

*OCF's Vision Action Committee
presents*



State of the Vision 2010 report

*A continuing portrait of our progress
toward the 9 Goals of our Vision Quest*

The Vision Action Committee members responsible for this report

Marcus Hinz
Kat Kirkpatrick
Paxton Hoag
Kathee Lavine
Joseph Newton
Bill Ganser
Percy Hilo
Peter Cornelison
Diane Albino
Andrew Knight

To contact these committee members with your questions, comments, suggestions, and additions to this work, **please email us at VisionActionCommittee@gmail.com**

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The Vision, the Quest, the Goals

Thanks to the Vision of Beth Grafe and the support and work of many volunteers, the Vision Quest taskforce (VQ) worked from 2005 to 2008 to identify the goals of the Oregon Country Fair, using extensive outreach within the Fair Community.

That work resulted in the following 9 goals, approved by OCF's Board of Directors in 2008:

- (1) Increase the diversity of all aspects of the Oregon Country Fair community.*
- (2) Maintain and improve our land and facilities.*
- (3) Steward our lands in accordance with ecological standards.*
- (4) Support artists and entertainers.*
- (5) Create participatory events and experiences that attract and include more youth and elders.*
- (6) Support a healthy and dynamic culture for participation by volunteers and members.*
- (7) Foster better communication and information exchange.*
- (8) Clarify its priorities and systems for community outreach and philanthropy.*
- (9) Improve its organizational effectiveness.*

This was meant to be a living document, revisited regularly for updating and fine-tuning, as we understand our own goals more fully.

Acting on the Vision: Stewardship of the Goals

The approval of the 9 goals marked the end of the Vision Quest and the beginning of the Vision Action committee (VAC), formed by the board to provide stewardship for our goals. In working together to figure out how to do that, we thought that stewardship starts with paying attention to our goals and what we're doing to reach them. We decided to first map out what is already happening around OCF, and which goals those projects work toward.

Our purpose as a committee is not to act on the goals or make decisions about them; instead, our purpose is to track progress toward our goals, and offer recommendations to the Board, who will then make any decisions. We have committed to present a portrait of the state of our vision each year to both the Board of Directors in the October Board meeting and the General Membership in the Annual meeting each fall, showing what is and is not happening related to each of our goals, and making recommendations about goals that don't seem to be getting any attention.

Finding out what is happening around OCF is a long and uncharted journey. The VAC is presenting the first State of the Vision report this year, but it is by no means a complete picture. Each year the picture of what we're doing around OCF will get more colored in. Our report's format may change, and our committee's task may evolve. We endeavor to do all of that with transparency, and we are open to input.

As we contact people to ask what they know about what's going on, we are building more connections between us. It is our intention as a committee to build better bridges of communication between groups working toward the various projects around OCF by taking this yearly snapshot of how we are meeting our goals and then sharing it among ourselves. **We invite people to contact us** about what they're doing and which goals their work addresses so that we can add it to the map for all to see next year.

State of the Vision report – 2010

Understanding this report:

“**Completed**” projects have been completed and were a one-time activity.

“**Ongoing**” projects are those that have been completed and become an ongoing part of Fair Operations.

“**In Progress**” projects are those that have gained enough progress that completion is expected.

“**Under Discussion**” projects are in discussion serious enough that we expect it to develop into action.

“**Not Known**” means we have not yet learned about any project that addresses that.

We have not yet mapped regular operational things. Our work so far represents only new projects. Many projects address more than one goal. Our recommendations to the board are at the end of the report.

When the goals were approved in 2008, under each goal were some suggested strategies. Some of the projects reported here can be attached to those strategies. Those are shown in the appendix following the recommendations.

Here is this year’s portrait of how we are meeting our goals:

GOAL 1 - INCREASE THE DIVERSITY OF ALL ASPECTS OF THE OREGON COUNTRY FAIR COMMUNITY

Ongoing projects in Goal 1

The yearly Exit Poll - *Helps gauge our current level of diversity*

Media purchasing - *Purchasing advertising in ethnic marketed publications*

In Progress projects in Goal 1

Integrating 4A with Fair Operations - *Increases diversity of Fair by allowing persons of varying physical ability levels to participate in operations*

Path interpreters for fair goers with auditory limitations - *Makes Fair more welcoming to those with auditory disabilities*

Rickshaws as alter-abled transport - *Makes alter-abled visitors feel more included by giving them a classy ride*

GOAL 2 - MAINTAIN AND IMPROVE OUR LAND AND FACILITIES

Completed projects in Goal 2

The biodiesel conversion in trucks and generators - *Move to a sustainable fuel source that also keeps the engines running cleaner*

In Progress projects in Goal 2

Master map update - *Development of GIS database for the fair. Better maps provide for better planning*

Shower development - *Improves our facilities for Fair Family members*

Peach Power Demonstration Solar Array - *Expand Solar Photovoltaic demonstration project to full 5 KW design capacity*

Water crew pump house / tower reconstruction - *Provide year around storage and workspace*

Under Discussion projects in Goal 4

The Community Center - *For kitchen use during the Fair and for a wide variety of Fair Family and local community events in the off-season*

Path Planning expansion - *Provides new and replacement booth and performance space. Develop new emergency exits*

Increasing the number of hand washing stations - *Direct improvement to facilities and improves health of all participants*

Evaluate and replace Energy carts on a regular basis - *Direct improvement of facilities*

GOAL 3 - STEWARD OUR LANDS IN ACCORDANCE WITH ECOLOGICAL STANDARDS

Completed projects in Goal 2

The biodiesel conversion in trucks and generators - *Move to a sustainable fuel source that also keeps the engines running cleaner*

Ongoing projects in Goal 3

Install demonstration composting toilet - *To learn how to deal with our waste responsibly*

Provide and use reusable water containers - *Instead of disposable plastic bottles*

In Progress projects in Goal 3

The composting project - *Process our own waste rather than send it offsite*

Expand use of durables, plates, cups and tableware - *Increase use of reusable plates cups and silverware, decrease use of disposables.*

Develop modular showers - *Expand usable showers in neighborhoods, avoid dependence on rentals*

Peach Power Demonstration Solar Array - *Expand Solar Photovoltaic demonstration project to full 5 KW design capacity*

GOAL 4 - SUPPORT ARTISTS AND ENTERTAINERS

In Progress projects in Goal 4

Enhancements to Entertainment camping - *Shows appreciation for our performers*

Shower development - *Shows appreciation for our performers*

Under Discussion projects in Goal 4

Community Center - *Provides a venue for off-season performances, classes, and practice*

Replace energy carts - *Energy carts supply reliable power for performers*

GOAL 5 - CREATE PARTICIPATORY EVENTS AND EXPERIENCES THAT ATTRACT AND INCLUDE MORE YOUTH AND ELDERS

Ongoing projects in Goal 5

History Booth audio archive - *Record oral histories of Fair participants*

Social Media Team - *Attracts more youth and connects more Fair Family of all ages*

Intergenerational Dialogue - *Gives youth and elders an opportunity to collaborate on issues relating to each group*

Still Living Room - *Still Living Room is about Fair history for all to see and a place for elders to gather*

Under Discussion projects in Goal 5

Community Center - *For kitchen use during the Fair and for a wide variety of Fair Family and local community events in the off-season*

Path Planning expansion - *Provides a more quiet experience to allow elders to get out of the rush*

GOAL 6 - SUPPORT A HEALTHY AND DYNAMIC CULTURE FOR PARTICIPATION BY VOLUNTEERS AND MEMBERS

Completed projects in Goal 6

Permanent showers at Zenn Acres - *Improves life for volunteers and enhances their experience of the event*

Ongoing projects in Goal 6

Intergenerational dialogue - *Gives Fair Family members of all ages an opportunity to collaborate on issues important to them*

Virtual Sticker Booth - *Provides easier access for Fair Family to accomplish this task online from anywhere*

History Booth audio archive - *Record oral histories of Fair participants*

In Progress projects in Goal 6

Path interpreters - *Allows better participation by all*

Website project - *Allows broader access to volunteers and members*

Shower development - *Supports healthy participation by Fair Family members*

Water crew pump house / tower reconstruction - *Facilitates gatherings of volunteers and thus encourages greater involvement*

Under Discussion projects in Goal 6

Media archive - *Makes Fair Family documents more readily accessible to Fair Family*

Food vendor voluntary standards - *Supports a healthy culture for both Fair Family and Fair-goers*

The defibrillator for Far Side - *Adds a new and needed feature for a safer event*

GOAL 7 - FOSTER BETTER COMMUNICATION AND INFORMATION EXCHANGE

Ongoing projects in Goal 7

- History Booth audio archive - *Record oral histories of Fair participants*
- Exit polls - *Provides a way to receive information about Fair-goers*
- Humanistic Intervention trainings - *A way to get needed information to Fair Family about dealing with the public*
- Social media team - *Provides a broader connection for communication and information exchange*
- Documenting Vision Fund activities - *Enhances communication among Fair Family, and broadens the Fair Family to also include our fans*

In Progress projects in Goal 7

- Master map update - *Provides needed information*
- Website project - *Directly provides information exchange*
- Path interpreters - *Encourages active engagement in Fair experience*
- State of the Vision report - *Helps to communicate the connection between ongoing projects and a long-term direction for the Fair as an organization*

Under Discussion projects in Goal 7

- Media archive - *Saving the historical record for reference and for new purposes*

GOAL 8 - CLARIFY ITS PRIORITIES AND SYSTEMS FOR COMMUNITY OUTREACH AND PHILANTHROPY

Ongoing projects in Goal 8

- Documenting Vision Fund activities - *Maintains an active connection with where our money went and what good it did*
- Social media team - *Provides more ways to reach out to the community*
- Exit polls - *Provides information for purposes of clarifying priorities*

In Progress projects in Goal 8

- Philanthropy display at Dragon - *Better communicates our efforts to the general public visiting us*

Under Discussion projects in Goal 8

- Informational display beside Highway 126 - *To promote OCF Philanthropy*

GOAL 9 - IMPROVE ITS ORGANIZATIONAL EFFECTIVENESS

Ongoing projects in Goal 9

- Staff capacity analysis - *To better evaluate what we can accomplish and what skills we might need*
- Social media team - *To provide updates, increase communication and expand the knowledge of OCF in social media*
- Exit polls - *Provides demographics and information needed for future planning*

In Progress projects in Goal 9

Donation reform - *Allows more time for the Board of Directors to deal with the business of the organization*

Website project - *An update to our ability to consolidate information from many arms of the fair in one place and make it readily accessible*

Master map update - *Developing GIS (Graphic Information System) Database of the OCF site for Fair planning, updating maps to show new property acquisition*

State of the Vision report - *Assists the Oregon Country Fair as an organization in maintaining a cohesive overall approach to its priorities*

Under Discussion projects in Goal 9

Media archive - *Saving the historical record for reference and for new purposes*

VAC's recommendations to the Board of Directors

We recommend that the Board revisit the original goal document in an upcoming work session sometime in the next year to make sure that all our actual goals are expressed in writing, and that our written goals accurately represent our actual goals.

This recommendation is made for two reasons:

- 1) The goals have not been reviewed since they were first approved, and
- 2) Some projects addressed goals that might be OCF intentions, but were not stated in writing among our goals.

When the Board approved the 9 goals in 2008, one of the Board's stated intentions was to regularly revisit and update our goals. Our goal document is a living document and not meant to be static. Fine-tuning our goals is not a process meant to re-invent our goals, but to accurately reflect them as we continue to understand our goals more fully.

Final word

This project to steward our goals is not limited to the Vision Action Committee. You can help by giving the committee your input and suggestions. You can join the VAC as a working member. You can use the information produced by the committee to plug in around the Fair. Perhaps reading this report sparked a passion in you about something that should or should not be here, prompting you to engage further in the Fair. Besides building bridges of communication around the Fair, and facilitating the implementation of our goals, our hope is that our work will help more Fair Family feel empowered to affect the future of the Fair.

As you read this report, you probably notice some glaring omissions. **We welcome your input** about any of these goals and the existence and status of the projects that work toward them. Your thoughts about our new and still-developing process as keepers of the vision are also welcome. We intend to do our work with transparency and openness. Your collaboration is welcome.

Appendix A:

Strategies suggested in 2008

When the goals were approved, under each goal were some suggested strategies. Some of the projects reported here can be attached to those strategies. Those are shown here:

GOAL 1 - INCREASE THE DIVERSITY OF ALL ASPECTS OF THE OREGON COUNTRY FAIR COMMUNITY.

A. Each year, the Fair will hire and publicize at least four acts at the three-day event that are strong draws for underrepresented populations.	Not Known
B. Adopt at least three strategies for internal education about the diversity of the populations that constitute the Fair Family and Fair-going public.	Exit Polls - Ongoing Crew Diversity Work – In Progress
C. Adopt at least two strategies to facilitate community outreach to its underrepresented populations.	Media Purchasing - Ongoing
D. On an ongoing basis, the Fair will document the ethnic, cultural, and economic demographics of Fairgoers and will use this data to develop specific goals for increasing demographic diversity.	Exit Polls - Ongoing
E. The Fair's ultimate goal is to have the demographics of the event at least match the ethnic, cultural, and economic diversity of Lane County.	Exit Poll - Ongoing

GOAL 2 - MAINTAIN AND IMPROVE OUR LAND AND FACILITIES.

A. The Fair will amend OCF construction guidelines in order to give priority to reused and recycled building materials.	Not Known
B. The Fair will ensure that it possesses maps fully documenting, at a minimum, all current uses, structures, roads, bridges, and culverts; the extent of seasonal wetlands on Fair property; the Fair's archaeologically sensitive areas; and zoning and other geographically-based regulation affecting Fair land uses.	Master Map Update – In Progress
C. The Fair will undertake a comprehensive survey of its energy use.	Not Known
D. The Fair will develop a facilities handbook that identifies and describes its buildings, wells and clean water systems, gray water and septic systems, roads, phone lines, electrical systems, gas systems, and other improvements.	Not Known
E. The Fair will comprehensively assess the capacity and need for improvement of each of the aforementioned systems	Not Known
F. The Fair will establish a framework of objective criteria on which to evaluate potential real estate purchases.	Not Known

G. The Fair will triple its solar electricity generation capacity.	Peach Power Solar – In Progress
H. The Fair will build an upland Community Center that includes a kitchen and meeting space and qualifies for a high LEED building certification.	Community Center – Under Discussion
I. On an ongoing basis, the Fair will ensure that all new permanent construction qualifies for a LEED certification.	Not Known
J. On an ongoing basis, the Fair will keep thorough maintenance records on all permanent structures.	Not Known
K. On an ongoing basis, the Fair will work with the Peach Power Committee and Energy Park participants to improve internal use of green and appropriate technology.	Peach Power Composting – Under Discussion

GOAL 3 - STEWARD OUR LANDS IN ACCORDANCE WITH ECOLOGICAL STANDARDS.

A. The Fair will direct the LUMP Committee to develop a list of ten key ecological facts everyone should know about the site.	Not Known
B. The Fair will update the LUMP Manual; this update will include identification of all ecologically significant areas and will also include delineation of areas where planting non-native plants is acceptable and areas where only native plants may be planted.	Not Known
C. The Fair will create a list of its top ten ecological priorities and their implications for site stewardship.	Not Known
D. The Fair will have all onsite staff and at least ten volunteers take the Oregon State University Master Watershed Stewards training.	Not Known
E. The Fair will adopt at least two strategies to strengthen its relationships with ecology partners from outside the Fair.	Not Known
F. On an ongoing basis, the Fair will continue to apply for grants to support wetland and riparian restoration.	Not Known
G. On an ongoing basis, the Fair will monitor and document the water quality of its year-round watercourses and its floodwaters.	Not Known

GOAL 4 - SUPPORT ARTISTS AND ENTERTAINERS.

A. The Fair will review compensation for entertainers at the three-day event.	Not Known
B. The Fair will adopt at least five strategies to support young and emerging artists and entertainers at the three-day event and year-round.	Not Known
C. The Fair will survey event artists and entertainers to explore issues of concern.	Not Known

GOAL 5 - CREATE PARTICIPATORY EVENTS AND EXPERIENCES THAT ATTRACT AND INCLUDE MORE YOUTH AND ELDERS.

A. The Fair will convene a meeting of people of all ages to recommend inclusive year-round activities such as celebrations, gatherings, ceremonies.	Intergenerational Dialogue - Ongoing
B. The Fair will host at least two work sessions designed to create dialogue and enhance connections between Fair Family youth and elders.	Intergenerational Dialogue – Ongoing
C. The Fair will sponsor at least three ceremonies or rituals that are intergenerational, culturally sensitive, and arts-based.	Not Known
D. The Fair will build an upland Community Center that is suitable for housing Fair cultural events year round.	Community Center – Under Discussion

GOAL 6 - SUPPORT A HEALTHY AND DYNAMIC CULTURE FOR PARTICIPATION BY VOLUNTEERS AND MEMBERS.

A. The Fair will review its policies relating to ethical allocation of financial and material resources among participants in the three-day event.	Not Known
B. The Fair will convene a work session to brainstorm ways to increase membership participation in Fair governance and organization.	Intergenerational Dialogue – Ongoing
C. The Fair will survey the membership to estimate the rate at which teens will be graduating to adult status and adults to Elder status.	Website Project – In Progress Virtual Sticker Booth – Ongoing
D. The Fair will establish a database of contact information for all people who obtain camping passes to the three-day event.	Website Project – In Progress Virtual Sticker Booth – Ongoing
E. The Fair will begin sending each wrist banded participant an email once each year with information including hours for Fair services, site access information, recycling and environmental sustainability information, Fair policy changes, and other key messages.	Website Project – In Progress Virtual Sticker Booth – Ongoing
F. On an ongoing basis, the Fair will document the number of people voting at the Annual Meeting (in person and by absentee ballot), attending all Fair meetings, and participating in work sessions, work parties, and evaluation meetings; the Fair will use this info to create future participation goals.	Website Project – In Progress
G. On an ongoing basis, the Fair will use surveys and interviews to document issues of concern to Fair artisans.	Website Project – In Progress

GOAL 7 - FOSTER BETTER COMMUNICATION AND INFORMATION EXCHANGE.

A. The Fair will put systems in place to ensure that the following communications will always receive a timely response:	Website Project – In Progress
1. Donations to the Fair (thank you letters and receipts);	Not Known
2. Donation requests (acknowledgment from the Fair Office or the Recording Secretary);	Not Known
3. Letters to the Board of Directors (acknowledgment from a designated Board member or the Recording Secretary);	Not Known

4. Employment applications (acknowledgment from Personnel Committee);	Not Known
5. Craft applications and booth registration forms (response from Craft Committee, Food Booth Committee, or Registration Crew);	Website Project – In Progress
6. Entertainment applications (yes/no from coordinator);	Website Project – In Progress
7. Letters to the <i>Fair Family News</i> (acknowledgment from the <i>FFN</i> staff); and	Not Known
8. Feedback forms (a copy of the feedback report or a link to an on-line copy).	Website Project – In Progress
B. The Fair will develop a list of people and organizations who will receive a once-a-year email report from the Fair updating them on our philanthropy, and our community's other important news; this list will include Fair vendors, recipients of Fair philanthropy, Veneta/Elmira neighbors, and, where appropriate, local and state elected and appointed officials.	Website Project – In Progress
C. The Fair will conduct at least two trainings for Fair participants focusing on improving communication skills.	Humanistic Intervention Trainings – Ongoing
D. The Fair will identify the weaknesses within its current communication systems and will develop at least five strategies to improve internal communication.	Website Project – In Progress
E. The Fair will develop at least four strategies to improve its communications with outside entities.	Website Project – In Progress
F. On an ongoing basis, the Fair will use surveys to identify ways it can improve the communication of event information among volunteers, artisans, entertainers, and ticket-holders.	Website Project – In Progress Exit Polls - Ongoing
G. On an ongoing basis, the Fair will make as much event information as possible available online for volunteers, artisans, entertainers, and ticket holders; event information includes ticket prices, pass prices, application deadlines, the hours of Fair services, and other facts helpful to participants in the three-day event.	Website Project – In Progress Exit Polls - Ongoing

GOAL 8 - CLARIFY ITS PRIORITIES AND SYSTEMS FOR COMMUNITY OUTREACH AND PHILANTHROPY.

A. The Fair will adopt the following three strategies:	
1. Maintain a database of all recipients of Fair philanthropy and our history of giving to those organizations, as best as can be determined.	Documenting Vision Fund Activities - Ongoing
2. Collect copies of correspondence with all recipients of Fair philanthropy.	Not Known
3. Require a report from all recipients of Fair philanthropy on their use of Fair funds.	Not Known
B. The Fair will host an educational meeting for all parties interested in participating in the Marshall Landsman Memorial Planned Giving Program.	Not Known
C. The Fair will establish short- and long-range goals for Fair philanthropy.	Not Known
D. On an ongoing basis, the Fair will convene annual meetings of the Board of Directors with the Jill Heiman Vision Fund Committee and the Bill Wooten Memorial Endowment Committee to review Fair philanthropy.	Not Known

GOAL 9 - IMPROVE ITS ORGANIZATIONAL EFFECTIVENESS.

A. The Fair will establish a regular schedule for review of its governance documents.	Not Known
B. The Fair will establish a regular schedule for evaluation and potential restructuring of committees and volunteer crews.	Not Known
C. The Fair will create a community partnership program that sponsors an annual face-to-face meeting between Fair participants and members of the local community.	Not Known
D. On an ongoing basis, the Board of Directors will evaluate its adherence to, and need for change in, this statement of goals each Fall.	State of the Vision Report – Ongoing
E. Regularly, the Fair will hold a membership summit to identify issues of community-wide concern, celebrate successes, and be in community.	Not Known