



Progress Report

May 18, 2021

The Red Barn Productions Progress Report

As with many in the performing arts, education, and historical events world, we are learning that our previous efforts and understandings are not enough to take us all to the next level of collective healing, equity, and inclusiveness. Many of us have taken on the personal and professional challenge to create change in our communities, businesses, and families as we deepen our understanding of how to better support and engage with those whose experiences differ from our own.

In the face of a worldwide pandemic, financial uncertainty, and personal tragedy, our commitment to hearing and representing all voices must be unwavering. We can't be excused, or offer up excuses for why we haven't done more sooner. Some will believe our intentions are insincere; others will feel outnumbered or bring generations of discrimination and pain to bear. We see you, we hear you, and we understand that we haven't done enough. We haven't adequately done the training or held ourselves to a higher standard. We haven't built in enough checks or balances to ensure that everyone feels safe and supported, or that our policies and procedures are effectively communicated. But we are listening and we are doing the work even if we've done a poor job of showing it.

Apology for Temporary Facebook Cast & Crew Shutdown

Pausing our Facebook group page for 48 hours was not intended to cause harm. We apologize for silencing everyone's voices for those two days. This decision was made after LoAD abruptly ended our Zoom meeting. This pause allowed us the time to assess the situation, and determine an appropriate response. The three threads that were deleted contained the most personal attacks and other violations of our stated Cast & Crew Group rules. We believe in cordial and convivial communication, and will continue to learn and do more to foster an environment where everyone feels their voices can be heard.

Updates on the Way Forward

We recognize we need the expertise and perspective of outside advisors to help us continue to evolve the Great Dickens Christmas Fair in a positive direction. That is why we have begun the search process for a professional DEI firm. The DEI firm's job will be to collect information directly from participants and management, present a professional assessment, make recommendations, create a training and implementation program, and assist in the hiring of Red Barn's future DEI Director. We have begun sending Requests For Proposals (RFPs) to a number of nationally recognized firms. Please see the RBP Calendar & Timeline below for more information.

We are also creating a DEI Advisory Roundtable so that we can all benefit from a communications forum that will provide ongoing ideas and feedback to management. Each interested affinity group will have a seat at the table. See the below section on the DEI Advisory Roundtable, and the RBP Calendar & Timeline for more information.

Over the last ten months we have been working toward a clear framework and set of goals that will promote a deep and sustaining organizational commitment to DEI. One of our first steps is the public and unequivocal expression of our obligation to promote DEI. To date, this includes announcing diversity is a priority at our next live event, and stating our commitment to diversity on the DickensFair.com website at:

<https://dickensfair.com/general/media>.

Safety and HR: Policies and Procedures

Red Barn Productions' #1 concern is for the safety of all participants and guests. Every registered participant is required to sign for and comply with all Red Barn Productions policies, including very specific harassment policies. The digital version of the **Participant Policy Manual** is available year-round here: [RBP Participant Policy Handbook](#). During the live event, hard copies are available at the Passhouse and the Administration office.

To create an ever-safer Great Dickens Christmas Fair, we have listened, responded, investigated, taken action, increased staffing, and worked diligently to provide increased training and support each and every year.

Here is a summary of our efforts since 2017:

- In 2017, 2018, and 2019, a PhD clinician specializing in harassment training was hired by Red Barn to provide special Workshops such as *"Playing it Safe: Practicing Techniques for Consent-Based Theatrical Play,"* with digital copies of the training materials available and encouraged for all Fair participants regardless of attendance.
- In 2018 and 2019 a dedicated Director's Workshop called: *"Playing it Safe: Facilitating Consent-Based Engagement Among Cast Members and With the Public"* was provided specifically for directors.

- In April 2019 a special mid-year symposium was held specifically for the Dickens Fair directors, to provide additional training and discussion opportunities regarding sexual harassment as well as creative collaboration.
- Since 2017, Red Barn has maintained an 24/7 on-call HR attorney to consult on proper procedure for reporting and handling of harassment reports.

Every year:

- The Red Barn Productions **Participant Policy Manual** and reporting procedures are updated, communicated in the Missives email newsletter, and explained in person to cast members by their directors.
- The Operations Manager, and the Security Manager, are available at all times to take reports (there must always be both a male and a female present when reports are taken). The Executive Director is also available to all directors and cast members on-site, and available 24/7 via his personal cell phone and email.
- In-house investigations involving all possible witnesses have been conducted by the Executive Director and the Entertainment Director personally (again ensuring that a male and female were present). Moving forward, this will shift primarily to the H&S Director.

At the next Live Event:

- A dedicated HR professional - Health & Safety (H&S) Director - will be hired to provide added support for cast members and directors and to provide report taking, complaint management, and required training.
- The H&S Director will be on set full-time during the weekends and in the lead-up to the event. All personal safety questions or complaints will be referred to this individual and their support team instead of the individual directors.
- The H&S Director will have a dedicated cell phone, email, and office hours available to all cast members for direct and confidential communication.
- 2021 State of California required sexual harassment training, for every RBP employee, will be made mandatory by Red Barn for all contracted performers, and LHC volunteers.
- The H&S Director will be hired and available to all participants well in advance of our next live event.
- There will be a Participant Portal on dickensfair.com that will include an Incident Report form if a participant does not feel comfortable reporting an incident to the H&S Director.

PLEASE NOTE: Any accusations or reports that are coming forward for the first time, should be brought to management's attention now, and will be properly reviewed and investigated.

Statement regarding harassment

“Red Barn Productions, creators and producers of the Great Dickens Christmas Fair, considers the safety of our participants and our public to be our single highest priority. We have been proactively engaged in fostering a safe, healthy, and caring work and play environment at our events. Claims of sexual harassment, discrimination, or other abuses in past years, if reported, were properly responded to by our management team. Any accusations or reports that are now coming forward for the first time, will be properly reviewed and investigated.”

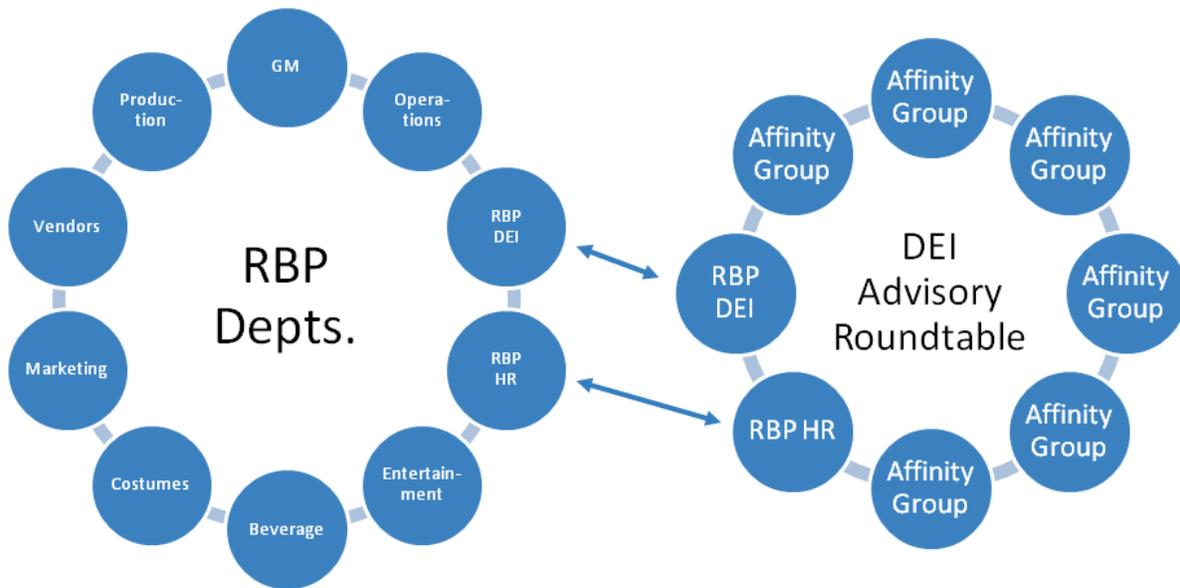
DEI Advisory Roundtable

As part of its ongoing work to create a diversity, equity, and inclusion plan for its events, Red Barn Productions is pleased to announce the creation of a new forum for discussion and community input. It will be called the DEI Advisory Roundtable. This forum will be made up of representatives from all interested affinity groups who are part of the Great Dickens Christmas Fair participant community.

To formulate the responsibilities, aims and guidelines of the Roundtable, we will first create a Temporary Working Group (the TWG). In a series of Zoom meetings (see Calendar & Timeline below), the members of this working group will discuss and design how the Roundtable will function, including the process for deciding how the members of the Roundtable are selected. Once this process is complete, the TWG will dissolve and a nominating process will begin for the Roundtable. The TWG process will be facilitated by Red Barn Productions, but once the DEI Advisory Roundtable is set up, the Roundtable itself will be self-governing. The new DEI Director and H&S Director will act as Red Barn’s liaisons to the Roundtable.

If you are interested in being part of this overall process, stay tuned. If you would like to be part of the Temporary Working Group, please email diversity.dickens@gmail.com. Please put TWG in the subject line. We will hold space for representatives of the interested affinity groups who have identified themselves over the past year (please confirm best contact person/s). You do not need to be part of an affinity group to join the TWG; however, we will be limiting the TWG to 12 individuals. This process, like the Roundtable itself, will be completely transparent, so if we end up with the need for a selection process for the TWG we will contact all interested parties and work out an equitable solution to determine the 12 members of the group.

Please see the working diagram of Red Barn departments and the DEI Advisory Roundtable below.



Disclaimer: This diagram is meant to convey the relationship between the management of RBP and the proposed DEI Advisory Roundtable. The next version of this diagram will contain each participating group, with their full proper group name. As requested previously, please email this information along with emails for the primary contact(s) to diversity.dickens@gmail.com. Thank you!

Our intention is to create an opportunity for open, inclusive, and equitable discussion and input for all affinity groups at the Fair. The DEI Advisory Roundtable will directly and meaningfully contribute to the development and implementation of the ongoing Red Barn Productions DEI plan and process. See the RBP Calendar & Timeline below for more information.

RBP 2021 Calendar & Timeline

We want to make sure everyone is as informed as possible of the work we are doing, and are committing to accomplish this year regardless of whether we have a live event. Here are our key 2021 dates and milestones moving forward:

Month/Date	Department(s)	Topic/Action
May/June	HR	Soliciting recommendations for an experienced and highly qualified HR advisor from HR professionals and firms. May be the person to fill the H&S position in time.
May 15	HR/DEI	First Requests For Proposal (RFP) sent to DEI Firms
May 28	Entertainment	Show/Group Proposal Form Finalized and Distributed
June 15	HR/DEI	Proposals begin to come in from DEI Firms
June 30	Entertainment	Show/Group Proposals Due
June/July	HR/DEI	Temporary Working Group (TWG) formed. Aim is to decide on the rules and composition of the future DEI Advisory Roundtable.
July 1	Admin/Ops	2021 Live Event Go/NoGo Decision Announcement
July/August	HR/DEI	DEI Firm Assessment Review, (including participant survey) Analysis and Report. First Draft of the RBP DEI Plan.
July 30	HR	dickensfair.com - Participant Portal to go live, including a new system for submitting ideas, concerns and Incident Reports
July 30	HR/DEI	DEI Advisory Roundtable membership, guidelines, and schedule announced.
June/July/Aug	HR	Interview seasonal H&S Director candidates
July/Aug	HR/DEI	DEI Advisory Roundtable - First meetings held.
August	HR	Hire qualified seasonal H&S Director
August	HR/DEI	DEI Firm provides advice and support for DEI Plan Rollout and Implementation.
August	HR/DEI	Based on recommendations from the DEI firm, begin the hiring process for a qualified seasonal DEI Director
Aug/Sept	Entertainment	Auditions Notices and In person Auditions (if live event)
September	HR/DEI	Hire qualified seasonal DEI Director

Month/Date	Department(s)	Topic/Action
October	HR/DEI	New DEI Director and H&S Director join Roundtable
Sept/Oct/Nov	HR/DEI	DEI Training for RBP Leadership Team, Directors, and others, begin Monitoring & Evaluation (M&E) Measures.
October 30	Entertainment	LHC Workshops Begin in Pacifica (If Live Event)
Oct/Nov	HR/DEI	Anti-harassment and DEI education workshops offered online to all participants
November 14	Entertainment	Dress Rehearsal at the Cow Palace (If Live Event)
November 20	Operations	2021 Dickens Fair Opening Day! (DFH if no live event)

Here is a link to the Dickens Fair Participant Google Calendar if you would like to follow along: [Dickens Fair Participant Calendar](#)

Dickensfair.com Updates

By the end of July, we will be making updates to the Dickens Fair website. We're going to divide the website into two sections - one for Customers, and one for a new Participant Portal. The first year, changes will be small due to financial constraints; improved participant feedback features will be added to the Participant Portal each year. This year, the Participant Portal will include an **Incident Report** form, for participants who do not feel comfortable reporting incidents directly to Management or the Health & Safety Director.

Dramaturg and Education in Theater - a Clarification

Theater is a fantastic tool for education. Research and story development are important to keep that tool honed. We hired a part-time Dramaturg in September 2020 for a few hours a week to do research and to help management provide educational resources and share these things with our participant community. When this was shared on social media, there appeared to be confusion about the role of a Dramaturg vs. a DEI Director. These two positions are incomparable in terms of purpose, time, and budget. When Red Barn hires a DEI Director, the financial commitment will be much greater and the process will be completely transparent.

Cow Palace & Events Center News!

What's been done by the Cow Palace since DCF 2019:

- The walls and roof of the electrical room in the Annex have been repaired, waterproofed, and made safe.
- The exterior of the Exhibition Halls have been stripped and repainted.
- Trees on the property have been trimmed. New bushes, trees, and flowers have been planted around the venue.
- The Cow Palace also has plans to remove the old Stockyard Club building this year (the long one-story structure behind the Pass House across from the Annex).
- In addition to changes to our building, the Cow Palace Maintenance Team have been doing a great deal to upgrade the main facility as well, including re-roofing the main arena and resurfacing parking lots.

Cleaning at the Cow Palace:

- Every year, the Cow Palace Maintenance Team powerwashes the floors and walls of the venue twice before RBP gets the keys. Then the RBP production team comes in to inspect the venue. If any areas are not entirely clean, CP Maintenance comes back in to hand-brush the area and re-powerwash.
- In addition, the ceiling and rafters were scrubbed, powerwashed and disinfected in 2018. This process will be repeated every 3-5 years as needed.

Ventilation:

- The Cow Palace had HVAC professionals provide ventilation improvement estimates earlier this year (2021). The CP is now evaluating the estimates, per state regulations. We are optimistic based on ongoing conversations with Cow Palace management that repairs and upgrades can be completed this year.

The Next In-Person RBP Event

As mentioned in our Progress Report from May 1st, the question of holding a live event in 2021 or having to wait until 2022 is still to be determined. We hope to be able to make this decision by the end of June. Much more on this will be in the June Red Barn Progress Report.

Other Recent Important Communications

PDFs of the **May 1st Progress Report**, the **Mothers Day Missive** from May 9 (also posted on Facebook that day), and the **Press Release** from May 9 are available to view or download from the "Community" page of the Red Barn Productions website at: <https://redbarnproductions.com/community/>.

Thank You!