

1993

From
B.Hes

McGee Camp - To Rent or Not to Rent?

Over the last couple of years or so, it has become apparent that there is quite a strong feeling amongst some of the family owners that they would like to spend more time at the PLP. At present this is difficult because the camp is rented out for the whole of July, which puts enormous pressure on the remaining time available.

With so much work, love and attention being furnished on the camp, it becomes ever more attractive. And yet the only person who really benefits from all this extra effort is our renter, Tony Smith, who gets twice as much time as any other group! And in his own words "the enjoyment factor continues to increase".

This summer, we on the Ritchie side began to explore the implications of not renting the camp out.

Three things need to be established. First, will we really make use of the extra four weeks; secondly, how will we apportion the time; and thirdly, how will we split the running costs?

1. Will we use the camp?

Following discussions with almost everyone involved in the ownership, it seems extremely likely that the extra weeks will be used. For example on the Ritchie side, Lynn & Chris would love to invite some of their English friends over, and Gillian has expressed an interest in getting married at the PLP. John & Jane have said they would love to have the DAS there, while Bill & Andrea are keen to spend more time there.

On the Bullfridge side, there was a willingness to see how things would work out, especially as it could mean greater flexibility for Peter & Susan, who cannot always book vacation time as far in advance as the Ritchies.

2. How will we split the time available?

In recent years, August has been divided equally between the two family groups - and there has been no particular pattern to who gets which half.

Typically, the Ritchie clan time is used to full capacity, and there are rarely any days when there are spare bedrooms - most get used regularly, including the kitchen room, and on occasions, the futon, and the bed above the kitchen.

The Ritchies have usually been the first to suggest dates, mainly because the English connection need to book air tickets early.

This has rarely met with Bullfridge opposition, because few of

this side are able to book holidays early with any degree of certainty. Also, there is usually a lot more spare capacity, partly because Kate is in Alaska, and Liza and Sam have a place at Woods Hole.

Not renting will really open up the whole of the summer to the various family groups. However, if we start to treat the July weeks as any different from the August weeks, we will soon end up with complete confusion. In other words, it will become very difficult to come up with a fair system of replacing Tony Smiths rent just from the July occupiers.

If we do not rent in July, we will really have to go back to basics, which inevitably means that the only fair solution will be to apportion the overall time available on the basis of ownership and share of running costs.

There are a number of ways this could be worked out. Given that a number of PLP families in similar situations have adopted a time share structure, perhaps we should consider the same idea.

There are 9 full weeks from around the beginning of July to the end of August. Time share scheduling would mean that 6 weeks belong to the Ritchie clan, and 3 weeks to the Bullfridges. How the various clans decide amongst themselves to divide up the time allotted is entirely up them.

3. Cost implications

The cost implications of not renting are quite simple. Tony Smith currently pays \$3,600, of which the Preserve gets 10% - leaving a net contribution to costs of \$3,240.

This year will see the first of three equal repayments to Dennis, who has very kindly covered the cost of the painting - some \$9,000. Including this repayment, I guesstimate that the total running costs of the camp are in the region of \$12,000.

If these costs are divided up on simply on the basis of equity ownership, then in the absence of any rent money, the bills will be:

Ritchies	\$8,000
Bullfridges	\$4,000

4. Practical implications

Clearly division of the time available affects the system of scheduling. (Perhaps some form of e-mail, or a bulletin board might help? Peter/Dennis/Bill - any thoughts?) However, given the absolute inflexibility of the current system - once air

tickets are booked, for instance, it is virtually impossible for Bullfridges to 'swap' their half of August, and July isn't an option - I believe a new system can be devised to accommodate a far more flexible approach to high season occupation of the camp.

I'm sure we'll be able to come up with means of 'trading' weeks - although we will have to accept the principle that once a week is allotted, it takes two sides to agree to a change. There will be no harm in asking, but no gripes if a request is refused!

There are doubtless other aspects to agree - what is a week, for instance (Saturday to Saturday, Friday to Friday)? What happens if you end up with a week you can't use - can you 'sell' or 'trade' it to other family members? Or even close and trusted friends? (I have a feeling the Preserve might have a view on this latter, but I raise it nevertheless.)

5. Alternatives

There are plenty of other possibilities, but none that I can see that are so simple, or fair all round.

We could always get a little more sophisticated if we wanted, and divide up 9 weeks exclusively between the two clans as before, but spreading the weeks over a wider span, say the 11 weeks from mid June to end August, and throwing in a couple of 'open house' weeks in the middle. This would need careful consideration, but again, it would all open the system up - and make for better scheduling, with more chances to actually overlap as a global family.

8. Conclusion

There is a strong case for returning to the days - of not so long ago - that the McGee Camp was not rented.

On the face of it, it seems equitable to look for some system of allocating the extra time available on the basis of equity and costs covered.

This will almost inevitably result in a kind of loose 'time-share' agreement, although this could be stretched out over to include some weeks in high season that are open to all.

There will need to be some form of agreement over initial allocation of weeks - and an understanding of how weeks can be swapped thereafter. But once this is in place, it will allow for much more flexible scheduling.

This will ultimately result in a better allocation of the high season - 50% of which currently goes to Tony Smith.

Lets hear it for the McGees!

Armistice Day, 1993

Dear folks,

When Lynn and Chris broached the idea to me Labor Day week-end of not renting the camp next July, I said that would be fine with me as long as I didn't have to pay for it, since it is very unlikely Sam and I would leave Woods Hole in July. They said that would be the case.

But now they appear to propose that the cost of using the camp in July should be split according to equity ownership of the camp. Taking into account only the \$3,240 rent we'd forego, that means as a 1/9 owner I would pay \$360 for someone else's vacation. As you can imagine, that prospect doesn't thrill me.

So I have two alternative solutions to propose. Either, as I thought we'd agreed, those who wish to use the camp in July should split the \$3,240 in lost revenue in proportion to their usage of the camp in July. Or, if there is a desire to handle the costs we incur the same way no matter whether we incur them in July or at other times, I propose we split capital costs according to ownership shares, and operating costs according to usage of the camp.

Taking John's 1993 McGee Camp Accounts in his October 31 letter, I'd define capital costs to include the following:

\$526.00	Hartford insurance
\$1226.06	school taxes
\$5532.12	county/town taxes
\$150.00	cleanup assessment
\$1087.53	lot cleanup, laundry room plumbing
\$250.00	porch chairs recaned
\$150.00	shovel snow off roof
\$25.00	ambulance contribution
\$100	Argot contribution
\$1500	first payment to Dennis for painting

\$5537.71	(.5109 of total expenses)

I'd define operating costs to be those related to usage, and to include the following:

\$659.85	PP&L
\$512.28	phone

\$2875.00	dues
\$125.00	auto privileges
\$599.00	water on/off
\$84.00	water assessment
\$20.00	boat license
\$360.00	rent commission
\$302.10	exterminator
\$90.10	wood
\$302.10	exterminator
\$5302.20	(.4891 of total expenses)

\$430.15
 202.10
 6127.49
 2250.11

Let's look at ownership shares:

Dennis	.417	10%
Lynn	.083	2%
John	.083	2%
Bill	.083	2%
Kitty	.148	3.7%
Liza	.111	2.8%
Peter	.017	0.4%
Kate	.017	0.4%

From this we can see that those who use the camp most and incur most of the expenses of operating it (Lynn, John, Bill and Peter) own only .286 of the camp. Thus, as long as operating expenses are borne according to ownership share, they are getting a significant subsidy from the rest of us for what amounts to almost half of our total expenses.

Therefore, as my second alternative solution, I propose that we share annual operating expenses in proportion to actual usage, which I would measure in person days attributable to each owner. A person day is one day spent at the camp by one person. Thus, when Kitty spends one day at the camp, she accumulates one person day. When John, Jane, Allie, Rachel and Uncle Al and six Dartmouth friends spend a day at the camp, John accumulates 11 person days. To calculate an individual owner's share of operating expenses, we would compare the total person days attributable to him or her, and his or her family and guests to the total person days accumulated that year by all of us, and that owner would pay that fraction of operating expenses.

I would encourage major events at the camp like the Ritchie festival and Gillian's wedding. However, I think the owner sponsoring the event should bear the costs of operating the camp that are attributable to that event. Thus, I would also charge the owner sponsoring such an event half a person day for any guest attending this event who does not spend a night at the camp. These days would also be included in that owner's total person days for the purpose of calculating his or her share of operating expenses.

This sums up my proposed second alternative solution. I think this second formula is the fairest I have been able to think of for all of us, because it allocates expenses that affect the long-term value of the camp according to ownership share, but the expenses related to using the camp according to who actually uses it.

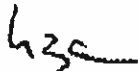
I don't think it is complicated to implement. We can each record the number of days we spend each visit in a log we keep at the desk in the living room, along with the number of people in our party. As we can record the number of other guests we have at any special event. I'd be glad to calculate each owner's share of the operating expenses, if need be.

Finally, let me share my thoughts on a couple of other things John mentioned in his October 31 letter.

I sincerely believe the tall trees by the back porch do not pose a significant threat to the house. If they were dead, they might. But they're strong. And they're beautiful, and taking them down would denude the property. (And be expensive.) And there's no particular reason to think they are more likely to fall on the house than others close to it. I hope nobody would propose taking down all the trees around the house as a preventive measure. And I certainly request that no such trees be taken down without prior notice to all owners and the opportunity to vote on it.

What makes more sense to me is to review our insurance policy. As John suggests, \$500 doesn't sound like enough for insurance. I pay \$1000 for my two-bedroom townhouse. John, if you would send me a copy of our policy, I'll take a look at it. I think we should have full replacement coverage, and should make sure we're insured for lightning, wind, storm, falling objects, ice, snow, sleet, water and fire damage as well as theft and vandalism. It seems to me we should have a deductible of \$500 or so. With good insurance, if a tree falls on the roof, the insurance will pay for the repairs above the deductible.

Love,



P.S. I see I haven't commented on Chris' and Peter's formulas for dividing up the times we each have the right to use the house, or a proportion of the beds in it. As it is unlikely Sam and I will be in the house other than a week around Memorial Day or early June and then around Labor Day in the immediate future, I don't have strong views on this subject, as long as I can use the camp at the above times and as long as I don't have to pay operating costs for times I'm not there and don't sign up for. However, I definitely favor an increase in times when people from different branches of the family can be at the camp together.

November 18, 1993

Dear Ritchies, Liza, Kitty, & Kate,

Thanks to Lynn & Chris, John and to Liza for the recent communications, updates and notes towards a plan for how to deal with the Poconos house if we do not rent it out in July.

First of all, Susan and I want to congratulate Liza on what we think is a very fair and reasonable approach towards a solution to the problem of cost-sharing the Poconos house, given the desire (agreed to by all, I believe) to NOT rent the house out in July. I assume you've all received Liza's proposal by now; essentially, she proposes splitting the capital costs according to ownership shares, and splitting the operating costs according to usage of the camp. (I don't think that Liza's proposal directly addresses the problem of scheduling, however...)

(← My printer going through a nervous breakdown/identity crisis...)

Liza's proposal for cost-sharing is in contrast to the time share proposal advanced by Lynn & Chris, which suggests that the peak summer period of July and August (almost 9 full weeks in 1994) might simply be split in terms of both cost AND scheduling according to equity ownership of the camp (i.e. 6 weeks/Ritchies & 3 weeks/Kitty/Liza/Bulls.)

Liza, Kitty, Susan and I had amongst ourselves voiced some concern that because of our collective inability to schedule our time adequately in advance, or because of Liza's Woods Hole commitment and Kate's job & distance - we may end up unable to necessarily make use of the house in July (particularly if it gets filled up far in advance with welcome gatherings of Ritchies, Gillian's wedding, English friends, etc.) The concern is that we would end up paying our share of the lost rental revenues, but not get to enjoy any additional time at the camp in July.

Liza's cost-sharing proposal would ensure that those who don't get to enjoy additional time there wouldn't end up subsidizing others'.

I would like to suggest some additional ideas that would combine Liza's and Lynn's proposals to address both cost- and time-sharing issues.

The simplest solution would be to adopt Liza's proposal, and then schedule the house for the 9 peak summer weeks of July & August along the equity ownership lines: 6 weeks to the Ritchies and 3 to the Kitty/Liza/Bulls. Because we have trouble scheduling in advance, it might be easiest to simply block out times to each of the 'clans', then leave the micro-scheduling to the individual clans among themselves.

proposal
"A"

We need to discuss this of course, but perhaps allotting Friday, July 1 - Friday, August 12 to the Ritchies, and Saturday, August 13 to Friday, September 2 (prior to communal Labor Day weekend) to the Kitty/Liza/Bulls, might be fair? This would give the Ritchies 43 days (including 6 weekends) and the Kitty/Liza/Bulls 21 days (3 weekends.) June and the rest of September would be open house scheduling, accomplished (as it is now) by coordinating with the Designated Scheduling Person.

I tend to think something along these lines would be the simplest solution, especially since there is complication enough in Liza's (I think equitable) proposal for cost-sharing.

The down side of this approach to scheduling, however, is that it does not encourage the mixing of the different sides of the family at the camp - although this, of course, could be accomplished simply by invitations. (I.e., if Lynn and Chris were allotted, say, the second week of July to themselves, and they happened to have extra rooms, they could call Kitty or Liza or whoever and invite them to come...) What I'm saying is that the time-share scheduling approach doesn't have family mixing built into it.

For the hell of it, let me confuse you further with a rather crack-pot, complicated idea for time share scheduling along the lines of equity shares. Just try this idea out - I haven't really worked it out, but here goes:

What if we divvied up the actual rooms/beds in the house for any given week/weekend along the equity/share ratio of the clans? Say that for every week, 2/3 of the rooms/beds are set aside for the Ritchie side of the family, and 1/3 for the Kitty/Liza/Bulls. In this way, any individual family would check first within their clan to see if their allotment for that week was filled up. If not, no problem. But if your clan's 2/3 was filled up, and you wanted to go, then you'd call our clan and see if our 1/3 was all filled. If not, then you could borrow (or potentially buy, I suppose) room from our clan's 1/3.

This last approach would serve to encourage the intermingling of the two sides of the family. For those times when one clan wants to all get together and fill up the house, we'd just negotiate that in advance, as we do now. Only now, if you filled it up, say for Gillian's wedding party, you all would pay a little extra, and ours a little less. On the weeks when the house went empty, we'd all pay at the regular 2/3:1/3 ratio. But any time that one clan exceeds its allotment of rooms - regardless if the house is actually filled up or not - the family that uses rooms from the other clan's allotment would pay the other clan for them.

Another example of how this might work: say that Susan, the girls and I go up to the Poconos with some friends. We do not fill the house up: there are 2 empty rooms. It doesn't matter that the Ritchies are elsewhere; we are using over 1/3 of the rooms/beds: more than our Kitty/Liza/Bulls clan allotment. So we note this down, and then Susan and I send your clan a check. Thus your clan's upkeep bill for that month decreases by the amount we exceed our clan's 1/3 usage of rooms/beds during that period.

Proposal

"B"

This way, anyone can fill up the Poconos house, but only under the following conditions: if they can free up the rooms/beds allotted to their particular clan and negotiate the remaining rooms/beds from the other clan. I, for example, can bring up my buddies and fill all the rooms in the house only if 1) I've ascertained that neither Kitty, Kate, nor Liza/Sam were coming up, and 2) I've bought the remaining 2/3 of the house from the Ritchie clan. Now, say I wanted to bring some friends, but there'd be one room left empty. Liza and Sam want to come: fine. As it would be my friends that were using some of the Ritchies' 2/3 allotment of beds/rooms, I'd be billed for them. Other things would work on a first come/first served basis: If Kitty and Liza/Sam & Kate were scheduled to come up, and that filled up our clan's 1/3 allotment of rooms/beds, but there were rooms available from the Ritchies' 2/3 and Susan and I decided to come up too, we'd be the ones who'd buy from the Ritchie clan...

I don't know; it sounds pretty complex... Anyway, this is really off the top of my head, and I haven't bothered to calculate the numbers of beds/rooms or how that would be figured and given a value. The advantage of the above system is that it has a built-in incentive to intermingle the clans, and seems fair in that only those who use the place more end up paying more.

The bottom line is this: the renters' contribution is really not that much, and I feel that if anyone from our combined clans will make use of the house, that's by far preferable to renting it out. I only feel that it's fair that those who make more use of it should shoulder a proportionate share of the upkeep, and that there should be some kind of incentive to keeping rooms available for those who can't plan their lives months in advance.

Proposal "B" — This method or some variation of it would essentially codify an 'open house' policy, (which we now try to enforce mainly on holidays) all summer long. On the other hand, the time share approach to scheduling along lines of equity is much simpler to implement. *Proposal "A"* — Liza's proposal that separates capital costs from operating costs seems the fairest approach to cost-sharing, though.

Proposal "C" — Alternatively, for now we could simply go ahead with the earlier proposal regarding July: having those who actually use the camp in July split the \$3,240 in lost revenue in proportion to their usage of the camp during that month.

What do you all think? Let's keep the ideas flowing on this.
Love,

Peter



November 22, 1993

John/Lynn/Dennis/Dad
Various addresses:

Dear Ritchies:

Having had a chance to look over the various Pocono correspondence that has been passing back and forth (most recent, Liza's letter and Peter B.'s follow-on letter), I thought that I'd add my two cents to the issue.

I am going to write this letter as an advocacy piece. I remain quite open to whatever we eventually decide to do, but it is often good to get a "straw man" plan on the table that can be pieked apart and improved upon. So do what you will with it. In any case, let's discuss.

Pocono Camp Plan for 1994

In their recent letters, Liza M. and Peter B. argue for a "pay as you use" system for covering the operating costs of the Pocono house. I believe that this is a good approach. I further believe, that if it is structured well, that it can accommodate the interests expressed by Chris and by John in their letters, and that it also naturally tends toward providing incentives to using the camp in a manner that we all are advocating, namely, more scheduling autonomy for individual families combined with structural incentives to promote intra-McGee comingling.

In this letter, I will argue that we establish three organizing principles on which to base further discussions, as follows:

First, that we establish a "You use, you pay" standard for cost sharing. My initial calculations show that an underlying rate of \$8 per person per day appears to be a good number to use.

Second, that we recognize that during the Summer months, the camp is meant to be used. I will propose that we establish a baseline "intended occupancy" level, of eight persons per night. We can thus establish a base per-diem rate to be charged to the family or family branch who are scheduled as "primary users" during a given period, whether the camp is fully occupied or not. (The calculations for this, by the way, work out to a base rate of about \$450 per week during Summer months, not too bad. More on this below.)

Third, that we continue to organize the basic scheduling and financing of the camp along "McGee Sister" family branch lines. This organization of family decisionmaking and responsibility was very important to all our parents, and it is in fact one of the most important traditions of the McGee Camp. Given this, I will then propose that the "primary use" of the camp during the summer months be divided among the Ritchies and Kitty/Liza/Bull in week-long blocks, on the basis of our collective 2/3 1/3 ownership.

"You Use, You Pay"

The idea of a user payment for the camp is sensible, unless it becomes an administrative headache or creates perverse incentives or otherwise breaks down in the details. Fortunately, I think that the details can be made to work. Let us examine some of the details here.

First, how much are the total costs that need to be covered? Liza sensibly proposes that the "pay for use" program should cover operating costs: I agree that this is a good standard. Liza calculates average operating costs at \$5,300 per year, including dues of \$2,875 (see her letter for reference). John argues that dues have more the flavor of capital costs, since they are a constant whether or not we use the camp; Liza's estimate, less dues, then comes in at about \$2,400.

Shall we then agree that annual operating costs range somewhere between approximately \$2,400 and \$5,300? (Liza's proposal recommends that the remainder of the bills, which are the capital cost portion, be split between the families according to ownership. I support this as well.)

Second, let me try to make an estimate of how many "person days" are used at the camp during a typical year. Here is my estimate:

Off Season (Both Spring and Fall of Given Year):

2 Holidays X 3 Days X 10 People in Camp:	60 Person Days
1 Week Stay (7 Days) X 4 People in Camp:	28 Person Days
4 Weekends X 2 Days X 8 People in Camp:	64 Person Days
Total Estimated Off-Season Use:	152 Person Days

In Season Use:

Assume 9 Weeks of In-Season Use, 7 Days/Week	
Assume Average of 8 People per Day in Camp	
Math: $9 \times 7 \times 8$	504 Person Days
Total Estimated Camp Use in Given Year	656 Person Days

Dollars Generated at \$8 Per Person Per Day Standard:	\$5,248
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By this analysis, we can see that if the camp is gets good usage in a given year in the in-season and in the off-season, and a standard of \$8 per person per day is applied, this calculation works out to fully cover Liza's estimate of operating costs.

In principle, then (subject to the "intended use" provisions described below), if the camp is more heavily utilized than I have estimated, we could possibly generate a surplus to the account; if it is less utilized, the calculated revenue trends down into the middle range for operating costs between Liza and John's number. Still well within range of what we are trying to accomplish.

"Best Intended Use"

Pocono Summers are magical things: July and August are organized by the Preserve to be a wonderful experience, with reds and blues, the Nature center, tennis, and everything else we all know about. It is intended, and it is expected by the Preserve community, that we participate during the Summer months, and that we use the camp. Our camp in particular is an incredible gathering place for friends and family, grownups and children. Daniel McGee must have envisioned big gatherings when he built the long hall in the early 1930's, and we all must have had it in our minds as well when we improved the water heater and paid to have the septic system made more capacious.

While supporting the idea of "you use, you pay", I believe that we must also take responsibility to actually use the camp during the Summer season. Thus, during the Summer months, I propose that we develop a "You take responsibility for a given block of time, You pay" system.

I think that we can develop a plan which combines the best features of the "you use, you pay" principle and the "the house was meant to be used during the Summer months" principle.

I propose, therefore, the following:

Individual family units take responsibility for primary use of the camp for week-long periods during the Summer months. (Family units can be defined in a number of ways, the Bill Ritchie family, the Ritchie family clan, the whole McGee clan inclusive... we can work this out.) The family unit who has responsibility for the given week is responsible for paying a base rent for use of the camp during that week.

The base rent is a fixed amount, calculated on the basis of an agreed upon "best intended use" of person days for the camp. In my calculations above, I propose that eight persons per night over a seven day week is a good ideal number: at \$8 per person per night, this establishes a base rent of \$448 that the primary user is responsible to pay the camp treasury for one week's time.

Further, I would agree that we take up Liza's suggestion that we establish a log book of usage for the camp, and use this as a basis of calculating person days. If a family used the camp less than the "ideal" usage, they would still be responsible to pay the base rent for the period; if a family used the house for more than the "best intended" number of person days, they would have to account for this somehow. More on this on the following page.

Based on my recommendation below that we maintain the distinction between the Ritchie and the Kitty/Liza/Bull branches of the family, I would propose, echoing Peter Bull's "Proposal A" of his letter, that we divide the summer into nine weeks and allocate six weeks to the Ritchie side and three weeks to the Kitty/Liza/Bull side. (As Peter notes, this has side benefits of accommodating the different need to plan and to not plan among the different family members.) On a macro scale, this would mean that the collective Ritchie branch would have a base rent of \$2,668 to be allocated amongst themselves, and the collective Kitty/Liza/Bull branch would have a base rent of \$1,344 to be allocated amongst themselves (for a total base rent usage fee of \$4,032 for the Summer season, not including overage charges.)

There are details to be worked out, of course... but the details could provide additional benefits within the system. For example, I am still wrestling with what policy we might adopt for "over-usage" of the camp in a given period, for "under-usage" of the camp, and for "cross-usage" of the camp in specific periods. In specific, here are some of the considerations:

Over-usage:

If one family uses more person days than they are allotted for the period, they should pay extra for having done so. Probably the best way to do this is to write a check for \$8 per person per day extra, payable to the camp treasury. But what should be the standard period on which to make the calculation? One week only? Should we be able to swap over and under usage credits back and forth between families? Are there other considerations?

Cross-usage:

By cross-usage, I am referring to cousins and siblings coming to visit or stay during a "primary use" owner's time. My recommendation is that family members who visit outside of their own primary time should be assessed the usage fee of \$8 per person per day. What I am not certain about is whether the check should be written to the camp treasury, or whether it should be written to the "primary use" family. If to the treasury, it would serve to fatten the camp coffers, a good thing. If to the "primary use" family, it could act as a subsidy for owners who were under-utilizing their "primary use" time, also a good thing. There is also an argument to be made that we would all want to see more of each other if we knew there were a fat check of \$16 or \$32 waiting for us at the end of the visit!

Under-usage:

There may be times when the house is not occupied during the summer because the designated primary use family has a schedule change or other situation arise. In this case, we should consider having some policy for this family to recoup some or all of the \$448 base rent per week's time. One answer might be that the primary use family should be able to call around to various family members and encourage them to make use of the camp, and that these members should pay the primary use member at a rate of \$8 per person per day to help defray the cost of the base rent to that owner for that time. Other ideas are welcome, certainly.

In any case, I provide these examples to show that, although there may be significant issues to be worked out here, we can air them in a straightforward manner and make choices.

Finally, I would propose that the off-season be treated on a straight "you use, you pay" basis. The off-season is a wonderful, precious time, and it is certainly worth something to be able to be there for some of it. I personally would feel good about paying something for the privilege of using the camp, I would feel comfortable asking invited friends to pay \$8 per person per day as a condition of coming, and I think that it is fair that more use by some of us in the off-season is translated into lower overall charges to those of us who use the camp less.

The final benefit I would observe from this system, is that it avoids the need to make a specific and direct allocation of all operating and capital costs, which could otherwise become an

enormous administrative burden and a potential cause for dispute. The basic \$8 fee combined with a "base rate" during the Summer months calculates out to a annual number close to \$5,000, which in turn is within range of what the operating costs may be, depending on dues allocation, etc. The cost allocation system, however, depends on base rent and usage, not on the particulars of PLP bills as they come due and payable during the course of a specific year.

Family Branches

There is a tradition, established long ago, of characterizing the three McGee sisters and their children as different branches of one larger family. Our parents saw this as a positive means of avoiding confusion among many individual voices, an organization which I believe has worked well for us and is much to their and to our credit.

The plan that I am proposing relies in several important ways on this distinction. I won't argue its merits or demerits here, but only say that we should recognize that it is a tradition and an underpinning of the way that the Pocono camp has been organized for many years.

I personally am all for a program that serves to intermingle the branches of the family as much as possible, for I believe that this is also an important tradition of the camp. As we move forward, we should make sure to maintain flexibility and to continue to maintain family bonds. I believe that my plan does much to address this, although the proof always has to be in the pudding.

However, for a variety of reasons which include both administrative simplicity and accepted tradition, we need to maintain a common understanding on how reporting, scheduling, and responsibility for dues on the camp are in fact administered.

Conclusion

The proposal I am putting forth: Divide the Summer season into 9 weeks, with 6 to the Ritchies and 3 to the Kitty/Liza/Bulls clan; allocate "primary user families" for one week periods within the Summer months, with these families responsible to pay a base rent of \$448 per week; encourage cross pollination among families by setting a charge rule of \$8 per person per day for family members who visit in their non-primary time (at the invitation of the primary use family, with charge payable to the primary use family); and charge an \$8 per person per day user fee for all off-season use of the camp, payable to the treasury, is workable and fair. Furthermore, this proposal keys off of the central points in Liza's and in Peter B.'s letters, thus making it likely to be well received by them. Based on my rough calculations, as a practical matter it also seems to cover the fundamental concerns of the original Potter proposal; namely, proportional allocation of usage, of capital costs and (through the "base rent" feature) of much of the operating costs according to ownership. Finally, the "you use, you pay" feature provides positive incentives for off-season use as well, since it really is proper that those of us who get enjoyment out of the camp during this period should account for this in some way.

Let me know what you guys think.

Love to all,

Beer



TO: D,L,YP,B,A
FROM: JANE
RE: MY TWO CENTS ON THE POCONO RENTAL ISSUE

10/15
Hi, guys -
Hope you're having a fun fall -
good luck with the renovation? Let me
know what you think of all this...
Love to Sam + Mike -
O.

I can see two basic ways to go:

PLAN A

We work with the same basic structure as in the past, but instead of renting to outsiders in July, we rent internally. We netted about \$3,400. for last year's rental, so for next summer people could rent for \$850. per week. (Use of the place other than in July would remain the same as it has been in the past, and the financial set-up would be unchanged as well.) During your week, you have exclusive rights to the place. John and I are willing to commit to renting for one week in July—preferably the first week. We canvas everybody's interest, and divide up the month accordingly. It would be best to know well in advance who is committing to which weeks.

PLAN B

We change to a new structure: since the ownership and the payment structure are two-thirds Ritchies, one-third Bulls/Kitty/Lisa, the time arrangement gets divided similarly. Of the nine weeks of "prime time" (July 1-August 31), we divide up the time into six weeks for Ritchies, three weeks for Bulls/K/L. There would be \$3,400. (the lost rental income) less in the pot for expenses.

Ritchies could then work out how they want to divide up their six weeks. It would be possible to have each Ritchie family have an exclusive week, and still have the two "communal weeks" we've had in the past.

Note: The financial implications of Plan B are better for the Ritchies. Instead of having to pay \$850. for an exclusive week, the ultimate cost of Plan B to each of the four Ritchies is about \$550.—their share of the lost rental income.

Either way seems fine to me, although I'd lean toward Plan A. The Bulls/K/L would probably find Plan A preferable because it keeps the old structure, with its assumption of fifty-fifty use, intact. We're already taking the step of not renting, so maybe we should feel what that's like before taking on the whole restructuring issue.