

REPORT ON REFRESHMENTS

FAIRLINGTON ASSOCIATION MEMORIAL DAY PROGRAM

June 5, 1948

This report is written primarily as a guide to future chairmen in charge of refreshments. I had had no experience in this type of thing, and little or no information was available as to previous experience at Fairlington Association affairs. My hope is that this information will enable you to plan with more ease and more exactness, and with much less time, than was possible for me. May I warn you, however, that this is a time consuming avocation (that is, work without pay). It took me 80 hours of work prior to The Day. About 20 of these hours, however, were occasioned by the postponement from Monday to Friday. It also took 11 hours on the day, and hours for the cleanup business afterwards (not the physical cleanup, but the disposal of broken lots of items, accounting for the money, etc.) So here goes.

I think the first thing to do is to make a complete list of the things which are needed. This list can be amazingly long. But you had better make the list at the beginning so that you can start to assemble all of the items (your own, what you can borrow, and what you have to buy). You should start planning a minimum of one week ahead of the occasion.

The whole thing is controlled by the list of things you are going to sell. Our list included:

- Hot dogs
- Drinks
- Popcorn
- Potato Chips
- Nabs
- Ice Cream
- Balloons

I will treat each item separately from start to finish, even though you will be treating all of the items simultaneously as each stage progresses to the next.

HOT DOGS

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Hot dogs, or "skinless franks", are sold by the pound. However, they vary as to the number of individual franks to the pound. They can be bought to average 8, 9, 10, or 12 franks to the pound. We bought them at 12 to the pound. Our advice was that they swell slightly when heated, and are plenty big enough for kids who are your chief customers. The adults didn't holler either. Of course, the larger the dogs, the fewer per pound and consequently the more pounds you will have to buy to get a given number of franks.

We figured for a crowd of 700 to 1000. Actually it was smaller. We estimated that we could sell about 300 dogs. At 12 to the pound that is 25 dozen. However, because of an experience (detailed below) in connection with the postponement, I decided to take a chance on 40 dozen (i.e. 40 pounds at 12 to the pound), figuring that I could peddle around any unsold (and uncooked) surplus. Accordingly I ordered 40 pounds. There are several suppliers, but I chose Briggs, as handling a well known brand of Federally inspected dogs. They are located at 11th and E Streets, Southwest. Their price was 46¢ a pound. (I have no idea what you will have to pay). Incidentally, franks are a highly perishable commodity, and no supplier will take back a surplus. Even if the thing is cancelled at the last minute, you have to dispose of them yourself once they are in your possession (or in the possession of a supplier who has purchased them especially for you (see our experience detailed below).

You should purchase the same number of rolls as dogs (or is that too obvious?). The reason I mention it is that if you decide to get, say 40 pounds of dogs at 9 to the pound, you won't need 40 dozen rolls. The number is the same for both dogs and rolls only when you get dogs at 12 to the pound. There are a couple of good suppliers, but I chose Schneider's because it is handy to the Hertz garage where we hired a truck. It is located at 413 Eye Street, N.W. Telephone NA-9660. Order a day ahead of time. You can cancel an order at the last minute, but once they are bought you can't take them back. You have to dispose of them yourself as with the dogs.

You will also need napkins and mustard, and (if you do as we did) ketchup.

If you order from Briggs, they may supply you, as they did me, with a quantity of napkins printed with the Briggs name, and an equal number of glassine bags, which are handy to put the dogs in. You may want to remind them that "Mr. R. C." gave them to us last year, and that we would appreciate the same favor again. He is Mr. R. C. or Raymond Briggs, one of the firm's principals. However, our experience was that you need more napkins than this. You can buy packages of 50 or 60 to the package at several places. We got six packages of 60 each at Garrison's for 15¢ a package. There are two packages left over, wrapped stapled and marked, and should be clean enough for you. Thus, if your estimates are the same as ours, you will need only two or three packages.

As for mustard, there is a big jar at the moment which contains nearly a gallon. Whether we will dispose of it or keep it for you hasn't been decided. Check with me or with the president. We got a gallon jar at Mann's, where we also got the popcorn, etc. It cost 65¢. While you will need a lot less, I doubt if you can get it any cheaper. It was McCormick's mustard, which is a good brand. If you get it in a large jar, you will need two or three small

jars, (we used half-pint mayonaisse jars which I begged from neighbors), to put on the table.

We also bought four bottle of ketchup. You can get by with mustard only, but many people like ketchup, and I decided to have it on hand. Two full bottles were used (the other two were peddled). You will need a couple of half-pint jars for that too.

I suggest you do not use metal spoons for the mustard and ketchup. You can get a cellophane-wrapped boy of wooden spoons with a long handle at Murphy's---6 spoons for a dime. I emphasize the spoons with the long handle--they have short ones too, but the tops won't even come up to the top of the half-pint jars, so be sure to get the ones with long--about 6-7 inch--handles.

You will also need some other things. You have to cook the dogs, keep them hot while selling, and handle them. I used a big canning kettle to cook the dogs. Incidentally, do not boil the dogs. If you boil them they burst, and much of the flavor is lost in the water. We were advised by Briggs to keep the water at 160-170 degrees. I controlled this by using a canning thermometer with a clip which I left in the kettle at all times, checking from time to time to make certain that the temperature stayed within this range. Since you won't be doing the cooking yourself (neither did I for that matter) you will have to explain this to your kitchen assistants.

The problem of keeping them hot nearly had me stumped. Our solution was helped by our set-up in the back of the school. I will explain the set-up later, but at this point I will confine it to this problem. We set up in the back of the school between the left wing (looking from the front of the building) and the auditorium. Near the end of the auditorium wing is an exit and a flight of 13 steps leading to the outside. Above the landing just outside the door is a light. There is a glass cover which unscrews. We plugged in an extension cord at that place, and ran it to the table where the dogs were kept hot. This was an extra table in back of the front line of tables. I borrowed an electric hot plate and cord, and used a rectangular turkey roaster to keep the dogs hot. It worked excellently, because it had a cover which could be used both to transport the dogs from the kitchen where they were cooked to the serving table, and to cover the roaster when demand slackened. The roaster would not rest safely on the plate alone, so I made a support of four pieces of board just wide enough so that the roaster and plate would be in contact--leaving space for the plug and cord. It required 32 feet of extension cord. We ran it down the steps tying it to the top rail, and also tying it at the ground level. We ran it on the ground to the table, protecting it with boards. The boards were fixed thus: two boards lying on the ground with space between for the extension cord; one board lying on top of the two boards and nailed to them. There was 10 feet of space to be thus protected. There is a switch just inside the door which needs to be turned on. Also Switch No. 2 on the master panel on the other side of the rear of the stage needs to be turned on.

This seems like an awful lot of work, but it was worth it. There is nothing worse than a cold hot dog.

Also you will need two, preferably three, tongs to handle to dogs: one in the kitchen, and two at the serving table. Tongs are better than forks or fingers. We only had two tongs, and had to send one back to the kitchen every time we needed an additional supply at the serving table.

The serving table also had the rolls in use, napkins and glassine bags, and a couple of cigar boxes for the salesmen to place the tickets in. The way we worked it was for two people to stand in back of the serving table, filling hot dog orders for the salesmen who stood in front of the table, and behind the line of front tables. When the rush was on these two people filled hot dogs as fast as they could without waiting for orders. The procedure was this. Pick up a napkin in left hand; pick up a toll with tongs; put toll in napkin; open the roll with the tongs; pick up hot dog with tongs and put in roll; place roll --still wrapped in napkin--in glassine bag.

You will need two salesmen; two servers; one cook; and (if you can get that much help) one handy man to run for additional hot dogs and rolls, and pick up empty boxes of rolls to put in trash box as you go along. This is just for hot dogs.

We had a band at our affair, and my orders were to feed the band at 12:20 pm. That means you have to start heating water at about 11:30. ~~fmw~~ We started the canning kettle and a teakettle full of water at the same time. Incidentally you will have to supply your own teakettle. The water in the teakettle was for the roaster which kept the dogs hot, and to refill the roaster and canning kettle from time to time. The dogs take not more than about five minutes to heat.

Caution the cook that cooked dogs can't be sold as leftovers. You can only peddle uncooked ones (or you shouldn't). Therefore, as the day nears it end have the cook put in additional dogs to heat in small quantities--just enough to meet demands, and remind her that the serving table may have a supply sufficient to meet needs for quite a while in the gradually slackening demand at the end. Also, don't take dogs out of the refrigerator until they are to be cooked.

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The postponement was a godsend about the hot dogs. I had arranged with Briggs for their dogs, but since the affair was to be on Monday they couldn't deliver on that day (a holiday), nor could we pick up. So they wanted me to arrange with a local store which would be open that day to deliver them there on Friday where they could be kept in deep cold. The Shirlington Delicatessen was the only such store. They were willing (Briggs was going to give them a 2¢ a lb broker's discount for their pains), but proceeded to try to sell me on kosher dogs--no cereal ground up in them, 100% beef, much tastier, etc. Of course, they cost 70¢ a lb as against Briggs' 46, but I got convinced. So we arranged to buy 33 lb of kosher franks from Shirlington Delicatessen at 9 to the lb. We had to buy them even though the affair was cancelled, so we had to peddle them around. They were to average 9 to the lb, so we sold them that way, and when we got through we had only 28 groups, instead of the 33 we should have had. Thus, even tho we sold them at our cost, we only sold 28 groups of 9, and lost \$3.50. Also, while I liked them myself, many others didn't. Some found bits of solid gristle and bone, and others found them too spicy (even tho the store had said they would order them cut down in spiciness). So we learned the hard way, and went back to Briggs. But the experience taught me something else--we could peddle left overs very easily, so I ordered 40 lb from Briggs instead of the 25 lb I was originally going to order--and disposed of all of them at the stand. So don't mess with kosher dogs.

DRINKS

We had Coca Cola, Royal Crown, and orange. I suggest you do not get Royal Crown; it is only bottled in the 12 oz size, and many people do not want that much. The coke was fairly popular, but the orange (of which we ordered the smallest quantity) was the most popular. I suggest you get Coca Cola, orange, and another fruit flavored drink in the 6 or 7 oz. size.

We got our Coca Cola from the Coca Cola Bottling Co in Alexandria. Telephone AL-0452. They will supply a cooler. We ordered 40 cases. We returned 26 full cases. We sold about $12\frac{1}{2}$ cases that day, and disposed of one full case to a worker. The odd bottles were also peddled. I would suggest that 20 cases is plenty to order.

The coke cost 80¢ a case plus 50¢ deposit on each case. No charge for cooler. They will also supply straws, 500 in a box for 25¢. You will need about ~~xxx~~ as many straws as you sell bottles. We sold roughly 40 cases of all drinks, ~~xxx xxx~~ i.e. 960 bottles, and used almost 1000 straws. There are two boxes of straws left over for you to use, wrapped, stapled, and marked. They should be clean. Thus you probably will not need to buy straws.

Royal Crown cost 80¢ plus 50¢ same as the coke. The orange, however, cost 75¢ plus 50¢ deposit.

We got the Royal Crown and orange from the Royal Crown Bottling Company, 1100 Jefferson Davis Highway, telephone GL-7733. We ordered 40 cases of Royal Crown, and 20 cases of orange. They also will supply a cooler. They actually sent out a Coca Cola cooler, and also a huge yellow affair nearly 3 times as long. I sent that back, not having room in my lineup. We sold only $6\frac{1}{2}$ cases of RC. However, we sold $17\frac{1}{2}$ cases of the 20 cases of orange. I suggest you get 20 cases of orange, and 5 or 10 cases of grape or some other fruit drink. Don't get too many kinds—it is better if they can be identified by color so you don't have to fish around in the water and ice to locate the one you want.

The two coolers were lined up side to side with the bottle opening attachment to the front. Leave about two feet between the coolers and the front line of tables. Also be sure to have a box under each bottle opener or you will have a mess of bottle tops to pick up.

You will need (if our experience is any guide) about 400 pounds of ice. Don't get cracked ice: it is too small and melts too quickly. We were advised against it, and the block ice worked OK. We actually got 300 at the start, and sent for 200 more at about 3 pm. It turned out that we needed only 100 extra. You get a better price if you buy it all at once. The first 200 cost ~~xxx~~ \$1.00, the next 100 cost 30¢. I think the first 100 is 60¢, and second 40¢ and the third 30¢. Since we didn't buy it that way, I don't know whether the fourth hundred would be 30¢ or less. Probably not less. We got the ice from the Mutual Ice Co. in Alexandria. It is on Henry Street across the Monroe Street bridge that goes across the Potomac Yards. Henry Street is the first street on the other side of the bridge. The plant is marked MICO (Mutual Ice and Coal Co.) I mention it because our truck wasted some time trying to find a building marked Mutual.

When you are ready to go, follow this procedure: Load the cooler with bottles standing up. Crack about 50-75 pounds of ice to egg size and dump it on the bottles, covering the sides solidly, and with a layer of 1 inch or so on top of the bottles. The cooler should be loaded 45 minutes to an hour before

This cost problem has a fairly direct relationship to the problem of recovering empties. If you don't recover an empty, the sold bottle has cost you more than 5¢, thus you can't sell for 5¢ and make a profit. You can sell for 10¢ straight, or you can sell for 10¢ straight, if you haven't lost anything; if you do, your profit is higher.

you plan to start serving. Wrap the excess ice with plenty of newspapers, and store it in one of the sinks in the kitchen. As you need refills, crack it in the sink and bring it up to the cooler. We used the big metal pitchers in the school. If these aren't available, you will have to be sure a pot of some sort is available for that purpose. Incidentally, two ice picks are included in the stuff which is left over. A handy place to keep them while not in use is in the pipe in the corner of the cooler which drains the excess water off.

You will have to remove water from the cooler from time to time as you put ice in. The same pitcher or pot used to transport ice will do the trick. Some coolers have spouts or valves which unscrew. Don't unscrew too far or you may have an icy stream of water on your pants. If the cooler don't drain that way there is a drain of the overflow type, and you will have to have a pail placed under the cooler to catch it as it runs out. We had one of each type. Better supply yourself with two pails just in case.

We lined the coolers up at the foot of the steps (see diagram), with the cases in back of them alongside the steps. You will need one man to keep the coolers filled, and two men to open and sell drinks. Try to empty from one end and fill from the other. Have an understanding between the man who fills and the salesmen. Otherwise you may be selling uncooled drinks; you can't always tell from the bottle. The bottle may be cold but the drink not yet cold.

There is also the problem of picking up the empties. Since the drinks alone (excluding the deposit of 2¢ on each bottle) cost less than 5¢, it was thought at first that we would charge 10¢ on each bottle, and refund 5¢ when the bottle was returned. However, it was decided not to do this for these reasons: (1) other items were priced as low as possible, and it was considered desirable to have one item with a fairly substantial margin ~~in~~ of profit, so as to assure a reasonable overall profit; (2) there is too big a problem of refunding money for bottles. I tried the method of putting a crate at each gate with a sign "Please put bottles in this box". That didn't work, partly because few people carried bottles that far. Also, all I got for my pains was one stolen crate. The real way to handle the empties is to have a couple of helpers make the rounds with a crate. If they have a wagon to pull it in, so much the better. Or you can hire a couple of kids: a stipulated amount, say 15 or 20¢ in tickets, for a given number of filled crates. Also it helps to put empty crates at either side of the front line. As the crates get filled, bring them in and line them up alongside the ~~crates~~ of full bottles. Have someone there to sort them into their right crates: Coke bottles in coke crates, etc.

When everything is in, have the crates of both unsold and empty bottles moved into the storage room. Make a very careful count, and keep the unsold separate from the empties, and keep each brand separate. The credit is 50¢ a crate figured 2¢ a bottle on 24 bottles, plus 2¢ for the wooden crate itself. You also get full credit for the unsold crates at 80¢ a full case.

If workers or others want to buy cases, you can sell it to them at the full price of 80¢ plus 50¢ on coke and RC, or 75¢ plus 50¢ on orange and other, without trying to make a profit. Also individual bottles in a broken case can be sold at 3 for 10¢ plus 6¢ deposit. Keep a careful record of such sales, or you will have a hard time reconciling your money with ticket sales.

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Call up the suppliers of drinks the next day and report the returns.
Return Report your totals in each group: for example

x cases unsold (full 24) @ 80¢

plus x cases deposit on same @ 50¢

* plus 1 case unsold(broken case) @ 3 for 10¢ (or whatever the price is)
deposit on same (2¢ on case, 2¢ on each bottle).

y cases empties (full 24) @ 50¢

1 case empties (broken) @ 2¢ on case, 2¢ on each bottle.

** z cases (no bottles) @ 2¢ on each case.

* I avoided this group by selling the odd bottles at the same price around the neighborhood: it made settling with the supplier a lot easier.

**If you lose a lot of bottles you will have a lot of this. I avoided it by careful chasing of the empties during the affair.

Come to an agreement with him on the total. Thus you avoid an argument after the returns have been picked up. Make arrangement for the pickup. Keep in mind that the basement in school (if that is where you put them) can't be gotten into after 4 p.m. If you have paid the whole charge upon delivery have him mail you a check for return (that was the way the Coke people wanted it). If you just signed a slip upon delivery, mail them a check or money order for the net amount of the bill* (that was the way the RC people wanted it).

POPCORN, POTATO CHIPS, NABS

I bought my supply of these items (plus mustard as described under hot dogs) from Mann's, 909 1st Street, N.W. in the rear (up an alley you may miss the first time by: it's on the right as you go up 1st St.) Their prices are good, and their service excellent, so I suggest you use them again. RE-0404

At their suggestion I ordered as follows:

20 doz. popcorn @ 45¢ a doz (retail at 5¢ a bag)

30 doz. potato chips @ 45¢ a doz (retail at 5¢ a bag)

4 doz. potato chips @ 90¢ a doz (retail at 10¢ a bag)

4 box nabs at 30 to box \$1.00 a box (retail at 5¢)

Their experience has been that chips far outsell corn. 100 to 1---one man said. Our experience did not bear this out. We sold:

20 doz popcorn and could have sold more. (I suggest you order 30 doz)

10 doz 5¢ chips (I suggest 10 doz is plenty)

2 doz 10¢ chips (I suggest you omit this item)

nearly all the nabs (I suggest you order as indicated below)

(NABS, as you know, are trademarked under that name by National Biscuit. They are the small cubic or cylindrical packages wrapped in cellophane, with 3 or 4 in a package. We got one box peanut butter, one box peanut butter and cheese, two boxes assorted sweets. We sold 110 of the 120 individual items, so this quantity seems correct). *

Mann's delivers, but not on ~~Fridays~~ Saturday, Sunday, or holidays. Thus for our original date, a Monday, I had to have them delivered on Friday. They will take back for credit any unopened package, so we took back all the popcorn and chips (not the Nabs) on Tuesday. On Friday they delivered fresh merchandise, for the Saturday date on which the affair was held, and on Monday I took back for full credit the unsold potato chips. When you order be sure to arrange for the "take-back" feature.

I would have preferred to have had them delivered to the school, but that was impossible because the JRC was having a dance each time, and I didn't want to interfere with their use of the kitchen, nor have them swiping my stuff, so I had them delivered to one of the Association men who lived nearby (name withheld so he won't have to be a sucker twice, but of course if he offers that is a different matter.) I gave him full written instructions of the quantities and kinds ordered and prices so that he could check them in. Also he was given the exact change needed to pay the bill. If you do this, be sure that receipts are gotten.

* However, they are made by many companies. We did not actually buy NABS, but rather the similar articles sold by Mann's. The wholesale price was less than the trademarked article.

ICE CREAM

I got our supply of ice cream from Fussell's, Wisconsin at N, N.W. HO-3900. Breyer's prices are too high, and I couldn't get a better price.

Be sure you get the order straight with them. I suggest this because of our experience. I wanted brick ice cream ~~wrapped~~ with each individual serving wrapped in waxed paper and the individual serving placed in a cardboard container as at the ball park. For our ~~5~~ original Monday affair, they quoted me a price of \$1.90 a gallon. (Don't get fooled by price quotations. I had a hell of a time explaining to people that a price quoted at the gallon rate did not mean that I was getting bulk ice cream that I would have to dip out. That is just their way of doing business.) Get your ice cream in bricks, cut 8 to the quart. Also stipulate that you want vanilla and chocolate, and vanilla and strawberry, or they are likely to send you five gallons of vanilla and coffee as they did me, which generated a lot of buyer resistance.

To get back to the main story, they promised me BB's as they call them (Baseball ice cream type of package as described above) at \$1.90 a gallon. I had to cancel that order because of the postponement. When I reordered, there was a different girl on the order wire. She said that BB's cost 8¢ each, or 64¢ a quart or \$2.56 a gallon, and that the \$1.90 rate applied ~~was~~ only on the brick cut 8, each wrapped in wax paper, but not placed in cardboard cartons.

Their standard package, which ~~wanted~~ one girl called a "packer", contains 5 gallons of brick packed in dry ice. I ~~wanted~~ 15 gallons, but that was purely accidental as I did not know ahead of time that that coincided with their method of packing. I don't know whether they will sell odd lots, such as 4 gallons, as the same rate. Be sure to state the final time you expect to need ice cream. I asked for enough dry ice to keep the stuff hard until 6 p.m.

You will have to pick up the ice cream, and once picked up you can't return it. ~~Be~~ Keep the ice cream in the kitchen out of the sun, and bring out one "packer" at a time. Keep your hands off the dry ice, or you will get badly burned. We found a kid who sneaked back of the line, picked up a piece of dry ice, and was licking it. Keep your dry ice, because you may have some leftovers. All of the ice can be put into the last packer, and will keep it cold until long after 6 pm.

We overordered, as it turned out. However, that may be questionable. I forgot to tell the salesmen that more ice cream was in the kitchen, and 20-30 minutes elapsed after the first packer was emptied with the salesmen telling people that the ice cream was out. Also, I think the vanilla-coffee combination discouraged some buying. However, don't worry about the overordering. We had 23 quarts left--one whole packer plus 3 odd quarts. We put it all in the one packer with all the left over dry ice, and after we got back home we started out with the packer in our kid's wagon (despite being dog tired) and peddled it around the neighborhood at 50¢ a quart or 25¢ a pint (4 slices is a pint). We sold it all in our own block within 45 minutes. Don't worry about being conspicuous. People don't pass up bargains like that.

Serve the ice cream directly from the packer. Don't have a quart carton on the table unless demand is very heavy, for it will start to melt in a couple of minutes. It will even melt in the school refrigerator, as I found out.

When we found we couldn't get BB's at \$1.90 I thought about getting plates. But we tried it without plates, and we had no complaints. We got 500 wooden spoons, and most of them are left(also wrapped, stapled, and marked). Don't buy any more wooden spoons. If you do, don't get the fancy RITESPOON (we didn't either), but the plain flat spoons (at Fussells) 75¢ a thousand; 50¢ five hundred.

BALLOONS

There is a big demand for Helium filled balloons--at 15¢ each.

There are two problems--the balloons, and the gas.

Balloons. It was suggested that I buy balloons at Garrison's. I did. They were OK. I got 4 gross of mixed colored balloons at \$4.80 a gross.

Don't get cheaper quality than this (although I think you can get better price for similar quality at S & P) for they are too small or too weak, or both. Be sure you tell them that you want a balloon for gas. Some balloons will not stand the pressures of that method of inflating them. With some types of valves the gas comes in a rush at full pressure. As described below, we were lucky to get a valve (or regulator, as they are known) which limited the pressure of the escaping gas to an amount we could control at ~~we~~ will. So we could have handled the weaker balloons, but don't do it because you will still have a larger percentage of breakages than necessary.

I learned later that the S&P Novelty Co. at 428 6th St. N.W. RE-6961, has a much wider variety of balloons at the same price range. As described below, you can also get gas from them at cheapest rate--provided you buy your balloons there. They have types with ears, and types with faces printed on them.

Wherever you go, don't get the big balloons--they take too much gas, and have to be sold at 30 or 40 cents. Get the 9 inch balloon. We had the plain spherical balloons with nothing printed on them, and they sold OK. Garrison's will take back unbroken gross within six days--so don't buy too soon before the event. However, when we had to postpone, they agreed to extend the return date when I explained that that would simply be more red tape: I would return them on Tuesday and buy them again on Friday, so let's cut the red tape in the middle and extend my return time. So OK. I don't know whether S&P will take returns.

Gas. The next and bigger problem was gas. There are three known sources of supply in this area: Southern Oxygen Company; Air Reduction Sales 1029 Vermont N.W. ME-5115; and the S&P Novelty Co. Our first problem on gas was how much to get. Nobody could give us an estimate. Moreover, since all helium (you gotta use helium: you can't use hydrogen) is bottled by the U.S. Government, I don't understand the differences in the quantities contained by the cylinders, nor the differences in prices.

At any rate, here is the information:

Air Reduction Sales Co. 187 cu.ft. cylinder \$17.85 plus \$20 deposit on cylinder
 230 " " " 19.60 " \$30 " " "
 They do not rent regulators, but will sell one for \$12.50. Whether it is the same type as the one we finally got I don't know. Must order a minimum of one week in advance as cylinder is shipped from Baltimore.

Southern Oxygen Co. (Phone UN-2345)
 146 cu.ft. cylinder \$22.30 plus \$20 deposit on cylinder
 Will rent regulator for \$2. Specify that you want a regular ~~hank~~ for blowing balloons, and remind them that the screw head on helium has left hand thread to distinguish it from other gases, and the ordinary regulator won't work. Also ask for a regulator which will control the pressure of the released gas.
 Place order with the main company. However, they actually distribute through a dealer who is an auto appliance & parts co. in Alexandria. Phone. AL-0691. At the latter place I dealt with a Mr. Hicks, who is the manager.

S& P Novelty Co. (Phone RE-6961)

x cu.ft. cylinder \$16.?? plus \$20 or \$30 deposit.
I didn't press this since I had already gotten balloons at Garrison's and I couldn't get their gas unless I got their balloons. I don't know number of cu.ft. in their cylinders, but their statement was that I would get same gas from them for \$16 that would cost \$19 elsewhere. Whether than means 230 or 147 cu.ft. I don't know. But it is worth looking into. Also investigate the type of regulator they use, and the rental charge.

Booking a man

Another source of gas is to hire a man to come out, supplying his own gas, and blow balloons for you. Garrison's put us in touch with such a man. His name is Zachery CO-6928. He charges ~~is~~ \$3¢ a balloon for the gas, plus a charge of about \$5 for transporting him and the gas. We were going to do that at first, but changed our minds after the postponement, and decided to blow our own. That was a lot more trouble, but also a lot more profit.

At any rate, we know now for sure that the Southern Oxygen Co cylinder of 146 feet will blow a minimum of 4 gross of balloons. How much more we don't know. But don't forget the regulator with the left hand thread, and the control of the releasing gas. You can blow balloons at 5 pounds pressure. We found that 6-7 pounds is faster and generally more satisfactory. On the regulator we had, there are two dials: the one on the right indicated total pressure and number of cu. ft at 70 degrees Fahrenheit. the one on the left indicated release pressure. That one could be controlled by turning a ~~wax~~ screw-type valve.—when it is turned as far as possible to the left there is no pressure and no gas released. Turned to the right gradually increases the pressure at which the gas will be released to a maximum of 50 pounds. It may be repetition, but that regulator is fully satisfactory, and should be obtained if possible. The Southern Oxygen people actually assembled one especially for us.

Incidentally, the cylinders may be kept for a while. There is no demurrage for the first 30 days, and the demurrage after that is very small.

Blowing Balloons. We blew the balloons in the storage room. That gave us privacy, and safety—a balloon that broke away during the tying couldn't get higher than the ceiling. Also, the ceiling was a convenient storage place. As we blew them, we simply let them rise to the ceiling, with the string hanging down within easy reach.

We got string for the balloons at the rate of 4 feet per balloon. I bought 7 balls with 350 each at Murphys for 15¢ a ball. If we are going in for balloons every year, I suggest paying \$3.00 for a cone of superior quality string at a stationery store such as Andrews Paper Co. on 13th between G and H. The cone has 15,000 feet, with a much lower unit cost than mine at Murphy's and is better string to boot. To cut the string I clamped two hammers to a bench four feet apart, and just looped it back and forth, cutting it at the two ends. I put not more than 50 pieces in a bunch, and tied it in a loose knot. They pull apart all right, but I suspect that a bunch of 100 pieces would be hard to handle.

When actually ready to blow, remove the protective cap from the cylinder, screw on the regulator, and tighten it with a wrench. Open the main valve on top of the cylinder fully, don't just crack it (or you may have to do that if you don't get the excellent regulator we got). Then, turn down the pressure release control valve until it shows 6 or 7 pounds.

Take a ~~handkerchief~~ piece of string, loosely knot it into one loop, and put the hook up on the sleeve. Your partner (this is a two-man job) takes a balloon, pushes it as far up the sleeve as possible, and rolls down the rubber from the end. (Or pull it up as you push it on the sleeve--some prefer that). The purpose of rolling is to give a tight seal, otherwise you will lose gas. Turn the valve that actually releases the gas and blow until balloon is full. Cut off gas, pull loop of string down over balloon below tip of sleeve and tie tight, just a good pull. Remove balloon from sleeve, tie same type of knot on other side of neck of balloon, and then finish with another knot on that side. This gives a very tight tie that will hold the gas for a long period.

We figured that we would have to sell 208 balloons at 15¢ to cover our costs on ^{regulator} gas, balloons, and string (excluding, of course, the deposit). We sold balloons very fast for quite a while, so fast that the salesmen couldn't get away from the door of the storage room to circulate among the crowd for a long time. We blew and sold two full gross, and things were nearing the end. People were still asking for balloons, and we quickly figured that if we sold 32 balloons, we would be getting back the cost of the gross of balloons (we couldn't get any return for unused gas, so that did not need to enter into the calculation. Actually we sold close to fifty. Another twenty or so, I gave uninflated to boys who worked for us, or sold at 5 cents each to some kids, including my own.

During our Saturday night post mortem, Al Dean (or maybe it was Vera Dean) suggested that we blow the remainder of the gross (about 70) on Sunday morning and peddle them around. So we did. It was quite a sight to see her walking out of there with 70 balloons over her head. I'm surprised she didn't fly away. She was going to walk home--to sell in a neighborhood where she was known, but she never got there, for the kids flocked around and bought her out except for 4 balloons before she got out of South Fairlington. That meant better than \$9 extra net profit to the association. When we learned on Monday that we could keep the cylinder for a month without extra charge, we decided not to take back the 4th gross, but to remove the cylinder from the school to my basement, and blow balloons on the following weekends. If we sell the whole gross at 15¢ that will mean a further net profit to the association of \$16.80. We don't know yet how that will turn out, but we are certain we can sell a minimum of \$32 to cover the cost of the balloons, which otherwise we could recover by returning the gross to the store, and each balloon over that is 15¢ net profit.

There is a technique to handling balloons when selling them--especially in a wind. As we found out, holding a bunch at the end of the string invited them to weave themselves in and out in such a way that it is impossible to untangle them. So hold the strings as close up to the balloons as possible.

It was suggested that we partly blow the balloons with air and the rest with gas--thus make the gas go farther and get more balloons. But unless you are very careful, you won't get enough gas in, and the balloons will be sluggish or won't even rise. One cylinder gas up plenty of gas for 4 gross anyhow, so we soon quit that.

Also be careful not to blow the balloons too large. Using the formula for a sphere (R^3 cubed times $4\pi/3$) shows that

a balloon 9 inches in diameter contains 381.6 cu. in.
10 523.5 " "
12 904.6 " "

Each extra inch means a hell of a lot more gas.

You can use these figures to estimate gas needs for larger or smaller quantities. Each cu. ft. of gas (under atmospheric pressure at 70 degrees) contains, of course, 1728 cu. inches. Multiplied by number of cu. feet in cylinder gives total no. of cubic inches. This divided by 381.6 or whatever size balloon you are blowing, will roughly tell you the number of balloons you can blow.

PRICING

Our problem was to price so as to prevent a loss, and at the same time not to make a very large profit. Our primary concern was the service to the community as one aspect of having a good time (for all except those working on the deal, including you, chum).

On nearly every item we had a choice (except popcorn, potato chips, and nabs, which were packaged to be sold at the prices we established). It was quickly decided, however, that the margin on ice cream did not warrant charging 15¢, especially with 10¢ a well established price. That left balloons, hot dogs, and drinks.

It helped to figure the overall costs, and the costs of items. Be sure to charge to every item all possible charges. Most costs can be charged thus, but don't forget--in figuring profit estimates--the overhead charges which will run between \$15 and \$20.

On drinks I ordered 100 cases (the drink people wanted to put them in, and I didn't object because of the full credit for unsold returns), but I only estimated sales at half that, so I figured my costs on same basis. These costs included ice and straws. Ice cream costs included spoons. Hot dog costs included dogs, rolls, mustard, ketchup, napkins, and big spoons. Costs on both items were figured at the out of pocket expense because of the no return policy, but I figured sales conservatively, but added to it an estimate based on selling left overs at cost (it turned out we had no dogs left over, but we had one-third of the ice cream left over which we did sell at cost). Balloon costs included balloons, cylinder of gas, regulator rental charge, and string.

Administrative or overhead expenses included truck rental, poster board for signs, shelf paper, ice picks, dish cloths, tickets, apron rental, and my personal expenses for street cars, telephone, etc.

I reached the conclusion, concurred in by the president, that we would sell more dogs at 10¢ than 15¢, and thus have a better chance of disposing of them. Also, even conservative estimates of sales showed that we would more than cover all costs chargeable to that item, including a proportionate amount of the overhead expenses.

On the drinks we reached the conclusion that we would charge 10¢ straight. I have described part of our thinking under "Drinks". The problem of empties entered into it to a large extent. We could make a profit at 5¢ if all empties were returned. We decided to go after the empties aggressively, but at the same time to set a price that would not hurt us if we left an empty but which would give us a substantial profit if we got it back. Most of our net profit of \$70 odd dollars came from the drinks. ~~We didn't expect to sell~~ The small number of items of ice cream, pop corn, chips, and nabs showed that the net profit from all of these items would be small, so that our profit could come mainly from dogs or drinks, and, maybe, from balloons. Hanging the profit on balloons was too risky in our opinion, so that left dogs and drinks. So we had a choice of drinks at 5¢ and dogs at 15¢, or both at 10¢. We chose the latter for a variety of reasons, some of which are described above. Drinks at 5¢ would require an administrative device to compel return of empties, and would be a nuisance in the heat of battle; and dogs at 15¢, while giving a good margin of profit on each dog, would reduce the number of sales, make it more difficult to dispose of at the stand (and thus might require us to

peddle around a perishable commodity thus adding to our post-mortem burdens, especially if we had other perishable commodities such as ice cream to dispose of similarly). Moreover, even if we sold all the dogs at 15¢, the net profit from 480 dogs would be less than the net profit from 960 drinks at 10¢. We preferred to have one main profit item which could be fairly well relied upon, so, ~~in~~ ⁱⁿ view of all the circumstances, we chose to price the drinks at 10¢, and the dogs at 10¢.

I heard no kicks on the drinks at 10¢. I think the 10¢ price on the dogs helped make that price on drinks easier to swallow. I do know that the 10¢ price on the dogs brought them running.

The problem on balloons was to set a price which would attract enough sales to enable us to cover our costs, and which, with each added sale, would increase the profits. A 20¢ price would cover the costs quicker, but we figured that that price would have enough buyer resistance to prevent total number of sales from climbing as high as at a 15¢ price. We estimated that 208 balloons at 15¢ would cover our costs, and the rest was profit--except that each time you opened a new gross of balloons you added \$4.80 to your costs. However, we figured that even if we sold only 1 over 2 gross--that is, selling one balloon in the third gross, and having 143 left over--we would still recover more than our costs. Our actual experience is described under "Balloons".

I forgot to put in here in its proper place (this account is getting pretty disjointed) that all estimates of sales and profits must take account of "give-aways". We had to feed the band, and help at the stands will consume quite a lot. I did this two ways. First I reduced the net sales income on each item by an estimate of the number of such items which would be given away. Second, as a double check, I figured net sales on items without reducing for give-aways, but reduced my total gross sales by the amount of estimated give-aways. You have to figure these things at selling price, not at cost. The reason is that it costs you just as much, and each item also reduced your net profit by the amount of the margin on each item.

The total give-aways is substantial: failure to include it meant a loss the year before, and I was warned that I would have to take it into account. The year before it cost about \$40. I figured on this basis: 40¢ for each band member, including the bandmaster and bus driver, and 35¢ for each adult helper, plus about \$3 for kid help employed on the field to clean up and chase empties. (Although it belongs in another story, the way I administered it was to give tickets for that amount to each person for use as he chose at the established sales prices: this was a life saver with the band, for 10 or 12 of them quickly ate up their tickets and wanted more. Without the tickets we couldn't have said "no", but with the tickets they simply came over without question and bought additional tickets.) Giving tickets helps, for while the estimate was based thus (a drink 10¢, a dog 10¢, and ice cream 10¢, a corn 5¢, and a chips 5¢) it gave the user greater freedom for his personal choice, and several got two hot dogs instead of corn and chips.

SET UP

The place where you set up your line of booths or tables is very important. The committee at first wished me to set up in the open. Their reasons were that the crowd would be over by the hard-surfaced playground where the band was to play, and that that is where ~~is~~ I should be. I refuse to do so (refused is the correct word) because of what I considered compelli reasons. 1. I could not get enough tables to completely circle all of our supplies if we set up in the open, or to half circle if we set up against the wall of the school. 2. I wanted ready access to the kitchen to cook hot dogs, to chop ice, and to store things if it rained. I didn't want a 250-300 foot trip (500-600 for around trip) every time we went to the kitchen for more dogs. 3. I wanted adequate control over drinks--when people, meaning kids, see that many drinks piled up in cases, they are tempted to take one--and they took too much space (28 square feet for fulls, and an equal amount for empties) to surround with tables.

My choice was at the back of the school at the end of the left wing (looking at the school from the front) and the end of the auditorium wing. The left wing projects 10 feet further than the middle wing, and I planned to extend the line of tables even with the end of the left wing, and to close the space with another table along the line of the auditorium wing. This gave me plenty of space for my front line, for the coolers, for the hot dog serving table, for two storage tables, and for the cases of drinks. It also gave me access to electric power to keep the hot dogs hot at the serving table, and ready access to the kitchen.

There are eight tabletops and saw horses available. Four are owned by the Methodist church on Leesburg Pike (but you have to check both with the Kiwanis Club, which the church says owns them, and with the preacher, who the Kiwanis says owns them), and four are owned by Fairmac. The four in the church are stored under the stage in the basement, with the saw horses stored in a storage room at the front of the church (rear of the basement meeting room). The four owned by Fairmac are kept in the assembly room in the administration building. Permission to use the latter can be secured from Mr. DeNeale or Mr. Howell. They also loaned us a truck to take these tables and the church tables to the school grounds.

Starting from the left wing, the line was as follows: a 3 foot space for entry; three feet occupied by ticket booth; 18 feet occupied by two church tables (1 8-foot table, and 1 10-foot table; and closure, at right angles, by a church 10 foot table.

Items were as follows, starting from the left wing: hot dogs, pop corn, chips and nabs, ice cream, drinks. Balloons are sold in the open. Just in back of the 4½ feet allocated to hot dogs and with a 2½ foot working space in between was the serving table for hot dogs (a Fairmac table). To the left of the serving table were lined up the two Coca Cola coolers (one from the coke people and one from Royal Crown) placed so that there was space to pass between the cooler and the serving table, and between the other cooler and the closure table.

The cases of drinks were placed in rows parallel to the flight of 13 steps at the end of the auditorium wing. The first row was against the steps and started even with the bottom step. One row held cokes, one row orange, and one row RC. They were piled 5 high.

Along the wall of the left wing were placed two Fairmac tables side by side. One was used by me for tools, extra tickets, my papers, and such. The other table was the storage table for rolls, popcorn, chips, mustard, ketchup, big spoons, mayonaisse jars, straws, napkins, etc. Thus the supplies were handy to the front line as each box was sold. (It turned out that we couldn't use the storage table at first because it rained nearly all Saturday morning, so we stored in the kitchen, and brought the stuff out to the storage table when we got started selling.

The procedure was as follows:

1. Stack church tables at end of left wing.
2. Erect two tables (Fairmac) along wall of left wing.
3. Bring out booth table and place, leaving 3 feet for entry.
4. ~~Leave~~ Take delivery on drinks and coolers. One cooler can be placed, but the other cooler has to left out of the way so that the truck can make deliveries directly to the kitchen door. The men were started for the truck at 9 am to pick up ice cream, rolls, and dogs. Dogs and ice cream go to the kitchen, and there is no point in toting them 80 feet, so we did not close up the line of tables until they were finished. After the truck arrived with these items, it was sent off immediately for the ice, and the line was left open so that the truck could back in and make delivery directly to the kitchen door. Then it was sent for the popcorn, etc, and still the line was left open. If it wasn't raining they would just back to the storage table. If it was raining, as it turned out to be, it backed to the kitchen door again. When all of that was finished, and the drinks had all arrived, the second cooler was placed, the serving table was erected, and the front line was erected.
5. With the front line erected, cover top with shelf paper and tacks from work table.
6. Bring out hot plate and frame for serving table. (While waiting for deliveries to be made in the morning, fix the extension cord as described under "Hot Dogs", and nail the boards which are to protect it while it lies on the ground.) Erect and test the hot plate.
7. Bring out supplies for sales. Place napkins, mustard, ketchup, etc.
8. At 11:30 start ~~waiting~~ water heating for the dogs and the hot dog warming pan which is to be used on the serving table.
9. At 11:30 fill coolers ~~x~~ with drinks, crack the ice, and cover drinks. (If there is ~~of~~ delay on delivery of drinks or ice, fill refrigerator with two cases any drink you have so as to serve the band at 12:20.)
10. At 11 or 11:30 start the men blowing balloons. Blow a hundred so as to be ready at the start.
11. When band arrives, give bandmaster tickets for the band, and explain procedure to him. (These can be torn off ahead of time in 40¢ batches).
12. Your morning help can help serve the band, and shortly after your afternoon help should arrive to take over.
13. Don't put money or tickets in booth until somebody is ready to stay there and watch it.
14. And then, chum, you ought to be ready to roll.

MONEY

Cash money enters into your problems in two ways: cash money needs, and handling money on the day of the affair.

Cash money needs. You are likely to find, as I did, that your needs for cash money in advance of the date of the affair will be quite large. My net cost was \$172. Yet I needed and got cash advances of \$350. The reasons for this situation are: (1) most suppliers require cash payment on delivery or in advance; (2) you will have to pay sizeable deposits on some items; (3) you will need change to start selling.

Figure your cash needs as soon as possible. This is another reason why it is desirable to make a complete (I mean complete) list of every possible item you will need. This list should be made right at the start of your planning. This can be done without making estimates of quantities. Then as soon as you know what quantities of items for sale will be bought, and have contacted the suppliers for price quotations, you can fill in your cash needs on those items. Most non-sales items can be supplied from your own household or can be borrowed. Other items will have to be bought. While they won't run much over \$15 you should enter it in your cash needs and buy them from the advance. This is another way of saying "Don't use your own money." It is much easier to settle if you don't mix your money and association money.

Deposits must be included in these estimates of cash needs. There is a deposit of 50¢ a case on drinks, of \$20 to \$30 for a cylinder of gas, and \$15 on a truck if you hire one.

Change should also be included, but I don't think you will need much. How much depends upon your method of selling. We chose the method of selling tickets. This has several advantages: it puts the money in one place where it can be controlled; it enables quicker service because salesmen just take tickets and don't have to make change; and it reduces the amount you will need for change to start with. We thought we would need \$50 for this purpose. It got reduced to \$35 when we found we would have to hire a truck and the treasurer won't make a further advance because he was overdrawn. However, it turned out we didn't need even \$35. I think we could have done with \$10 judiciously distributed: \$5 in \$1 bills; \$1 in nickels; \$1 in dimes, \$2 in quarters; and 2 50¢ pieces. We took in only about 8 \$5 bills, so you won't need many \$1's to start with. Most of the money offered was \$1 bills and quarters. Maybe \$10 is playing it too close, but \$20 ought to be ample.

After you complete your preliminary negotiations with suppliers, and have firm prices and quantities, complete your estimate of cash needs, go over it with the president, get his OK for an advance. Also go over it with treasurer, and get the check. It must be countersigned by the President.

Handling money on day of affair. As described above, we decided to sell tickets. Tickets can be bought at Garrison's in rolls of 2000 at 5¢ and 10¢ denominations. Do not get the double tickets. Also get only the 5¢ denomination. If you get both 5¢ and 10¢, the ticket seller has to handle two rolls, requiring him in most cases to ~~give~~ use both rolls. This is a nuisance--and one which we avoided. It also requires the salesmen to make change in tickets on many items. We got four rolls of 5¢ tickets. They are 75¢ a roll. There are portions of two rolls left: 1 green roll which I used for give-aways, and 1 of the three red rolls which I used at the ticket booth.

You will also need a money changing tray, a locked box to keep your money in, and paper money rolls for convenient handling of the large amount of small money you will take in.

I used a metal tool box with a tray. I locked it with a combination lock. The tray had several compartments rounded at the bottom and made an excellent change tray. I wanted to keep the rolls of tickets in it for safekeeping prior to salestime, but they were too large. The box of supplies which is left over has an ample supply of paper money rolls in the various denominations, together with a supply of small brown envelopes which I used for the broken lots of change too small to fill up a paper roll.

The booth used for ticket selling is stored at

(or see me). It consists of three separate panels, and a cross piece for the back. The panels screw together with metal mending plates. The screws are in the panels and it is a matter of 10 minutes to assemble the whole thing. The panels are now covered with poster board, and on the front is a painted sign saying "Buy Tickets Here for Balloons-Refreshments. 5¢ each. How many, please?" If this won't meet your needs, you may want to get another piece of poster board, 22x28, and paint your own sign.

The booth was planned for a table 3 feet long by 2 feet 4 inches wide. The wood projections at the bottom rear are to make it possible to clamp the booth to the table top.

The left panel has a device to hold a roll of tickets. Place the tickets so that they emerge from the bottom rather than from the top. The device can be locked with a piece of wire, or a big safety pin, and a paper clip through a hole in the end of the dowel.

There is also the problem of paying bills, especially when people have to be sent to pick up stuff. I handled this by buying a small pack of small correspondence envelopes at the dime store. After I ~~xxxx~~ knew the amount of each item, I got the exact change (in addition to the change for the booth) in the smallest number of bills and cash, and placed it in the envelope, marking its purpose. Thus I didn't need to worry about having to get sums back from the people who picked up the stuff, and also reduced my cash needs. This also makes it easier for the people who pick up stuff, or take stuff in for you. For example, I gave the exact amount to the man who took in the popcorn. Also, I gave the exact amount to the school principal who took in the gas.

SIGNS

Signs are indispensable. However, it turned out I had too many—in the sense that they didn't accomplish my objective. I put two signs at the gates, "Please Place Bottles in Case" with an arrow pointing downward. I hoped to pick up bottles people were carrying out. Actually I don't think many carried bottles this far. The year before a lot of bottles were carried off, but I think the fence around the school grounds, erected in the interval, had a decided effect on that problem. As I say elsewhere, all I got for my pains was a stolen case.

However, the effective signs were:

1. Over the ticket booth—described under "Money". Legend: "Buy tickets here for Balloons-Refreshments 5¢ each How many, please?"
2. Menu set up ~~was~~ several feet in front of booth line, on a tripod of three hinged boards. It was on one piece of poster board 22 x 28.
Legend: REFRESHMENTS

Buy Tickets at Booth

5¢ each

Coca Cola	10¢	Hot dogs 10¢
Royal Crown	10¢	Potato Chips 5¢ & 10¢
Orange	10¢	Popcorn 5¢
Ice Cream	10¢	Nabs 5¢

Balloons 15¢

3. Signs erected on a board, and held with scotch tape to bricks, set up at end of wings at either end of booth line. "Please place bottles in Case" with an arrow pointed down. Painted on $\frac{1}{2}$ piece of poster board 14 x 28

4. Sign similar to No. 3. Also set near end of auditorium wing.
"Balloons 15¢ Buy tickets at window —"

5. Sign similar in size and type to No. 3. Placed in front of school (because first part of program was to take place there)
Legend: "Refreshments in rear of school".

6. Sign similar in size and type to No. 3. Placed at side of school (because band concert was to take place there).
Legend: "Refreshments around corner —"

Poster board—white—can be bought at most stationery stores. I got 1 doz sheets at Andrews Paper Co. on 13th Between G and H for \$1.50. Less than 1 doz they cost 15¢ each. I needed a dozen in order to cover the booth, but I don't think you will need more than six. I also considered Muth's 28 x 42 posterboards, but they are too large, heavy, and expensive.

Don't use ordinary poster ink—it will run if it rains (as it did on me, twice). Use special signwriter's oil paint. I used Muth's bulletin blue, a good color and cheaper than most of the other colors in same kind of paint. A part of the tube is left, but probably not enough. You will have to get a brush, and a little turpentine to thin the paint and to clean the brush. The paint should be squeezed out on a piece of glass or board and thinned with the brush dipped in turpentine. But don't thin it too much. The letters should be quite thick, so as to be read at a distance— $\frac{1}{2}$ to 3/4 inch thick.

TRANSPORTATION

There is an awful lot of stuff to be moved to the school grounds or wherever the affair is to be held.

Fairmac loaned us the use of a truck to move their tables and the church tables to the school grounds. Also on the Saturday before the abortive Monday, I used their truck to take much of the stuff I had assembled at my house to the school for storage in the boys basement. See Mr. DeNeale or Mr. Howell through the president.

We also had to pick up sales items from suppliers. We tried to borrow a truck locally, without success. So we rented a truck from the Hertz Driv-Ur-Self System, 1319 L St., N.W. telephone, NA-7600. ~~We were going to~~ We planned originally, after deciding on the truck, to rent a panel type closed truck, with 7 feet of space behind the driver. But because we planned to use the truck to take back the tables to the church and Fairmac after the affair, as well as return the stuff to my house, we decided on a pick-up type truck, with metal sides and a tail-board. The truck should be rented in advance so that you will be sure of getting it. The charge that way is a minimum of 6 hours, but you will need it for at least that, so reserving it in advance won't cost anything extra. The charges are: 55¢ an hour, 7¢ a mile, and 75¢ for the day for insurance. They require a \$15 deposit when you reserve the truck, which may be a week before you use it.

I sent one of my helpers after the truck at 9 a.m. I gave him instructions and money the night before and he left directly from home. He took a car (neither he nor I owned one, so we borrowed one from an officer of the association) drove it to the Hertz place, parked it on their lot, picked up the stuff in town (ice cream, rolls, and hot dogs) then came to the school. Then I gave him money and instructions and sent him after ice (with newspapers and an ice pick—newspapers to wrap the ice in). When that was returned, I sent him after the popcorn, potato chips, nabs, and mustard. I kept the front line of booths open all that time so that he could back the truck right to the kitchen door for delivery. I got an Esso map of Washington and spotted the locations of the places where he was to go so he could plan his route with least doubling back. I wrote out full instructions on a small sheet of paper, telling quantities, how packed, prices, and anything else on which a question might arise. The exact amount of each bill was placed in a small correspondence envelope. The instructions also made clear that he was to get receipts, so I could voucher my expenses. The total cost of the truck was \$9.61. We used it for 10 hours, and drove it 48 miles.

HELP

Your needs for help fall into two time-groups (maybe three): morning, afternoon, and (if the afternoon people won't stay) a special clean up group.

Morning. Your needs will depend upon plans. Tenney took me to school at 9 a.m. with final stuff from my house. Then I had to go to Fairmac service building because my helper didn't know where church tables were. Since I was expecting the coke man early in the morning, and wasn't sure whether I could safely leave mystuff (not from him—these are two different reasons), I had to have one man go with me to the school to pay the coke man when he arrived, ~~and~~ ~~he~~ (he was there when we got there) and to watch my stuff until I got back with tables. That meant two helpers. However, if you can arrange it differently, you can get along with one until close to noon.

Also you need one man to go for truck in the morning, and to stay with it most of the day. He doesn't need a helper for town pickup, but does for the ice.

With one helper, you can set up administration and storage table, set up the booth, take delivery on drinks, place the mess of stuff on tables or in kitchen, and get ready for feeding the band, and crack ice for drinks. However, two helpers relieves the load on you, and gives you more time to think.

Also, you will need two people to start at eleven a.m. to blow balloons. At 12 they can knock off and help you feed the band. Thus your sales force does not need to arrive until 1 p.m.

Afternoon You will need:

Five on hot dogs: 1 in kitchen, two serving, and two selling.

(Plus 1 to move supplies and pick up trash if you can get that much help)

Three on drinks: 1 to lead coolers, and two to sell.

Popcorn, etc. 1 salesman.

Ice cream 1 salesman.

Two on tickets. 1 to start, and 1 to relieve later.

Two selling balloons in addition to continuance of work by two blowers.

Also, you can hire kids to pick up bottles, and sort them into cases, or you should get two adults to work on that.

All of these need not arrive at once. You will get some demand for selling at the same time you feed the band: there are always kids hanging around, and once they see food moving, they will demand to be fed. So you will have a light but steady demand from then to the start of the program. Even with the program under way in front we had a fairly big demand begin then, and immediately after the program, you will be swamped. So your full force should arrive by the time the program is to start.

Clean-up. You have to return tables, and clean everything off the grounds that evening. This will go a lot quicker if you have three or four people. This will be difficult, because nobody wants to stay after the event is over and everybody gone home. About the tables: arrange with preacher or sexton for door of church to be open; and see the guard in Fairmac Administration building to let you in there. That took two trips, plus a final trip to my house. Before you leave, inspect the school to see that every door and window is locked, and lights are out. Turn off master switch and switch for hot dog warming, and replace light on flight of 13 steps. If some doors won't lock notify principal.

Also before you go, you have to move all the unsold drinks, and empties into storage room in boys basement, or you will never see them again. Leave coolers in open. Be sure that all empties are in proper cases, and when cases are moved into storage room, be sure that each kind is placed in separate piles. Check and recheck the number of unsolds and empties, giving special attention to the broken cases. Odd bottles with no case should be taken with you and sold separately.

Be sure to clean out the kitchen, and leave it as you found it or better.

The help were given tickets for 35¢ worth of merchandise. This makes it clear to them that they are entitled to eat what they want. Otherwise, several will hesitate to eat anything. Those who were hired to clean up -- the kids -- were also paid in tickets. I used three rolls of red tickets for sales, and used 1 roll of green tickets for all give-aways--band, males help, and kids. The reason for this is that it enabled me to determine quickly at the end the number of tickets sold. Also, if you assemble all of the tickets turned in for merchandise, you can separate and count the number of green tickets as a check on the value of the merchandise given-away.

ITEMS NEEDED (RECAPITULATION)

<u>Item</u>	<u>My Source or Supplier</u>
HOT DOGS	
hot dogs	Briggs, 11th and E, S.W. TEL-DI-7487 40 lb @ 46¢ (12 to 1b)
napkins	Briggs by courtesy
glassine bags	" " "
rolls	Schneiders 413 I St., N.W. NA-9660 40 doz @ 23¢ doz
mustard	Mann's 65¢ gallon (check to see if any left)
ketchup	local purchase
4 $\frac{1}{2}$ -pint jars	neighbors
6 long-handled wooden spoons	Murphy's 10¢ a package of 6
napkins	Garrison's 6 packages of 60 @ 15¢
kettle-cooking	my own canning kettle
kettle-warming	my own turkey roaster
3 tongs	my own
thermometer	my own
hot plate	borrowed from neighbor
wooden frame to hold warming kettle	made it myself.
32 feet extension cord	my own
1 screw plug for extension cord	my own
6 boards (covering my own 10 feet for cord)	my own
nails (for boards)	my own
hammer	my own
tool to open ketchup	I used a beer can opener
teakettle	my own

DRINKS

Coca cola	Coca Cola Bottling Co., Alexandria AL-0452 80¢ plus 50¢ deposit per case.
Royal Crown orange drink	Royal Crown Bottling Co., Alexandria GL-7733 same price. " " 75¢ plus 50¢ deposit
straws	Coca Cola Bottling Co. box 500 for 25¢ (two boxes left over)
coolers	1 supplied by Coca Cola, 1 by Royal Crown
ice	Mutual Ice Co., N. Henry St., Alexandria AL-0050. \$1.30 for 300lb. (plant marked MICO)
newspapers	(in supply box of leftovers)
ice picks	
pails	my own

ICE CREAM

ice cream	Fussell's, Wis at N., N.W. HO-3900. Brick cut 8 to qt. \$1.90 gallon. Packed in dry ice for 6 p.m.
spoons	(plenty in supply box of leftovers)
plates ?	if you use them, we didn't.

BOOTH

booth assembly stored at
 clamps 3inch my own
 capacity
 table 3'x 2'4" my own
 sign for booth (now painted, but a new one if your needs different from mine)
 screwdriver my own
 tickets Garrison's 4 rolls of 5¢ tickets @ 75¢ a roll.
 (two partly used rolls left over.in supply box)
 knife (to open my own
 roll of tickets)
 paper clip, big safety pin or piece of wire to lock roll device
 change \$20 ought to do: \$10 in \$1's, \$2 in halves, \$4 in quarters,
 \$2 in dimes, and \$2 in nickels.
 strong-box my own toolbox
 change tray I used tray of toolbox
 lock I used my combination lock
 paper money rolls plenty left in supply box of left overs.
 also I found an empty popcorn box was handy to place in front left corner of
 booth to assemble from sales tables the used tickets.

SIGNS

sheets poster Andrews Paper Co., 13th above G. 15¢ each or \$1.50 doz.
 board 22 x 28
 9 boards for signs 3 for menu tripod and 1-2foot board for cross piece at top.
 2 for bottle signs, 1 for balloons, 1 for refreshments in
 rear and 1 for refreshments around corner.
 thumb tacks Murphys
 hammer
 signpainters oil Muth's 13th above G. 1 tube. prices 45¢ to 65¢ a tube depending
 paint on color chosen.
 brush my own.
 turpentine

SALES LINE

3 tables & saw Fairmac (six feet x 41 inches) in assembly room in administra-
 horses tion building.
 1 table & horses Methodist Church on Leesburg Pike (2 ten feet x 31inches, and
 1 eight feet x 31 inches.) stored under stage in basement.
 shelf paper (in box of leftovers) I used ~~1~~ 28 inch wide paper.
 thumb tacks (for this and signs you will need about 60)
 towels attached to table with upholstery tacks (Hands of salespeople
 get dirty and cold handling drinks or dogs, etc.)
 cans for wash in box of leftovers (this is a flourish. Two church tables, 1
 cloths long and 1 short are already bored for these cans. All you
 wash cloths in box of leftovers need is pair of narrow tipped pliers).
 aprons Jack & Jill Diaper Service, 1659 Ft. Myer Drive, Arlington.
 GL-4600. Bib-type. 12¢ each, plus \$3.00 deposit.
 cigar boxes for assembly of tickets after sales. at any cigar counter.
 small pliers for cans.

BALLOONS

balloons Garrison's or S&P Novelty (See discussion under balloons).
 gas-helium Southern Oxygen, Air Reduction Sales, or S&P Novelty
 (see discussion under balloons)
 regulator supplier of gas.
 string I used 7 balls of 350 feet each at 15¢ a ball at Murphys.
 scissors Also suggest use of a cone of superior quality string at Andrews. Cone is \$3.00 but cost is lower. Cone has 15,000 feet. to cut string into 4 foot lengths. Do this by looping and cut whole bunch at once.

ADMINISTRATION

clip board essential for handy control of a variety of records, receipts, etc.
 envelopes ordinary white correspondence type at Murphys for money.
 pencil
 truck Hertz-Driv-Ur-Self. (See discussion under Transportation)
 chairs school (for you and ticket booth)
 2 tables and Fairmac
 saw horses
 map for truck any filling station
 driver
 wagon my own
 boxes and garbage can use empty popcorn boxes, and school garbage cans.
 cans for clean-
 up
 paper cups (the help wants a drink of water once in a while) Murphys.
 lava soap (you'll be surprised how dirty your hands can get) my own
 paper towels my own (place in kitchen with soap)
 tarpaulin I brought along a poncho and an old shower curtain. Since it rained they proved a godsend. I used them to cover administration table and the booth. If it promises to be a clear hot day you can safely leave them home, but you had better have them ready so that you won't have to scurry around at the last minute if it looks like rain.

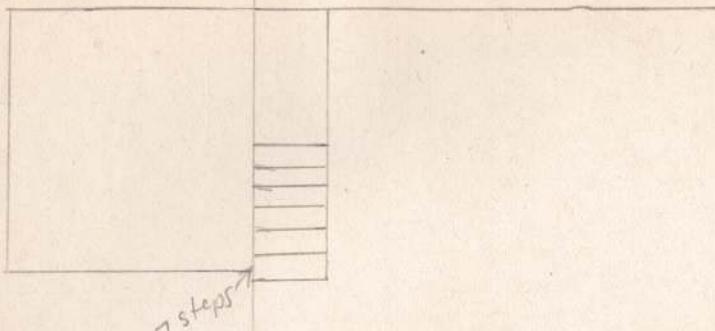
POPCORN, POTATO CHIPS, NABS

popcorn Mann's, 909 1st St., N.W. in alley in rear, RE-0404
 5¢ size—45¢ doz in 2 doz boxes. Unopened boxes returnable.
 Will deliver.
 potato chips Mann's. 5¢ size—45¢ doz in 2 doz boxes.
 potato chips Mann's 10¢ size—90¢ doz in 2 doz boxes (suggest you omit).
 Nabs Mann's 5¢ size in several varieties (peanut butter and crackers, peanut butter and cheese crackers, sweet cookies). Box of 30 \$1.00
 (Other good local suppliers are Brewer-Snyder, 1229 D, S.E. LI-4848 and Barcelona Distributing Co. in Baltimore Lexington-0030(toll) I did not contact them).
 (I also got mustard from Mann's)

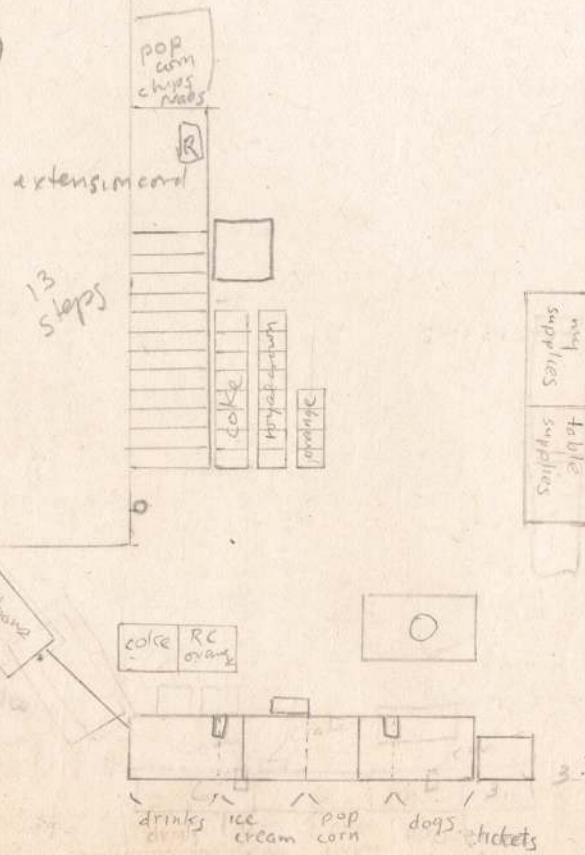
Kitchen

2.4 feet

ice picks
pots
tongs
tea kettle
p's

Storage

4 balloons
10 coca cola 12" x 16" x 8 $\frac{1}{4}$ " high
10 royal crown
20 orange
3 packages ice creams (kitchen)
hot dogs (ice box)
ice (kitchen)
popcorn
10 chips
11 chips
4 nabs



M string
M receipt book
M envelopes
M map
straws
mustard
ketchups
spoons & large
jars
aprons
M change
M poster board
M tickets
M ink
shelf paper
dish cloths
cans
~~envelopes~~
M tools
M cigar boxes
~~wood for signs~~
~~pails~~

wagon
table
bush
pails
wood for
signs

Temporary for

↑ 2 9 $\frac{1}{2}$ x 3 $\frac{1}{2}$
↓ 2 12 $\frac{1}{2}$ x 3 $\frac{1}{2}$
↑ 2 6'4" x 4 $\frac{1}{2}$
↓ 2 " (Fairview) 6' x 4 $\frac{1}{2}$

COKE RC
orange

O

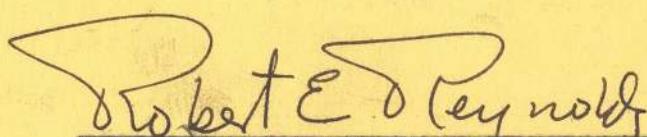
drinks ice cream pop corn dogs tickets

FAIRLINGTON ASSOCIATION
1948 MEMORIAL DAY CELEBRATION

FINANCIAL REPORT

(The form of this report is somewhat unusual because it is designed to show, in addition to income and expense, the costs of sales items given away to the band and helpers, and the income from sales of left-overs. Details on those items, as well as the details on costs of sales items, are shown on supporting schedules attached to this summary.)

	<u>Net Cost</u>	<u>Sales Value of Items Disposed of At Stand</u>	<u>Sales of Left-overs</u>
Drinks	\$37.12	\$92.60	\$ 3.09
Ice Cream	19.00	29.60	11.50
Hot Dogs	33.75	48.00	.50
Popcorn	9.00	11.80	—
Potato Chips-small	4.50	5.80	.20
Potato Chips-large	3.60	2.40	1.80
Nabs	4.00	5.40	—
Balloons	45.50	50.70	26.21
Truck Rental	9.61	—	—
Overhead	13.02	—	—
<hr/>			
Sales value - items disposed of at stand		\$246.30	
Sales of left-overs			\$ 43.30
Sales of tickets		- \$222.80	+ \$222.80
Cost of give-aways		\$ 23.50	
Total income			\$266.10
Total expense	\$179.10		- \$179.10
Net profit			\$ 87.00



Robert E. Reynolds
Chairman, Refreshments
August 10, 1948

SUPPORTING SCHEDULES

(These schedules give details of (1) costs, (2) sales value of items disposed of at stand, and (3) sales of left-overs)

DRINKS

	<u>Cost</u>	<u>Deposit</u>	<u>Net Cost</u>
<u>Coca Cola</u>			
Purchased: 40 cases @ 80¢ plus case deposit of 50¢	\$32.00	\$20.00	
Returned for full credit: 26 cases @ 80¢ and 50¢	<u>20.80</u>	<u>13.00</u>	
Net purchase	\$11.20	7.00	
Credit for return of empties: 12 cases @ 50¢	<u> </u>	<u>6.00</u>	
Net cost of Coca Cola	\$11.20	1.00	\$12.20
<u>Royal Crown</u>			
Purchased: 40 cases @ 80¢ plus case deposit of 50¢	\$32.00	\$20.00	
Returned for full credit: 31 cases @ 80¢ and 50¢	<u>24.80</u>	<u>15.50</u>	
Net purchase	\$ 7.20	4.50	
Credit for return of empties:			
7 cases empties (crate and 24 bottles) @ 50¢	\$3.50		
1 part case (1 crate and 22 bottles)	<u>.46</u>	<u> </u>	<u>3.96</u>
Net cost of Royal Crown	\$7 .20	.54	\$ 7.74
<u>Orange</u>			
Purchased: 20 cases @ 75¢, plus case deposit of 50¢	\$15.00	\$10.00	
Returned for full credit: 2 cases @ 75¢ and 50¢	<u>1.50</u>	<u>1.00</u>	
Net purchase	\$13.50	9.00	
Credit for return of empties:			
17 cases (crate and 24 bottles) @ 50¢	\$8.50		
1 part case (1 crate and 5 bottles)	<u>.12</u>	<u> </u>	<u>8.62</u>
Net cost of Orange	\$13.50	.38	\$13.88
Ice: 300 lb @ \$1.30 and 200 lb at \$1.00			2.30
Straws: 4 boxes @ 25¢ each			<u>1.00</u>
Total cost of drinks			\$37.12
Above analysis shows out of pocket loss on deposits of \$1.92. Of this, \$1.30 was recovered by sales of left-overs which included a charge for the amount of the deposit, as follows:			
1 case (crate and 24 bottles)	.75 drinks	.50 deposit	\$1.25
1 case (crate and 22 bottles)	.74 drinks	.46 deposit	1.20
12 bottles	.40 drinks	.24 deposit	.64
	<u>\$1.89</u>	<u>\$1.30</u>	<u>\$3.09</u>

Sales value of items disposed of at stand computed as follows: Net purchase was 41 cases, or 984 bottles. 58 bottles were sold as left-overs. 984-58 equals 925 x \$.10 equals \$92.60. That is: 925 bottles were either sold or given away. Their total sales value was \$92.60.

Supporting Schedules (page 2)

ICE CREAM

Purchased:	Item Cost	Net Cost
15 gallons brick cut 8 to quart	\$18.50	
1 box of 500 wooden spoons	<u>.50</u>	

Total cost	\$19.00
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Of the 60 quarts, 37 were disposed of at the stand, and 23 quarts were left over. The 37 quarts contained 296 pieces with a sales value of \$29.60. The 23 quarts left over were sold at 50¢ a quart. Sales of \$11.50 entered in sales of left-overs.

HOT DOGS

Purchased: 40 lbs @ 46¢ per lb.	\$18.50
Loss on sale of kosher dogs (see narrative report)	3.50
Purchased: 40 doz rolls @ 23¢	9.20
1 gallon mustard	.65
4 bottles ketchup	1.00
6 packages napkins	.90
6 large wooden spoons for mustard and ketchup	<u>.10</u>

Total cost	\$33.75
------------	---------

All hot dogs were sold at stand. Maximum possible sales value at 10¢ was \$48.00. Two unopened bottles of ketchup were sold at 25¢ each, amount entered in sales of left-overs.

POPCORN

Purchased: 20 doz @ 45¢ a doz.	\$ 9.00	\$ 9.00
--------------------------------	---------	---------

4 packages left over. These were sold at 5¢ each. 20¢ entered in sales of left-overs. Maximum sales value at stand computed as follows: 20 doz equals 240 packages minus 4 left over equals 236 disposed of at stand. 236 times 5¢ equals \$11.80

POTATO CHIPS - SMALL

Purchased: 30 doz @ 45¢ a doz	\$13.50
Returned for full credit: 20 doz @ 45¢	<u>9.00</u>
Total cost	\$ 4.50

4 packages left over. These were not sold. Net purchase was 10 dozen or 120. 120 minus 4 equals 116 @ 5¢ equals \$5.80, the maximum sales value at stand.

POTATO CHIPS - LARGE

	Item Cost	Net Cost
Purchased: 4 doz @ 90¢ a doz No returns	\$ 3.60	\$ 3.60

24 packages left over. These were sold at cost: 2 for 15¢. \$1.80 entered in sales of left-overs. Maximum sales value at stand: 2 doz @ 10¢ equal \$2.40		

NABS

Purchased: 4 boxes of 30 packages each @ \$1.00 a box No returns	\$ 4.00	\$ 4.00

12 packages left over. These were not sold. Maximum sales value at stand computed as follows: 4 boxes times 30 each equals 120 packages. 120 minus 12 unsold equals 108 disposed of at stand. 108 times 5¢ each equals \$5.40		

BALLOONS

Purchased: 4 gross @ \$4.80 a gross	\$19.20
1 cylinder of Helium	22.30
Service charge (rental) on regulator	2.00
Deposit on cylinder	20.00
String: 8 balls @ 15¢	<u>1.20</u>

Gross cost	\$64.70
Credit for return of cylinder (no demurrage)	<u>20.00</u>

Net cost	\$44.70
Charge for clamp which I broke in using gas	<u>.80</u>

Total net cost	\$45.50

Analysis of sales of balloons

Estimate of number blown and sold at stand: 2 gross plus 50 equals 338. 338 times 15¢ equals \$50.70, which is the estimates sales value of items disposed of at stand.

Blown and sold on June 6 (Sunday). Estimate: 70 balloons. Some had deflated wholly or in part, and were sold at 5¢ or 10¢. Good ones sold at 15¢. Total sales entered in sales of left-overs: \$9.15.

Blown and sold on July 3 and 4th. Estimate: 1 gross. Actually a few more than a gross were available to be blown, but a large number exploded before sale. All were sold at 15¢. Total sales entered in sales of left-overs: \$16.66. Nobody knows where the odd cent came from.

Total sales of left-overs. \$26.21.

Supporting Schedules (page 4)

NON-SALES COSTS

Truck rental:		
Deposit	\$15.00	
Refund	<u>.39</u>	
Net cost	\$ 9.61	\$ 9.61
Construction of booth		
Wood	\$ 2.40	
4 hinges	.20	-----
bolts	.05	
screws	.40	
metal plates	.10	
tacks	.15	
poster board	<u>.75</u>	
	\$ 4.05	4.05
Signs		
Poster board	.75	
Signpainter's paint	<u>.45</u>	
	\$ 1.20	1.20
Other expenses		
Shelf paper	\$ 1.20	
Dish cloths	.50	
Ice picks	.25	
Tickets	3.00	
Aprons (rental)	.72	
Envelopes	.05	
Chairman's personal expense--carfare, telephone, etc.	<u>2.05</u>	
	\$ 7.77	7.77

Truck rental	\$ 9.61
Overhead	\$ 13.02

Total Non-Sales Items \$22.63