, it is quite simple to create a final shopping list based on the number of attendees.

Serving Drinks

Having ample beverages on hand at all times is absolutely essential. There are many ways to do this. Buying bulk at a wholesale distributor is the most economical. Check your local yellow pages for wholesale beverage sales outlets. If you tell them you are looking to make a onetime purchase for a church function, you will most likely get the minimums and account fees waived.

The large wholesale outlets will sell bottled water, soft drinks and juices. Also, there are the big box retail stores that always have good deals on cases of beverages. You can sell them by the unit at your festival, or you can charge a one-time fee and have coolers out, clearly marked “For Paid Persons Only.” That should cut down on the pilfering.

I will caution you that selling by the unit will require a volunteer to man it with plenty of change at the ready. One of the things that we did at Desert Magic in 2007 is to order 100 or so printed plastic thermal tumblers to sell for \$15.00. You get the mug to keep as a memento and all the beverages you want throughout the festival for the \$15.00.

A good rule of thumb is, 1x12oz serving per person per 3 hours of festival time. Meaning the average person can consume 4, 12 oz cans or bottles in 12 hours. So, if you have 4 days (4x 4 days =16), x number of attendees = total number of units to purchase.

Staff and Volunteers

Making sure you have the help you need is another critical part of planning. What works is to create a roster of all volunteers. Then, create a list of various tasks that need to be done throughout the festival; such as trash removal, kitchen help, general festival help, and whatever else you can think of that will need to be done.

Then, split that roster amongst the volunteers. That way, everyone knows where they need to be and what they need to do: no one person will be overworked, underappreciated, or misses out on too many presentations at the festival.

It is inevitable; when it’s your grove sponsoring a festival, some parts of it must be missed by those sponsoring members. It is up to grove or festival leaders to make certain that the volunteers are where they are supposed to be, when they are supposed to be and doing what they’re supposed to be.

It’s a great community building exercise to see this group effort executed in this manner. I guarantee you will have some individuals who will not live up to their obligations as volunteers. It will be up to your own conscience to tell you how to handle those eventualities. But you do need to plan for them.

The more you can spread the work, the less there will be for those in leadership positions. The one

thing I've noticed that fuels volunteerism is gratitude. People don't want money to help; they want to be recognized. It is very important for the festival leadership to publicly announce and laude the efforts of the volunteers perhaps during one of the evening activities. It is an excellent feeling to have the attendees applaud and tell you what a great thing you have done for your community.

During your festival planning phase, make certain that you publicly recognize volunteers that have already stepped forward. **The more you do this, the more volunteers you'll have.** If you do a good job at recognizing those individuals, you may be faced with the enviable task of having to turn volunteers away!

Security staff

No one likes to think that bad things will happen at *their* festival, but it is better to be prepared. Guardians. Warders. Security. You can give them any name, but they all have the same duty: to keep the festival safe for everyone attending. Depending on the size of your event, you may only need a few volunteers. Your planning committee will need to decide what level of security your event needs. You might want to have at least one or two at the minimum.

Chapter Ten

Licenses, Permits, Insurance & Waivers



The last thing you want, after all of your careful planning, is to get into legal trouble. Like it or not, there are legal matters involved in planning public events. If you want to have a bonfire, or allow campfires, you may need to get a special use or fire permit. If you are serving alcohol, you may need liquor permits. Depending on your county or city, you may need food handler's permits, if you are providing meals.

Most likely, you will need to have liability waivers, and possibly event insurance as well. Check local laws and be certain you are adequately covered.

Liquor Permits

I highly recommend against providing alcohol for your event. It is unfortunately very high risk and you may not be able to secure adequate liability coverage from your insurer if you do so. Additionally, some venues will prohibit serving hard alcohol or any alcohol at all. They may even charge you extra to do so.

Some event planners purchase kegs for their attendees and while this is a very hospitable and admirable thing to offer your attendees, it may not be the safest or wisest thing to do. It is less risky to allow your attendees to bring their own alcohol and have your Guardian/Security volunteers available to ensure your attendees' safety.

If you still wish to provide alcohol at your event, you should check your local laws and with the venue to make sure you are in compliance. Some local, State, or National Parks have their own liquor permits, so check with the venue to see if you need special permits or protocols to serve alcohol.

Food Handlers Certificates

Some counties and cities have laws that require anyone who will serve food to others to have a food handler's permit or certificate. They may make exceptions for food served by a church for fund raising or special events. Check with your county's board of health or food safety.

If your local laws require a permit, you will need volunteers who are willing to take the time to study for and take the test. Fees can vary widely. For example, in Arizona most counties charged \$15 per person but in California it is about \$150 for one person who supervises up to 20 people.

You may need to offer to reimburse these fees to your volunteers. If so, I recommend offering to reimburse for these fees only after the festival is over. People sometimes flake-out on their responsibilities at the last moment and you have no assurance that something will not come up for them.

Insurance & Liability Waivers

You will definitely want to protect your Grove with some form of insurance. Many Pagan event planners trust to Liability Waivers, a contract that attendees sign agreeing to hold the organizers blameless in the case of an accident. However, lawyers will tell you that these waivers have almost no credibility in court. If an especially litigious person gets injured, your Grove or you, as the planner, could be liable for medical expenses and/or damages.

The most economical solution is to have your event covered by the venue's insurance. If you decide to go this route, make sure that they actually are insured. Find out the details of their policy and be certain that it covers events such as yours. If it doesn't, you and your Grove could be accountable nonetheless.

Many venues require that you purchase your own insurance. They will often tell you exactly how much and what type of insurance they require. There are a number of different companies that do short term event insurance, so shop around for the best coverage and rate or ask someone who has **done a similar event for their insurer's information.** In California, many of the weekend-long Renaissance Faires have begun requiring event insurance for vendors and performers. These types of events may also provide information on possible insurance companies.

No matter whether you get your own insurance or rely on the insurance coverage of your venue, you should still have all participants sign a liability waiver. While these won't hold much weight in a court of law, they will go a long way to dissuade attendees from being careless and, if they are honorable, may prevent them from suing if an injury does occur.

Fire Permits

Do not neglect local laws such as burn or fire permits. If you are hosting your event during the "festival season," you are most likely holding it during the driest part of the year. This means that there may be burn restrictions in your area.

Even if there are not seasonal restrictions, fire permits may still be required. I have attended more than a couple Pagan events that were interrupted by the fire department, usually because an unhappy neighbor reported the fire after police refused to intervene on a religious service.

Do not neglect to check with the local fire department and find out what laws might apply to you. In some cases, charges are waived for religious services; in others they will charge you the same fees as everyone else. Depending on your location, if you are in city limits, in the county jurisdiction, in a state

or national park, or in a private campground, the fees can vary widely.

Make sure there are no special restrictions on the fire itself and ask what safety precautions are required. Some counties require a fire ring of at least 3 feet with a ring of non-combustible materials that is at least 1 foot high, some cities require outdoor fires to be in a fireplace and open burning in fire rings is prohibited, other areas will insist that someone from the fire department inspect the facilities before issuing a permit.

Once you have the permit, place it in a safe place with other legal documents and add it to your list of items to pack for the event. During rituals have this permit on hand; preferably in the hands of a Guardian/Security volunteer specifically responsible for handling outside contact (our warrior handles this in our Grove).

Special Use Permits

In some areas you may be required to pay for a “special use” permit. This can mean just about anything. In many counties you are required to obtain one if you are using your own land for an event in excess of a certain number of people. In other areas you may be required to get one only if you will be using amplification equipment. Some local parks require a special permit if your participants will be drinking alcohol.

Check with city, county, and park officials about this. Ask if there are any special use permits or other documents that they require for a group of your size. Record the name of the person you spoke with, the date, the time, and what was said just in case they misinform you or call back a second time and ask someone else.

Chapter Eleven

Vendors

Throughout many years of planning Pagan Pride Weekends, the greatest attraction has always been the vendors. As mentioned in the Introduction about pagans having CPS (Chronic Procrastination Syndrome), I would speculate that pagans also are chronic accessory collectors.

While we hope that gathering as pagan brethren and performing ritual together should be enough to bring people to an event—and for the most part this is true—the sad reality is that many attend pagan festivals to shop. This is an important factor when deciding which vendors to accept and which ones to decline. It is essential to provide a variety of different vendors with a variety of different offerings and wares, while keeping to the theme of the event.

Vendors provide two functions for your pagan event: they provide seed money that will help with any venue deposits, and they attract customers to the event itself. When planning your event, this makes the vendors one of the single most important elements to a successful festival. Dull and unexciting vendors make for uninterested patrons. Uninterested patrons translate into low turnout the following year. Low turnout will cause your good vendors to be reluctant to return to your event next year. If your vendors do not return, you have less seed money to use for site deposits, printing, advertising, etc.

Space Availability

When scouting a venue for a pagan event or festival, it is important to make sure there is adequate space for a good-sized vendor area. Since the number of vendors directly translates into the greatest single source of your festival revenue, it is important that you factor in enough of them to cover your expenses. This is where the festival planning committee must come together and work out a budget that will determine how many vendors will be needed to cover the costs. Once the budget is developed, the committee must ensure that the venue itself can accommodate the number of vendors required. **If this can't be done at the current site, another venue must be found quickly. Adequate space** that can accommodate the required amount of vendors to meet the budget is essential for not taking a financial bath at the end of the festival.

Vendor Fees

Vendor fees go hand in hand with space availability. As stated earlier, since vendors are your single greatest revenue source, it is important that the festival budget account for appropriate fees. The lower number of vendor spaces will generally translate to higher vendor fees, and vice versa. But be careful, **you don't want to set your fees too high, or you will not attract many vendors to the festival.**

It is also important to give early bird deadlines at a discounted rate. This gives you, as the festival organizer, money early on to help secure site deposits and advertising. It also gives you an idea if your fees are too high early on so you can lower them if vendors are not signing up.

As a general rule, we had a tiered system developed for the Sacramento Pagan Pride. We had a set price for a standard 10x10 booth and double for those vendors who wanted a 10x20 (this counted as two vendors). The Pagan Pride Planning Committee then set aside a number of 10x10 booth spaces for local pagan groups at a substantially lower rate (because that is what pagan gatherings should be about—spirituality and knowledge). In an ADF setting, these spaces could be reserved for Groves and Protogroves, ADF leaders, and ADF Regalia.

Vendor Applications

Your festival vendor applications should have all of the important information on it in order to give the applicant all the tools they need to sign up.

The application should include (but not limited to) spaces for the following:

1. Name and address of the business (or if a religious group the name and address of the Grove or Protogrove)
2. The type of business
3. The cost of the space
4. Vendor contact information
5. Cost of any booth deposit

The application should also include:

1. Rules of Conduct
2. Liability Disclaimer
3. Any Release of Information Authorization (for advertising purposes)
4. Volunteer Request Form

Turning Down an Inappropriate Vendor

The last part of lining up the vendors for your festival is deciding if the vendors that have applied are appropriate for the venue. If your festival is geared toward a family atmosphere, you might be reluctant to allow the pagan sex toy vendor on the premises without appropriate guidelines and booth coverings. As the festival planner, you must also keep the vendors in line with the theme of the event. If the ven-

dor doesn't carry a product line that fits the festival, or he/she is difficult to work with, trust your instinct and say no. A little strength early on goes a long way towards preventing strife and issues later.

The same rules apply for vendors with a history of trouble. Most of us in the pagan community either know one another, or know someone who knows someone, and word gets around. If you catch word that a vendor is a troublemaker, it would be in your best interest to deny their application. Again, preventing trouble before it starts makes for a fun festival and less headaches for you as a festival organizer.

Chapter Twelve

Guest Considerations

Even though this section is the last in terms of organizing your festival, there is one aspect of guest considerations that must be addressed in the early planning stages while planning the budget: whether or not your event is going to charge for admission. If your organizing committee decides on an admission fee, this can translate into a larger budget for your event. An admission fee can also affect how much you charge vendors for their space. If there is a nominal admission, you can charge less for booth fees and still have a sizable budget. *Beware.* Because the number of attendees you will attract to your event **is unknown, it could cause you to not meet your budget if you don't have enough people pay the admission fee in advance.**

Also, charging admission at the door creates an unknown factor as far as attendance. If the weather is bad, you might have a low turnout, which will translate into less money flowing in to cover your expenses. The wisest move is to keep the vendor fees reasonable and have your admission fees as an **extra amount to be used for next year's seed money.** This way, your group doesn't have to rely on attendance for event revenue.

Most pagan festivals that I have been a part of have no entrance fee, and rely exclusively on vendor fees **and fundraisers for revenue.** We've run a budget in the black every year, and have never lacked services, authors, and entertainment. The only problem is that this makes planning for concessions a shot in the dark, and you must hope for a large turnout to cover the expense of providing a food service.

Attendee Applications and Collecting Payments

If your event charges an entrance fee, one of the easiest and effective ways to bring early money to the event is to have an attendance application available online several months before the event. Offering a discount for early registration will prompt people to buy their tickets early and brings added revenue to the budget. It will also give you an idea of how many people you can expect at the event so you can more accurately plan for food and other concessions. Online registration is by far the easiest and most economical way to provide this service, and having an online payment service, such as PayPal, will make collecting the fees easy and worry free. You should also provide a printable form for those who are more comfortable placing their money in an envelope and using the Postal Service.

Any application that is provided must include all of the necessary information regarding the festival. This should include (but not limited to): date, time, address, and directions to the event; festival organizer's contact information; a printable receipt; and attendee contact information for the festival organizer to send the "welcome packet" to.

Event Welcome Packet

The event welcome packet is an essential piece of information that should be given to everyone attending the festival. Regardless of the application type that the attendee completes, the welcome packet should be sent back to them as soon as the application and payment are received. Packets for online applications can be emailed, while packets for mailed applications should be mailed to the attendee. If you have a bulk mailer permit, or have postage figured into your budget, you can choose to mail all packets. Also, you should have a reasonable amount of packets available on-hand to be given at the door for people who choose to purchase admission on the day of the event, and for those who need a replacement packet. Trust me—it's inevitable!

Each packet should contain the following:

1. A complete listing of the rules of the event
2. Complete directions on how to get to the event, and where to park at the venue
3. A schedule of events
4. A map of the event grounds with a location of the vendors, authors, foodservices, childcare services, restrooms, etc.
5. All the important checklists that lists the items people will need—especially if there is camping involved

Hospitality Lending Closet

As the festival coordinator, it is essential to plan for those who show up to the event, and do not have the necessary provisions for an extended stay. Inevitably, if you have people flying in from out of the area, they will have forgotten something. It is therefore important to plan for such instances.

The easiest way to plan for these situations is to coordinate a "hospitality lending closet" among the festival coordinators, hosting Grove or group. This important element should be coordinated early on and one or two people from the festival committee should make this their primary function. Since one of ADFs' primary virtues is *ghosti or hospitality, it is mandatory that this service is properly stocked with necessary items.

Items that are important to have on hand are: blankets, extra sleeping bags, bug repellant, first-aid kits, water, baby diapers, extra food, coffee, tea, and any other necessary items for an extended stay at an outdoor event.

Giveaways and Souvenirs

There are a couple of other simple things you can do to make the festival experience memorable for your attendees and hopefully want them to come back next year. These are giveaways and souvenirs.

There should be enough allocated in your festival budget to accommodate both of these types of hospitality items. While they might not seem as essential as others items on your list, you really want those attending to take home part of the festival. We all like things to remember important events in our lives, and that's what you want the festival to be—an important event in their lives!

Giveaways

One way to coordinate giveaways is to hold hourly raffles. Give a raffle ticket to everyone who enters and requiring that they be present to win, will keep people at the event longer, and they will likely spend more money at the vendor booths. This makes the patrons excited at the chance to win something, and the vendors happy because they have customers lingering around shopping while they are waiting for their name to be drawn. **It's a win/win.**

There are two ways to collect items for the giveaways: your festival committee can purchase them, or you can hold a donation drive. I recommend a donation drive because you get a variety of different items, it doesn't cost your festival any of your budget, and you usually get more donations than you really need that can be saved for future events.

Souvenirs

This is definitely an option and not a requirement. While it is nice to have t-shirts, buttons, or bumper stickers available to sell to patrons as souvenirs, it certainly is not a requirement. If this is your first festival and your budget is tight, I recommend skipping this until the next year when you have seed money to be able to purchase these items. If you feel it is essential to have these items, you can do this a couple of ways. You can make sure that you have the wholesale costs penciled into your festival committee's budget plans, being careful not to cause budget overruns. A more "budget friendly" way would be to include an option on the attendee application to pre-order these items. You can provide a deadline for this request, insuring that you will have the funds to purchase the ordered amount, as well as extras for purchase at the event itself.

Chapter Thirteen

Bringing It All Together

D

Now that you have finished your planning, it is time to execute the plan. If you've made a good plan and spent a lot of effort organizing, the event things will come together much easier for you, but you still need to do a few things to execute your plan.

Confirm, Confirm, Confirm

The most crucial thing you need to do is confirm all of your plans. Confirm your venue reservation, donations, presenters, and entertainment. Do not forget to do this; you will be disappointed or worse. Make sure someone is assigned to make all the necessary confirmation calls and write down the name of the person you speak with and date/time you spoke with them.

Organizing Guest Arrival

Airport Pickups

If you or members of your Grove are going to be picking up presenters or attendees, you will need to organize them in advance. This means keeping a master list of all incoming attendees that require transportation with the details of their flights, confirming their itineraries both when the arrangements are made and shortly before the festival. You also want to check the airport's or airline's internet site about an hour or two before pickup to determine if the flights are on time.

On the day of the event, you should have a one master list of all incoming parties and the time their flight lands. Each driver should have a list of who they will pick up by date/time and airline. Including a copy of the complete itinerary may be a good idea, along with the attendee's cell phone number in case of delay or miscommunication. Make sure the driver has a way to contact you in case a difficulty arises.

Ride-Shares

If you are coordinating ride-shares instead of airport pickups, you will need to know how many seats are available and the luggage capacity for each volunteer driver. This information should be constantly updated on your website. Like the airport pickups, keep a list of the names, cell phone numbers and **date/time of each volunteer's availability, as well as a list of all attendees that are expecting pickups by ride-share and who are scheduled to pick them up.**

A few days before the event, you should provide each driver with a list of who they will be picking up, **the date and time, and the airline.** You may want to include a copy of the attendee's itinerary and cell phone number in case of delay or miscommunication. Make sure the driver has a way to contact you in case a difficulty arises.

Staging

A lot of preparation waits until you arrive at the venue, so make sure to give yourself plenty of time. Make exhaustive lists of the items you need to pack and have others review the list to make sure nothing is missed. Pack up everything the day before, so you can get to your venue as early as possible on set up day.

Make sure to set up directional signs, registration tables, unload all of the food and set aside the first **day's meals, clean and prepare common sleeping areas, post the schedules and menus, prepare workshop areas, and pick up presenters or attendees.**

Keep things organized when you pack by packing items that go together either in the same box or near each other in your vehicle. Food should be packed with cooking utensils; registration documents should be packed with pens and registration supplies; and ritual supplies packed together as well. This will make setup much quicker.

Setting up Registration Tables

If possible, you should have your participants include in their registration the date and approximate time they expect to arrive. This information in a cohesive schedule (see sample in Appendix C) helps your volunteers anticipate arrivals and be prepared with the appropriate number of welcome packages, name badges, liability waivers, hospitality gifts or other items that may be needed. This schedule should **be at the registration table. If you don't have this information, you will want to have volunteer's man** the table during the first day and part of the second day.

Your registration table should be in a shady, preferably rain-proof, prominent location. There should be at least one table with the following items:

- ◆ Arrival schedule
- ◆ Festival schedules
- ◆ Welcome packages
- ◆ Liability waivers

- ◆ Hospitality gifts
- ◆ Cool drinks
- ◆ Name badges
- ◆ Meal plan tickets, badges, or other identifying markers
- ◆ Festival site map
- ◆ Folder or file with the list of pre-registered attendees
- ◆ A walkie-talkie or cell phone to communicate with parking monitors and other staff
- ◆ A cash box to collect entrance fees

The volunteers for the registration table should be competent and organized. Make sure you provide them with adequate materials and supplies to keep records in order.

Chapter Fourteen

The Aftermath



A lot of people plan all the details leading up to and including the event but somehow forget to include the details for when the event is over. There are many things that need to be done when your event is over.

Chances are some of your attendees or presenters need transportation back to the airport. This should be arranged the same way you organized the pickups.

You also will need a cleanup crew. This is perhaps the most difficult to coordinate, because no one wants the job that gets no recognition. There are no attendees to see your volunteers doing this job, so it is one of the least-liked tasks. Schedule enough people and remind them often. More people make the cleanup process faster. Posting a job schedule or list in a public place provides some recognition for your volunteers. Make sure to recognize them for their contributions during the event, while there are attendees there to appreciate them for it.

Also, make sure someone is assigned to collect deposits, pay outstanding bills, return any rented equipment, inventory decorations and pieces of equipment, collect and compile the evaluation forms, and send thank you notes to presenters, sponsors, and people who have donated items for your event.

Now you can take stock of your event. Within a month, you should be meeting with your team to evaluate the event. This may include some agenda items but should provide plenty of time for your team to ramble on about their experiences. Give them time to vent, boast, and share. Before the meeting, make sure that you have looked over your evaluations and created some type of cohesive summarized report for your team. Look for repeated suggestions or ones that would make things easier or more graceful next time.

Don't forget to report expenditures and profits to your team—they will want to know if their hard work paid off.

Chapter Fifteen

Evaluations



The importance of evaluating your festival cannot be stressed enough. Not only do you need to evaluate your festival but also your presenters. This gives you useful information for your next event.

Evaluating your Event

I highly recommend not only having comment cards available at the event but also planning to send out evaluation cards with pre-addressed, stamped envelopes to your attendees about 1 month and again 3-6 months after the event is over.

These evaluations will give you a better indication of where you went wrong, what you did right, and what you can improve upon. If you don't evaluate your festival, you will be unable to ascertain if it has been successful and you may be disappointed with subsequent attendance numbers.

A few key pieces of information are needed to get a thorough understanding of your event's success. Generally you should be concerned with the venue, parking, set-up, timing, presenters, catering, advertising, entertainment, cost, and staffing. Ask open-ended questions and do not use multiple choice or forced choice question formats. These may be easier data to manage but they do not give you a complete picture of your festival's success. A sample festival evaluation sheet can be found in Appendix E of this handbook.

Evaluating the Presenters

Many Pagan festivals do not hand out evaluation cards to their attendees. I think this is a terrible shame. How else can the festival organizers and the presenters know whether the attendees enjoyed the presentation?

Your presenters may not like being evaluated very much at first, but they may find the information you collect just as useful as you do. Evaluations can tell you and your presenters what the attendees would like to see more of, what they wish your presenter had spent less time on, and all the little details that were missed. It is hard to be objective of your own work, so these evaluations can be true gems for a

professional and introspective presenter. Further, they provide you with valuable data about what your target audience is interested in.

Evaluation forms should cover the presenter's communication skills and organization as well as the content and quality of the information presented. If the presentation was accompanied by visual aids, they should also be evaluated. A sample of a presenter evaluation form is provided in Appendix E.

Chapter Sixteen

Your Next Event

D

You've cleaned up the venue and collected your deposits. All the attendees have returned home, all the bills have been paid and every bit decoration and piece of equipment has been properly inventoried and stored. Now what?

You take a short break then start all over again. Chances are, now that you know how much work it is, you want to get an even earlier start on planning your festival this time. You may want to start talking to people about being on the team for the next event at this point.

You will look over all the data from your evaluations. You will look at your expenses and the income you gathered from the event. Then you will start to figure out next year's budget. You can use the festival accounting sheet in Appendix A to track these expenditures and profits. Likely, you will want to roll some of the profit into your budget for the next event and some of it into your Grove's accounts. How much goes where is up to you, but be realistic.

Then you get to start all over again ...



Appendices

Appendix A: Budget and Expense Sheets

Appendix B: Checklists

Appendix C: Scheduling and Timetables

Appendix D: Meetings

Appendix E: Evaluations

Appendix F: Donations

Appendix G: Applications

Appendix A: Budget and Expense Sheets

Sample Festival Budget Planning Worksheet

Festival Budget Planning Worksheet						
Description	First Quote	Vendor	Second Quote	Vendor	Third Quote	Vendor
Site Costs	\$		\$		\$	
Deposit	\$		\$		\$	
Rental Fee	\$		\$		\$	
First Aide Certifications	\$		\$		\$	
Food Handlers Permits	\$		\$		\$	
Insurance	\$		\$		\$	
Special Use Permits	\$		\$		\$	
Transportation	\$		\$		\$	
Decorations	\$		\$		\$	
Entertainment	\$		\$		\$	
Fire Permits	\$		\$		\$	
Food	\$		\$		\$	
Printed Materials (paper and copy charges) pamphlets, brochures, schedules, posters, liability releases, etc.)	\$		\$		\$	
Children's Events	\$		\$		\$	
First Aid Supplies	\$		\$			
Equipment Rentals (sound, stage, lighting, projection, tent)	\$		\$		\$	
Advertising	\$		\$		\$	
Presenter's Fees	\$		\$		\$	
Liquor License	\$		\$		\$	
Rentals (tables, chairs, food preparation and serving)	\$		\$		\$	
Clean up (don't forget supplies like bleach and mops).	\$		\$		\$	
Total Cost	\$		\$		\$	

Appendix A: Budget and Expense Sheets

Sample Expense Tracking Worksheet

Expense Tracking Sheet				
Item	Budget	Actual	Difference (\$)	Difference (%)
	-	-		
	-	-		
Total Expenses	Budget	Actual	Difference (\$)	Difference (%)

Appendix A: Budget and Expense Sheets

Sample Food Budget Planning Worksheet

[illegible]

Appendix A: Budget and Expense Sheets

Sample Festival Accounting Sheet

Appendix B: Checklists

Sample Packing List

Packing List							
Item	√	Item	√	Item	√	Item	√
Rental Equipment							
Chairs		Tables		Lighting		Audiovisual equipment	
Pavilions		Food Service Rentals		Sound		Stage	
Dance Floor		Karaoke Machine					
Registration and Headquarters							
Pens		Printer		Ink Cartridges		Napkins	
Paper		Laptop		Calculator		Cash box	
Change		Guest arrival schedule		Lists		Guest materials	
Directional Signs		Registration Signs		Campsite Signs		Maps	
Hospitality Gifts		Raffle Barrel		Raffle Signs		Auction and Raffle Certificates	
Auctions sheets (for silent auctions)		Worksheets		Workshop Schedules		Festival Plan Binder	
Food Plan IDs		Schedules		Waivers of Liability		Insurance Documents	
Liquor License		Food Handler's Permits		First Aid Certifications		Fire Permits	
Special Use Permits		Wildlife and Plant life Literature					
Food Service							
Food		Pots/pans		Cooking stoves		Plates	
Eating Utensils		Beverages		Ice		Ice Chests	
Cooking and Serving Utensils		Cups		Water Buffalos		Propane	
Chafing Dishes		Serving Containers		Lighters		Charcoal	
Lighter Fluid							

Appendix B: Checklists

Sample Packing List (con't)

Ritual Supplies							
Fire Pit		Well		Oil or Ghee		Whisky	
Waters of Life		Vessels for Waters of Life		Offerings for Outdwellers		Offerings for the Guardian	
Offerings for the Ancestors		Censor		Smudges or Incense		Silver	
Water for Aspersing		Staff for Opening the Gates		Altar Decorations		Bile	
Containers for Oil		Containers for Whisky		Containers for Other Offerings		Altar	
Camping Gear for Lending Closet							
Tents		Sleeping Bags		Pillows		Sleeping Mats	
Auction and Raffle Items							
Other							
Toilet Paper		Lighting		Torch Fuel (if torches will be used)		Baby Wipes	

Appendix B: Checklists

Sample Staging Checklist

Staging Checklist			
Food Preparation and Storage Areas		Workshop Area	
Camping Areas		Sleeping Areas	
Entertainment		Ritual Space(s)	
Prize/Auction Table(s)		Refreshment Table(s)	
Displays (Posters or scrapbooks of previous Grove events)		Children's Activity Booth	
Dining Areas		Directional Signs	
Parking Areas		Registration Table(s)	

Appendix B: Checklists

Sample Clean-up Checklist

Clean-up Checklist		
Priority	Task	Done?
	Repack festival materials and supplies (use your packing checklist again to make sure you got everything).	
	Rearrange Furniture	
	Pickup cup and plate trash	
	Take out trash (both from large trash cans and regular trash cans)	
	Put away, throw away, or give away any leftover food	
	Clean Kitchen	
	Empty keg buckets and return to vendor	
	Untap kegs and arrange for keg return	
	Clean and put away grills, if provided, or return them to their owner	
	Clean grounds of trash or debris	
	Clean bathrooms	
	Take down signs	
	Collect recyclables and assign someone to take them to a recycling center	
	Clean ashes out of fire pits and fireplaces	
	Double check rooms for missing items	
	Pack rental items and assign someone to return them and get deposits back	
	Double check refrigerators and ovens for missed food items	
	Vacuum or sweep floors	
	Clean any high traffic areas on the floor with broom and mop	
	Wipe down counters and tables	
	Lock facilities and leave thank you note for hosts	

Appendix B: Checklists

Sample Master Document List

Master Document List		
Document	Packed?	Location

Appendix C: Scheduling and Timetables

Sample RideShare Worksheet

[illegible]

Appendix C: Scheduling and Timetables

Sample Festival Planning Timetable

Festival Planning Timetable	
12 Months in Advance	
	Have your first planning meeting.
	Set a date.
	Determine a budget.
	Estimate the size of your event.
	Select a location for the event.
	Select your team and assign tasks.
	Announce the event on to Grove members and on the ADF website.
9 Months in Advance	
	Review laws with state, county, and city. Do you need special use permits? Do you need liquor licenses? Should food handlers/kitchen helpers have special use permits?
	Select a caterer or write up a menu plan. How much will it cost per person?
	Select someone to handle first aide and assign an alternate. Do they have First Aide and CPR training? Is it up to date? Does it cover infants and children? Will it be up to date when the event happens? If not have them set up renewal training. How much will it cost and will the Grove reimburse for this?
	Do you need food handler's certificates for your volunteers? Will the Grove reimburse for this expense?
	Plan children's events and assign people to run and manage the events.
6 Months in Advance	
	Determine the entertainment. Celedh, Bardic Circle, professional entertainers?
	Announce the event dates.
	Have food/kitchen volunteers to get a food handler's permit from county health department or equivalent
	Get liquor licenses.
	Get special event/use permits.
	Reserve transportation for out of town guests.
	Get fire permits
	Reserve accommodations for early arriving out of town guests or select volunteers who will find space for guests in their homes.
	Develop a beverage and libation list and determine if you need a liquor license
	Start thinking about who you'd like as presenters

Appendix C: Scheduling and Timetables

Sample Festival Planning Timetable (cont')

<i>4 months in advance</i>	
	Check your first aide people's credentials. Ask to see a copy of their first aide/CPR cards. If they are not up to date ask them to both get their cards to you in a month.
	If you are doing them, purchase and mail invitations.
	Contact potential presenters
	Schedule vacation time from work.
<i>2-3 Months in Advance</i>	
	Confirm reservation dates for location.
	Purchase accessories. Guest book, souvenirs for guests, decorations, signs and posters (to direct attendees to the event), name badges to identify people on the meal plan.
	Mail invitations and post information on your site about the event. Announce your event on ADF-Announce or other Pagan event announcement sites.
	Purchase gifts for presenters.
	Purchase paper and printing supplies for registration sheets, ritual books, song books, ADF brochures, membership forms, liability waivers, and name badges.
	Purchase badge holders, decorations, and thank you notes.
	Confirm Presenters
	Order food if you are doing a meal plan yourself and not purchasing it locally or having it catered.
	Order reception beverages and libations and finalize bar arrangements.
	Finalize festival schedule
<i>1 Month in Advance</i>	
	Print up registration sheets, ritual books, song books, ADF brochures, membership forms, liability waivers, name badges for those who've pre-registered.
	Purchase items for kids events.
	Re-confirm availability and delivery of all goods and services.
	Purchase First Aide supplies.
	Purchase cleaning supplies. You will need these after the event is over if you want to get your deposit back.
	Assign one or two people as gofers to run errands on the day of the event or to fill in in airport pick up duties if something happens.

Appendix C: Scheduling and Timetables

Sample Festival Planning Timetable (cont')

<i>1 Week in Advance</i>	
	Pack all things needed for rituals, food, workshops, personal items, etc.
	Make a phone tree of all volunteers and a summary of their duties. Email it to all volunteers.
	Compile a comprehensive last minute check-list, being sure to include the easily overlooked items (like personal clothing, cameras, the well...).
<i>The Day before</i>	
	Purchase food items. Don't forget snacks and water.
	Call all volunteers. Remind them of their duties and send them an email with a list of their responsibilities. Give them contact information so that they can call you if something goes wrong.
<i>The Night Before</i>	
	Sleep.
<i>The Day of the Event, Before Leaving</i>	
	Pack last minute items and head to the festival site.
<i>The Day of the Event, at the Site</i>	

Appendix C: Scheduling and Timetables

Sample Guest Pickup Schedule

Guest Pickup Schedule									
Driver Information		Guest Information			Flight Information				
Name	Cell #	Name	Cell #		Date	Time	Flight #	Airline	Airport

Appendix C: Scheduling and Timetables

Sample Guest Arrival Schedule

Appendix C: Scheduling and Timetables

Sample Festival Schedule

Festival Schedule				
Thursday	Friday	Saturday	Sunday	
	7:00 am - 9:00 am	7:00 am - 9:00 am	7:00 am - 9:00 am	Breakfast
	9:00 am - 10:30 am	9:00 am - 10:30 am	9:00 am - 10:30 am	Workshop #1
	10:30 am - 10:45 am	10:30 am - 10:45 am	10:30 am - 10:45 am	Break
10:00am-12:15pm	10:45am-12:15pm	10:45am-12:15pm	10:45am-12:15pm	Workshop #2
12:15pm-1:15pm	12:15pm-1:15pm	12:15pm-1:15pm	12:15pm-1:15pm	Lunch
1:15pm-2:45pm	1:15pm-2:45pm	1:15pm-2:45pm		
2:45pm-3:00pm	2:45pm-3:00pm	2:45pm-3:00pm		
3:00pm-4:30pm	3:00pm-4:30pm	3:00pm-4:30pm		
4:30pm-5:00pm	4:30pm-5:00pm	4:30pm-5:00pm		
5:00pm-7:00pm	5:00pm-7:00pm	5:00pm-7:00pm		
7:00pm-9:00pm	7:00pm-9:00pm	7:00pm-9:00pm		
9:00pm	9:00pm	9:00pm		

Appendix D: Meetings

Sample Agenda

New Gove, ADF

Festival Planning Meeting Agenda

[Date]

[Time]

Type of Meeting: [special meeting or festival planning meeting]

Meeting Facilitator: [usually the chairperson of the committee]

Attendees: [committee members]

1. Call to Order
2. Roll Call
3. Approval of last meeting minutes
4. Open issues
 - [Description]
 - [Description]
 - [Description]
5. New business
 - [Description]
 - [Description]
 - [Description]
6. Adjournment

Appendix D: Meetings

Sample Meeting Minutes

[Date]

Opening:

Called to order at [time] on [date] in [location] by [Chairperson's name].

Present: [list of attendees]

Agenda topics:

- Approval of minutes from previous meeting

- Open issues [summarize the discussion of these items, the outcome, and any actions or proposed actions taken]

- New business [generally may be discussed but not voted on in a meeting until it has been added to an official agenda]

Adjournment:

Meeting was adjourned at [time] by [person]. The next meeting will be held on [date] at [time] in [location].

Minutes submitted by: [name]

Approved by: [names]

Appendix E: Evaluations

Sample Festival Evaluation Form

Festival Evaluation Form						
	Excellent		Satisfactory		Needs Im- provement	Recommendations/Comments
Facilities/Venue	5	4	3	2	1	
Parking	5	4	3	2	1	
Set-up	5	4	3	2	1	
Event Timing	5	4	3	2	1	
Presenters	5	4	3	2	1	
Catering/Menu	5	4	3	2	1	
Advertising	5	4	3	2	1	
Entertainment	5	4	3	2	1	
Cost	5	4	3	2	1	
Staffing/Volunteers	5	4	3	2	1	
Score _____ / 100						
What were the best parts of the event?						
What were the worst parts of the event?						
Would you make any changes to this event? What would those changes be?						

Appendix E: Evaluations

Sample Presenter Evaluation Form

Presenter Evaluation Form						
Presenter Name						
Day/Date/Time		/		/		AM PM
Presentation Topic						
		Poor	Weak	Average	Strong	Outstanding
Communication Skills						
	voice (clarity, projection)	1	2	3	4	5
	enthusiasm	1	2	3	4	5
	interaction	1	2	3	4	5
	professionalism	1	2	3	4	5
Audiovisual						
	clarity of materials	1	2	3	4	5
	volume/tone	1	2	3	4	5
Content						
	flow	1	2	3	4	5
	appropriate level	1	2	3	4	5
	applicable	1	2	3	4	5
Presentation						
	overall organization	1	2	3	4	5
	promptness/timeliness	1	2	3	4	5
Additional Comments:						

Appendix F: Donations

Sample Yard Sale Donation Record

Yard Sale Donation Record			
Name			
Address			
Phone			
Member Number			
Total estimated value on all items			
Item/Description	Box/Location	Estimated current value	Notes
I certify that the information provided by me above is true and correct to the best of my knowledge.			
Signature			Date

Appendix F: Donations

Sample Donated Items Log

Appendix G: Applications

Sample Vendor Packet and Application #1

Sample Vendor Packet and Application #1					
<i>[Name of Event and Hosting Grove or Group]</i>					
Event:					
Date:		Time:		Location:	
<p>Information, Guidelines, Rules & Code of Conduct for all Participants</p> <ol style="list-style-type: none"> 1. All booth applications are subjected to a jury process. Upon jury approval, completed application and paid booth fees, spaces will be assigned on a first come, first serve basis, by date application was received. 2. Upon approval of an application, the booth fee will be processed and a confirmation notice will be sent. 3. Rejected applications: the booth fee will not be processed and immediately returned to applicant. 4. Readers & Service Vendors: may share booths with the appropriate approval provided by Event Sponsors prior to the event. All participants that will be sharing a space must be listed on the application, read and acknowledge all information, guidelines, rules & code of conduct and sign the proper forms. 5. Information Booths: These booths are for non-profit organizations, and other groups, groves, covens, etc. No items or services may be sold in these booths, no exceptions! Donations may be accepted to help to defray any expenses to the groups or organization. 6. All booth spaces are 10ft.x10ft. (* Some Author spaces will be 6ft.x10ft.) 7. All booths are located outside in direct sunlight. You must supply your own shade canopy/tent, tables, chairs. It will get dark before the event ends so be sure to bring proper (and safe) lighting if you wish to remain open after dark. (no open flames allowed) 8. Vendors, spiritual readers/consultants & healers: must have a copy of your current Business/Resale License &/or Ministers Credentials. You are also solely responsible for collecting and reporting all sales and income taxes for yourself and/or your business. Food Vendors must also have all proper health permits. 9. Fire Extinguisher: All Booths must have a Full & Working Fire Extinguisher in their booth! 10. All participants: will conduct themselves in a well-behaved and lawful manner at all times. 11. Participants: will be responsible for all members of their party. 12. Overnight camp out: For vendors & staff only with prior permission. 13. RV spaces available, but limited. 14. No open flames allowed in booth areas, this includes no smoking expect in designated areas. 15. Children: Under 12 years of age must be attended by a responsible adult at all times! 16. No pets allowed except service dogs. 17. No firearms or weapons allowed. 18. No illegal drugs or substances allowed. 19. No foul language, unruly, disruptive or violent behavior. Doing so will result in expulsion from the festival. 20. No sexually explicit, adult only merchandise, may be displayed in open areas. If you have these items they must be kept covered, and totally out of view of children when being showed. 21. Trash: It is the vendors responsibility to keep their booth area clean and all trash put in proper trash receptacles. We will have designated recycle areas--please use them. 22. Deposit: All vendors will be required to pay a cleaning deposit of \$25.00, to be returned at end of event after an inspection of their area is done and space is found to be clean and undamaged. <p>These Rules will be strictly enforced! Any violation will result in the forfeiture of any fees/donations given and immediate banishment from the festival.</p>					

Appendix G: Applications

Sample Vendor Packet and Application #1 (con't)

Vendor & Presenter Application (please print legibly)				
Name:			Phone:	
Address:				
City		State		Zip Code:
Business Name:			Phone:	
Email Address:			Web Address:	
Food, Merchant, Service and Information Booths See "information, guidelines, rules & code of conduct" forms enclosed for our approval/rejection process. Cleaning/ damage deposit of \$ _____ on all booths. At end of event if your booth area is left clean and undamaged your de- posit will be returned to you. No electricity available for booths.				
	Before [Date]	From [Date] to [Date]	After [Date]	
Food Booth 10ft x 10ft	\$	\$	\$	
Food Booth 10ft x 20ft	\$	\$	\$	
Merchant/Service Booth 10ft x 10ft	\$	\$	\$	
Merchant/Service Booth 10ft x 20ft	\$	\$	\$	
Information Booth 10ft x 10 ft	\$	\$	\$	
Information Booth 10ft x 20 ft	\$	\$	\$	
* No food or drinks can be sold from any booths other than approved food vendors. ** No sales from information booths. Donations may be accepted to help group or organization.				
Type of Merchandise				
Will you have any "adult only" merchandise?				
Type of Service/Specialty Specialty (Presenter - Entertainer / Performer, Lecture, Class/ Workshop, Dance, Music, Other)				
Please give brief explanation, use back of form if needed. An appropriate coordinator will contact you.				
I (and/or my group) would like to do a ritual on:				
I would like to do a presentation on the topic of:				
I would like to entertain / perform on stage doing:				
I would like my band or dance group to perform we do:				

Appendix G: Applications

Sample Vendor Packet and Application #1 (con't)

Door Prizes & Raffle Prizes

	Circle One
I will donate an item for a door prize.	Yes/No
I will donate a gift certificate for an item, service or discount, as a door prize item.	Yes/No

Food, Merchant, Service Booths Fees

	# of booths		Price	TOTAL
Early Bird Special - Before [Date]		X	\$	=\$
Early Bird Special - Between [Date] and [Date]		X	\$	=\$
After [Date]		X	\$	=\$

Information Booths

Early Bird Special - Before [Date]		X	\$	=\$
Early Bird Special - Between [Date] and [Date]		X	\$	=\$
After [Date]		X	\$	=\$

Refundable Cleaning Deposit	\$
-----------------------------	----

** Cleaning deposit will be returned at end of event [Date] if after inspection the booth area is left clean and undamaged.*

Total Amount Enclosed:	\$
------------------------	----

By signing this application it becomes a contract and you agree that you have read and will abide by the Information, Guidelines, Rules & Code of Conduct for all Participants.

Signature:		Date:	
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Make checks or money orders payable to: [Name of Organization]

Return signed and completed two page application, disclaimer and release form as soon as possible to:

[Name and Address of Organizer]

If you have any questions or concerns regarding this application please contact:

[Telephone and e-mail address of Festival Contact]

Received by:		Title:	
Date application received:		Post marked date:	
		Date:	

Following to be filled in by event coordinator:

[Name of Event and Hosting Grove or Group]		Date:	
Location:		Time:	

Appendix G: Applications

Sample Vendor Packet and Application #1 (con't)

Disclaimer

Neither the Promoters, Sponsors nor Property Owners will be responsible for injury, breakage, theft, or loss of any kind. Vendors and their employees agree to hold harmless the Promoters and Property Owners for any and all claims for loss, damage, injury or liability from all activities while occupying said premises. Vendors and their employees agree to comply with the list of information, rules and code of conduct provided with this disclaimer by the Promoters. Vendors and their employees agree to comply with the decisions made by the Promoters, Property Owners or their Agents as to the enforcement of the said list of information, rules and code of conduct.

The Promoters will do their best to fulfill the requirements of all Vendors and Presenters; however the layout of the entire Event will be at the exclusive discretion of the Promoters.

Please Print:

Name:					
Name of Business or Group:					
Mailing Address:					
City:		State:		Zip:	
Phone:		Business Phone:			

By signing this you are acknowledging that you have read this disclaimer, and the "information, rules and code of conduct and agree to the terms set forth therein. Upon acceptance by promoter this will become a contract.

Signature:		Date:	
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(Participant and/or person responsible for employees and activities of their booth)

Return with completed application to:

[Name and Address of Festival Organizer]

Disclaimer must be signed and turned-in prior to participation or you will not be allowed to participate

Be sure to make copies of all signed documents for your personal records.

The following to be filled in by promoter of event:

Signature:		Date:	
Received & Accepted by:		Title Position:	

Appendix G: Applications

Sample Vendor Packet and Application #1 (con't)

Authorization to Release Information:					
Date of Event:		Time:			
Name as you would like it to appear in the press release (include degree designations):					
Name of business, group or organization as you wish it to appear:					
Web site:					
Give this web address to the media				Yes/No	
Give this web address to others who are interested				Yes/No	
Phone #					
Give this number to the media for additional interviews				Yes/No	
Give this number to others who are interested in arranging speaking engagements				Yes/No	
E-mail address					
Give this address to the media for additional interviews				Yes/No	
Give this address to others who are interested in arranging speaking engagements				Yes/No	
I have attached a professional-quality print photograph and a release from the photographer/studio granting permission to use for publicity purpose.				Yes/No	
I will e-mail a professional-quality, 2-inch to 4-inch, 300dpi jpg and a release from the photographer / studio granting permission to use for publicity purposes.				Yes/No	
I do not have a publicity photo					
I authorize (Festival Organizers) to use my name, image and the enclosed information as specified for publicity purposes.				Yes/No	
I understand that by signing this form, I agree to the terms and conditions of this disclaimer				Yes/No	
I have read and understand the <i>"Information, Guidelines and Rules of Conduct for all Participants"</i> & the <i>"Disclaimer"</i>				Yes/No	
Print Name:		Signature:		Date:	

Return with completed application to: (Be sure to make copies of all signed documents for your personal records.)
 [Name and Address of Festival Organizers]
 Following to be filled in by event organizer:

Received and Accepted by:			
Title/Position:		Date:	

Appendix G: Applications

Sample Attendee and Vendor Application

Attendee and Vendor Application		
Name:		
ADF Member #:		
Address:		
Home Phone #:		
Cell Phone #:		
Email:		
Will you be vending?	Merchandise Description:	
Yes / No (Circle One)		
Item	Quantity	Amount
Individual Fees [before Date] = \$_____		
Individual Fees [between Date and Date] = \$_____		
Individual Fees [after Date] = \$_____		
Meal Plan = \$_____		
Vendor Fees (per day) = \$_____		
TOTAL		
Special Considerations:		
Dietary Restrictions		
Medical Conditions		
Medications		
Allergies		
Emergency Contact Information:		
Name of Emergency Contact		
Relationship		
Phone Number		
Arrival /Departure Information:		
Estimated Date/Time of Arrival		
Estimated Date/Time of Departure		
Other Important Information:		

