

Playa del Fuego 2017 Annual Report

Note: In February 2018, Playa del Fuego filed for the trade name of FirePony Creative Society. This report is written to reflect information for the organization as of December 31, 2017.

About Playa del Fuego, Inc. (PDF)

Playa del Fuego, Inc. is a non-profit, participant-directed organization whose mission is to build an interactive, experiential, sustainable environment that encourages a culture of play, artistic creativity and freedom of expression. Our stated organizational vision is to *Attract, inspire, and nurture a diverse community to celebrate and encourage experiments in the creation of art, a culture of play, and the collective sharing of ideas and skills.*

Historically, signature activity of this organization to hold multi-day camping events - events that were also called Playa del Fuego. These interactive events promote artistic creativity and freedom of expression. Playa del Fuego, Inc. provides the framework and the infrastructure to allow artists such as sculptors, painters, musicians, DJs, fire performers, dancers, and any other creatively-minded individuals to come together to practice their unique form of self-expression.

The PDF event began with about 20 East Coast residents, many of whom had been to Burning Man in the Nevada desert, who wanted to get together a little closer to home to celebrate the spirit of the Burning Man event. They joined together on the beach of Assateague Island on Maryland's coast in 1998 for a weekend. Over time, this event grew into a group of over 1200 participants, with a large team of volunteers, many of whom work year-round to make the event come to life. The event was moved to a location in Townsend Delaware. For over a decade, PDF has been a twice-yearly event – a spring event over Memorial Day weekend, and a Fall event over Columbus Day weekend.

Playa del Fuego as an event is an experiment in collaborative community, featuring art and music. Volunteers work together to build community, utilizing the Ten Principles of Burning Man as a guide. This is a sincere experiment in creating a gift economy. One fundamental tenet of the events is the establishment of a zone that does not involve any currency-based commerce aside from the initial ticket purchase, thus creating a gift-based economy wherein all participants can exhibit, demonstrate, and educate others about their particular form of creativity. There are no spectators at Playa del Fuego; everyone collaborates in some way to create the event. It's a place for radical self-expression, acceptance, inclusivity, and respect.

As the Playa del Fuego event grew, a governing structure came into place in the form of a 503c3 nonprofit, named Playa del Fuego, Inc. This nonprofit is now the recognized legal entity that sponsors the Playa del Fuego event, the Burning Man East Coast Regional. The organization has grown to also support community art in the mid-Atlantic region.

In 2017, there were some significant changes in event hosting. The site where PDF had been held for over a decade became an untenable location for future events. This was both do to inadequate land maintenance, particularly in respect to drainage, and also to revelations of the ownership holding

discriminatory positions that contradicts the inclusivity of PDF. Based on this, as an organization, we made a choice to no longer do business with this landowner.

In June of 2017, we canceled the PDF event for Fall 2017. The community instigated a land search to find a new location for Spring 2018 PDF. We also started a new event, called Constellation, held in Elkins West Virginia. The first Constellation was held September 28 – October 2, 2017. We expect Constellation to continue as a yearly event.

Other than PDF Event and Constellation Event, the organization also offered community art grant to help support art for Catharsis on the Mall, and has agreed to be the fiscal sponsor for the second Burning Man Mid-Atlantic Leadership conference to be held in April 2018.

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Organizational Structure

Playa del Fuego is entirely volunteer run and includes the Board of Directors, the PDF Event Planning Committee, the Constellation event production team., the Arts Grants Team, and a Web Team.

The Board of Directors

The Board of Directors includes members who are elected by sitting members of the Board from a pool of nominees submitted by the Playa del Fuego community. Board members serve a 3 year term, and can

serve at most 2 consecutive terms. The Board of Directors works to ensure that the organization fulfills not only its legal and financial responsibilities to maintain non-profit status within the United States, but that the organization meets all requirements to be a “Regional Burn” within the Burning Man network. Playa del Fuego has two Burning Man Regional Contacts on its Board of Directors: Greg “Gandhi” Goodman and Patty Simonton.

The Board engages with landowners over event space rental. The Board oversees all organizational finances, decides on community art grants, defines short and long term strategic plans, maintains oversight of all official organizational communication, ensures the event fulfills the proper fire and safety regulations, and has the final say on participant ejections.

As of December 31, 2017, the Playa del Fuego Board of Directors included the following

- Bryan “Soapbox” Boru
- Dave “Karnak” Dugard
- Greg “Gandhi” Goodman – Houston Regional Contact
- Millie McMillan
- Ursula Sadiq - Treasurer
- Patty "DirtyGirl" Simonton - President and Washington, DC Burning Man Regional Contact
- Kate “monster” Bell

Playa Del Fuego Event Planning Structure

The Planning Committee includes Department Coordinators, Co-Coordinators, and any community participants who choose to participate in the monthly Planning Committee phone calls. The PC proposes and approves department budgets, and Coordinators work with one another to oversee the details of the event planning for the Regional event. The following list reflects the list of departments as of

December 31, 2017:

- Art
 - Art Grants
 - Pony Wrangler
 - Burning Arts
- DPW (Department of Public Works)
- Drum Conclave
- Exodus
- Fire Conclave
- Fire Perimeter
- Fire Safety Team
- First Aid (renamed from MASH)
- Gate & Greeters
- Lamplighters
- MOOP (Matter out of place)
- Parking
- Planning Committee
- Purchasing
- Rangers
- Sanctuary
- Sound
- Stage
- Theme Camp Placement
- Ticketing Sales
- Volunteer/Participation Station
- WWW (What Where When Guide)

Constellation Event Planning Structure

Constellation is lead by an Event Producer or two Co-Producers. Under this producer, there are three spheres: Safety, DPW, Arts/City Planning. Each sphere is run by a lead. The lead then had sub departments in each sphere.

As 2017 was in inaugural Constellation event, a number of procedures were developed along the way. A production manual was created to support future event production.

Financial Summary

Art Grants.

Playa del Fuego, Inc supports Event Art Grants for the PDF event and Constellation, as well as running an Arts and Community Grant program. Art Grant Coordinators work with a team of volunteers to select pieces for each event. Art and Community Grants are designed to provide artists and organizations around the mid-Atlantic region with funding to further the mission of Playa del Fuego, Inc. These grants are specifically meant to support participatory, interactive art, and community projects beyond the Burning Man Regional Event, Playa del Fuego. Eligibility: Artists and organizations that share a passion for the burner ethos and demonstrate a commitment to bringing participatory, interactive art, or forward-thinking collaborative projects to their communities may apply. Priority will be given to individuals and teams that have demonstrated a commitment to the Playa del Fuego community. Applicants may apply as an individual or as an organization. Organizations must be a registered non-profit in the US in good standing

Each year, for PDF Art Grants are allocated 10% of the previous year's ticket sales, with a rolling total for any budgets not used during a given year. In 2017, Playa del Fuego distributed **\$7157.04** in Art Grants including the effigy that appeared at the event. Details of the funded Art Projects are below in the PDF Afterburn Report section of this document.

For this first Constellation, 20% of ticket sales were allocated to fund Art Grants. In 2017, Constellation distributed **\$11529.50** in Art Grants including \$2000 for the Effigy.

Playa del Fuego was pleased to once again award an Art and Community Grant to the Catharsis on the Mall non-profit through our Community Art Grant Program. This grant was for \$1000 for Michael Verdon's Temple, which was displayed on the National Mall in Washington DC November 2017.

NOTE: Effigy expenses, while listed under the Art Grant category, are considered infrastructure expenses and do not come from the official event Art Grant budget. However, they are included in these totals.

Details of these projects are explained below.

- In 2017, Art Grants distributed for projects at the event and community art grants totaled **\$18686.54**
- Also in 2017, a decision was made to award a community art grant to Catharsis Temple for \$1000. The check was issued in the first quarter of 2018.
- In 2016, Art Grants distributed for projects at the event and community art grants totaled **\$18,585**, which includes \$2,500 was awarded to Michael Verdon's 2016 Catharsis Temple of Rebirth.

- In 2015, Art Grants totaled **\$16,366.54**. This includes \$4,400 toward Community Projects, including contributions toward Michael Verdon's Temple of Transformance, and Tutus for All, a project run by Rebecca Looney and Tiffany Joslyn.
- In 2014, Art Grants totaled **\$11,693.44**. There were no Community Art Grants distributed in 2014
- In 2013, Art Grants totaled **\$19,162.52**, with \$15,579 going toward PDF Art Grants and \$3,585.52 going toward Community Art Grants, including FIGMENT Phila and the Bring It Home Grants.

Ticket Sales

Spring PDF, 1343 ticket were sold. Tickets were priced at \$50. PDF Ticket Sales netted \$67,150. After expenses and funding of art, Spring PDF netted **\$12,428**.

PDF ticket funds are allocated (as of December 31. 2017) as follows:

- \$5 per ticket (i.e., 10% of ticket price ~\$6100) for Land Rental
- 10% of Ticket sales get allocated to future ART GRANTS
 - This art grant budget rolls over from previous years. Currently there is \$23,536.31 in the PDF art grant fund
- Effigy is funded, up to \$2000
- Then other expenses get paid
- If there are funds left over, it goes into the LAND FUND up to a maximum of \$15/ticket
 - In 2017, this means the entire remaining funds, \$12,428, were allocated to the Land Fund
- If after that, there are STILL funds left over, it goes into the UNALLOCATED fund

Constellation 720 tickets were sold. Tickets were priced at \$70 per ticket. Constellation Ticket Sales netted \$50,359. After expenses and funding of art, Constellation netted **\$8749.84**.

Constellation ticket funds are allocated (as of December 31. 2017) as follows:

- \$20 per ticket for Land rental. For 2017 this was \$14400 (~28.5% of ticket price)
- 20% ticket sales to Art Grants. For 2017 this was \$10080. \$500.50 was not distributed.
- Effigy is funded, up to \$2000
- Then other expenses are paid, which includes a 10% charge for ongoing PDF, Inc operating expenses), and a 5% contribution to Community Art Fund)
 - In 2017, \$5035.90 was allocated for operating expenses and \$2517.95 was put towards Community arts
- For 2017, the remaining funds were allocated to future Constellation Art (\$1195.99).

In comparison to 2016, funds from ticket sales were down 13.8%, or -\$18,792.10. This is due to funds raised from Constellation sales being significantly less that of Fall 2016 PDF.

The PDF Land Fund

- In 2017, Spring PDF contributed \$12,428 to the land fund. Land fund now stands at \$402 757.89.
- In 2016 \$40920 was contributed to the land fund.
- In 2015 \$40,635 was contributed to the land fund.
- In 2014, \$40,470 was contributed to the land fund.

The amount in 2017 was significantly lower than in previous years for 2 reasons. First, PDF expense were significantly higher than previous years, so we were not able to fund \$15 per ticket. All PDF profit was put to the land fund. Second, Fall PDF was canceled, and Constellation did not contribute to the PDF land fund.

Board of Directors retreat and onboarding

The Board held a two-day retreat and onboarding meeting in July 2017 spending \$1459 for food, lodging and materials.

The Board did not hold a retreat in 2016.

In 2015, the Board spent \$4981.01 on the annual retreat in Wilmington, DE, which was run by a professional facilitator, Vikki Frank. This retreat included two full days of strategic planning, including a day with Department Coordinators. In 2014, the Board spent \$1398.26 on our annual retreat in March 2014. In 2013, expenses for the annual retreat totaled \$3909.86 including room rental, facilitator fees, materials, and food.

Increased Expenses

In 2017, a number of areas incurred significant new expenses.

Operating expenses

New in 2017, the organization engaged an advisor for accounting. This cost \$465 in professional service fees.

Also New in 2017, the organization rented a storage unit starting in August. This unit cost \$220 per month, or \$1025 total for the year.

Web hosting and newly acquired webinar technology costs a total of \$1290 in 2017, up 48.5% from \$868.80.

Infrastructure Improvements (part of DPW).

After a number of years of not funding site improvement, in 2017, Playa del Fuego purchased \$1200 of gravel to attempt to improve the backroad condition at the Townsend, Delaware location. It was still a mudpit by the end of day 1.

In 2013, Playa del Fuego purchased \$1100 for four loads of crushed concrete to fill in holes in the back lot to improve parking conditions. •

City Planning and Management

City planning costs increased 33% to 2386.29. This was due to a 39% increase in Stage costs and a \$386.71 outlay to Sound team for monitoring equipment.

- In 2017, stage expenses increased 39% to \$1882 due to increased equipment rental charges and transportation costs.

- In 2016, the PDF Main Stage purchased a new speaker system for the Spring burn, which were listed under Capital purchases. Stage expenses for the Fall event reflect new transportation requirements needed by the Stage team.

Wristbands

- Wristband expenses again increased, up \$475.88 or 41% over 2016. This was due to two events now using fabric numbered wristbands, and a \$200 artist payment for wristband designs.
- The approximately \$800 increase in cost of wristbands from Spring to Fall 2016 is because the team decided to move to fabric, individually numbered wristbands.
- Prior to 2015, wristband printing was included under Gate and Parking expenses.

Land Rental

- In 2017, land rental increased 55.9% to \$21,275, and increase of \$7630. This was due to Fall event being held at a location which charged market rates, which was significantly more than was negotiated with the previous location.

Decreasing or Steady Expenses

Capital Purchases and Improvements.

- In 2017, infrastructure purchases totaled \$1866.20 including \$474 for Radios, \$528.20 in Shade structures, \$749 in Stage capital, and a \$115 laminator. This was 68% less than in 2016.
- In 2016, Playa del Fuego spent \$5,795.75 on Capital purchases, including \$1982 on an AED machine for MASH, shade structures for both the Participation Station and the Rangers Station, and speakers and equipment for the Main Stage.
- In 2014, Playa del Fuego purchased MURS radios and a new canopy for the gate.
- In 2013, Playa del Fuego spent no funds in this category.

Equipment Rental.

- At \$5029.69, our equipment rental and fuel cost was 3.2% less in 2017 than 2016 due to Constellation spending less on both golf carts and tower lighting.
- Equipment rental (primarily golf cart expenses) were \$5195 in 2016.
- In 2015, equipment rental was \$3487.80.
- In 2014, equipment rental (all of which was for department golf cart rental and gas) totaled \$2769.82, up from \$2116.50 in 2013.

Insurance.

- Event insurance for 2017 totaled \$7487, a 13.8% decrease from last year. This is largely due to fewer participants in the Fall.
- Event insurance expenses for 2016 totaled \$8685.00.
- In 2015, event insurance totaled \$8176.00, the lowest in 4 years.

Directors and Officers liability insurance stayed constant year over year at \$1000 per annum.

DPW

DPW is a shifting landscape of expenses. 2017 was characterized primarily by increase in land maintenance called out above, which was more than offset by lower dumpster, trash disposal and portapotties costs. Overall, DPW costs were down 19.7% to \$14,854.

Printing.

Printing covers all badges for volunteers, waivers, tickets, WhatWhereWhen guides, Ranger handbooks, and the VET Guide to PDF, distributed for the first time in 2014. Categorization of expenses may also list printing under individual department expenses.

Printing costs decreased 40% in 2017 to 2160.39, down from \$3617.30. This decrease came from Constellation saving over PDF in laminates, use of electronic waivers, and tighter controls on WWW printing numbers.

Security

Security costs decreased 39% in 2017 to \$1575, down from \$2590. This decrease came from Constellation saving over PDF in not hiring contract security.

Comprehensive Spring 2017 PDF afterburn report

Sections:

- Art Grants
- DPW & Exodus
- Drum Conclave
- Exodus (included in DPW)
- Fire Perimeter
- Fire Safety
- Lamplighters
- MASH
- Parking & Greeters
- Participation Station
- Planning Committee
- PONY Wrangler
- Rangers
- Sound Patrol
- Stage
- Theme Camp Placement
- Ticketing/Front Gate
- Who What Where

Art Grants

(Submitted by St. Greg)

Summary:

- 17 projects submitted. 1 was declined. 1 withdrew the application in favor of submitting for Fall. 1 declined the grant due to health reasons.
- 13 grants awarded for a total of \$7923.45 (out of a yearly budget of \$23,978)
- After removing the decline and one project no-show, we granted a total of \$7433.45
- We hosted an artist reception on Saturday afternoon, that was advertised in What Where When and emails were sent to the artists. About a dozen or so folks stopped by the reception.
- We hosted an art tour Saturday after the reception. Despite rain, the tour covered much of the art, focused on the items in centerfield.

THE GOOD:

**** Offsite Process

- Lots of great art! Lots of larger art! We granted \$7923.45 in art grants this Spring 17 applications were submitted, 1 was rejected by the Art Grant Committee, 1 was declined due to being unable to make it to PDF, and 1 was a no-show.
- Sending reminders for each step of the process (finishing applications, sending in contracts, sending in receipts) seemed to help ensure artists get things completed in a timelier fashion. We had A LOT of burnable pieces this time: 8 of these were fire art.
- We managed to support bringing the Catharsis temple (by Michael Verdon) to PDF. This temple was funded as a PDF Community Art Grant. This means that after NO temple in the FALL, we had 2 temples for the Spring!
- Posting in the P.O.N.Y., BPE, regional BM lists and regional FB groups still seems to work pretty well for us in terms of getting the word out on applying for a grant.

- We managed to work with Gate to let Artists in earlier.
- We got some spontaneous art installations and were able to accommodate them without stripping gears! In particular, the nautically themed whirligigs on poles came to mind, and the Jail cell.
- The vets wanted to keep one of the pieces, and the artist wanted to leave it. So the vets are now proud owners of the Tetrahedron Tower. Win Win!
- We already have an artist indicating he wishes to build the temple next Spring.
- Artists & crews appear to really like the Artist laminates. It's a simple yet effective way to show appreciation for the hours dedicated to making art for the burn

*** Reception & Tour

- The Art reception & Art tour, though curtailed by the weather, was nicely attended. Ursula says St. Greg is an excellent tour guide.
- Reception was attended by about a dozen people, including 3-5 artists

THE BAD:

*** Process

- Small number of Art Grants Committee members attended the decision-making call. Will look to recruit more members before the next cycle starts.
- The Weather delayed some builds - so even with some early entries, some art did not get built early
- Not all "Art Grant Recipient" signage got posted, due mainly to weather and delayed builds.
- One artist did not realize that we cannot burn pressure treated wood. So we didn't get to burn World Peace & Universal Love.
- We still could use more artist support on the rules & procedures. Example: Sample of completed applications. Lists of typically unfunded items. Information about early entry or fund advances.

*** Reception & Tour

- It would have been nice to see more attendance. It appears the weather kept a lot of folks from coming out of their camps.
- We did not tour pieces that were not installed in centerfield due to not wanting to trek to backfield in the rain.
- Some art pieces were still unfinished at tour time."

THE UGLY:

*** Process

- We STILL do not have the Art Archive live on the website. We have over 4 rounds of PDF art photos to post.

*** Reception & Tour

- None"

Suggestions for next event:

- We need to get better at coordinating with the Burn team on the amount of burnable art. We reached burn pad capacity Sunday night. We might actually have to figure out a Friday night

burn.

- We need a way to indicate who the artists are that can break perimeter during a burn. Purple glow necklaces have been proposed.
- We need to get better at mapping art that is not placed in centerfield
- A more formal system for handing out Laminates should be worked out. (Instead of just relying on the coordinator running into the artists)

Full list of granted projects:

#	Project Name	Granted amount	Notes
1	Fire Jenga	\$200.00	No show
2	Pieces of My Heart: A Puzzle for Everyone	\$500.00	
3	Shadow puppet crankie performances and exhibit	\$640.00	
4	Burning Cube	\$150.00	
5	Offering to Our AI Overlord (O.toO.AI.O)	\$1,690.00	
6	Swirls	\$500.00	
7	Rock 'Em Sock 'Em Rex	\$554.17	
8	World Peace & Universal Love	\$596.00	
9	LuminUS	\$600.00	
10	Humble Origins: Keeping PDF Great Again	\$878.00	
11	Tetrahedron Tower	\$750.00	
12	Flower of Life	\$130.00	
13	Solar System Walk	\$218.28	
14	Connect Far	\$227.00	
15	Sounds of the Rainbow	\$290.00	declined

TOTAL GRANTED \$ 7923.45

TOTAL GRANTED MINUS DECLINED GRANTS / NO CONTRACT / NO SHOW \$ 7433.45

Other noteworthy items:

- Reception budget - \$100 for drinks, snacks and tableware
- We will need a new Co-Coordinator. Ursula has moved to the PDF Board of Directors, and St. Greg needs to step away soon.
- "Art Grant Recipient" signs were made by Ursula for this event. Thanks to Jill for offering golf cart rides Friday morning for sign placement.
- We had no Propane ("poofers") in the art this time - a deviation from our historical pattern."

DPW

(Submitted by Karnak/Yeti)

THE BAD:

- we had plenty of hands - DPW volunteers are the BEST
- all structures were set up by Wednesday
- new hand carts kicked ass
- our "no dumpster" plan worked GREAT - the backup dumpster plan was not needed

- most structures were DOWN by 2pm Saturday
- Cassie's MOOP plan went very well

THE BAD

- the DPW van was a mistake - it got stuck and only used for ticketing - in the future I will only rent 4wd trucks if at all
- golf carts are a mistake - they should be abandoned except on the road and never in the back or on the grass
- Rangers tent seems to be missing a corner elbow - someone made due with a white one - this needs to be replaced just in case it's gone
- one of the yellow carts went home with R-3 (Daniel Shawn Hall) to get repaired - the tire is worn off the wheel
- we had constant complaints about the lack of hot water in the front showers
- the paid EMTs left a fully filled burn barrel at MASH
- the Ranger radio protocol is silly and overly complex – plans on redoing it and submitting it to Rangers AND volunteering to do the radio training. Recommend switching to the protocol used by parking / ticketing / DPW
- the ranger boxes are showing their age - it might be time to replace them
- if we stay at our current location - we need push brooms to clean the showers
- Lost and Found should be its own world - run by someone that is willing to be there till ~ 3pm in the afternoon and has the ability to transport. Lost and Found should have it's own blurb in the GUD

THE UGLY

- Ticketing and Greeters tents are done - they had to be hammered together and hammered apart – they were thrown out - need to replace them with the same model as the rest of the tents
- We had a few "trash bombers" who decided the leave trash on vet equipment or in Sanctuary - Jim cleaned off the vet equipment before it became an issue
- We HAVE TO DO a work weekend
 - the shed doors are dangerous - they are sharp and rusty - they cannot be used again - they are a liability
 - the shed inside the doors is unacceptable - it needs to be emptied and expanded - or eliminated - it's either take everything out - or put everything in
 - 1/3 of the shed is "we might need that someday" shit
 - the shelving will not fit a yellow topped bin - this needs to be fixed and all bins that are not STANDARD YELLOW BINS should be replaced

Drum Conclave

(Submitted by Moose)

The Good

- Strong contingent of drummers this year.

- Had the Gong Garden come out which made a big impact
- There space held for us in the pavilion due to the inclement weather
- Rhythms were on point
- Fires burned quick
- On Sunday when I wasn't feeling too hot from strolling around in the poop soup all weekend and didn't feel up to drumming it was still on point.

The Bad

- Didn't know about recorded music playing before the burn.
- Rain sucks

Fire Conclave

(Submitted by Anthony Pena)

THE GOOD: good turnout of fire preforms and an awesome show!

THE BAD & THE UGLY: Nothing. Everything went smooth; no complainants

Suggestion: have more fire blankets and safety's

Fire Perimeter

Spring Playa del Fuego (Submitted By Hudson)

THE GOOD: We had very dedicated volunteers, even though the long burn on Sunday night. The LED lanyards were very helpful to make us appropriately visible.

THE BAD: Mud. Five hours in the rain on Sunday. (But the team was amazing and dedicated).

THE UGLY: One camper was very unhappy about embers from the temple burn and complained that this was somehow the fault of the perimeter.

The pavilion is not the best place to hold a meeting. I'm thinking ranger headquarters or some other slightly quieter place would be a better place for our meeting.

Fire Safety

(submitted by Reverend Dave)

The Good: We had enough firefighters. No reports of major fire-related injuries. We started staging "just in case" fire extinguishers. All firefighters (and a couple fire extinguishers) managed to converge on a reported red dot incident in fairly short order (although the folks at the camp took care of it before we got there).

The Bad: Yeah, about the wait on that temple burn... (Sorry, everyone.)

The Ugly: Nothing really rose to the level of "ugly"

Lamplighters

(Submitted by Starboy)

THE GOOD: Despite the poor conditions, Violet was able to set up an abbreviated series of spires on Thursday. We had a lot of brand new volunteers on Friday night, more than we had spires/lamps/hooks. Everyone was very enthusiastic and excited to participate. Robes and equipment seemed to have survived the winter in the shed. We had access to a wagon for set up, which was sufficient given the limited area we were able to set up in (see below). Starboy was able to take down the spires Monday morning with no problem. We are still "ahead" in terms of equipment and fuel; we do not anticipate further expenditures in the near future.

THE BAD: Weather on Saturday night led to the coordinators making the tough decision to cancel the procession. The grounds were slippery and at places impassable given the size of our procession. Even Friday night was difficult in some spots, and the ground had had a day to dry out.

THE UGLY: Weather and ground conditions. Things were already in such a bad state on Thursday, that we were only able to set up spires in the front camping area. An attempt was made to set some spires up where the theme camps were, but there were not safe areas for people holding burning lamps on their shoulders to walk. A back hoe was blocking the road into the back field and we were told by a Vet that the back field was closed to any sort of vehicle. After seeing the state of the road into the back field, Violet made the decision to not set up spires in the back field as they would not have been accessible. Weather and ground conditions forced us to cancel the procession again on Sunday night. Another factor in this decision was that people were being told Sunday afternoon via bullhorn that a storm was coming and to leave early if at all possible; this led to a bit of a chaotic scene; given that, even with perfectly dry ground it might not have been possible to do a procession in such an environment.

Suggestion: Less mud!

MASH

(Submitted by Beauty & Radar)

THE GOOD:

OUTSTANDING MASH volunteers.

- Dr. Ernest K. Ralston http://www.ralston-research.com/Ernest_Ralston.html
- Everett Cornett, EMT-P <https://www.facebook.com/everett.cornett.75>

THE BAD:

One 911 call.

Numerous bug bites, chiggers & Sanctuary referrals.

THE UGLY:

The MUD & BUGS! Find another location:

I'd like to -HIGHLY- recommend having Dr. Ralston & Everett Cornett, EMT-P as our -new- EMS staff & -not- use JamCare again. There was some serious miscommunication between Patty & Avi Goldberg. I ended up being caught in the middle trying to solve issues. Not my job.....

I'd also like to see an increased paid staff. In the event of a multiple medical call situation there needs to be at least 2 additional EMT's or higher qualified personal on hand.

A handicap porta potty would be a great asset to have -next to MASH. For staff & patient use IMO." "I'd like to thank the BOD & PDF participants for having me as your MASH onsite lead.

It was my pleasure serving our community & I'm looking forward to our next event.....NOT in the MUD! ;-)

Parking

(submitted by Toaster)

THE GOOD:

- Participants were thankful for the regular updates posted to the Facebook group about the current site conditions and what to expect when they arrived.
- Despite similar conditions, exodus was smoother than 2016 fall. This was a result of good communication between the front and back lots, and having volunteers stationed by the back parking lot/backfield porta potties. When traffic would begin to build on the main road in-between the back gate and the front gate, a call would go out to hold traffic. This would allow the congestion to clear, without clogging up the roads with additional traffic.
- There were a number of amazing volunteers who got together on throughout the weekend to assist in getting fellow participants vehicles unstuck and map out good routes through the mud for those driving out. Many of them never signed up to volunteer officially, or hung out to help way longer than their scheduled shift. This took pressure off the vets and allowed them to focus on the vehicles that were extremely stuck.
- Delaying entry on Friday until Noon when the grounds dried up, worked well to help save the grounds in the beginning.

THE BAD:

- Some theme camps reserved whole blocks of time to volunteer with parking and then no-showed and gave the weather as their excuse.
- One participant tied a rope around another participant's vehicle bumper in an attempt to help get them unstuck. This resulted in effectively separating the bumper from the vehicle, while still leaving vehicle stuck in the mud.
- There were a total of 4 vehicles towing heavy items that had issues with the muddy conditions. Though the vehicles were shown to have 4x4 capabilities. After investigation, it was found that the vehicles 4x4 capabilities were non-operational.

- Temple construction materials repeatedly migrated into the pathway leading from the main road to RV row. There were multiple instances where the material needed to be removed to get an RV to RV row for placement. This wasted time and caused multiple traffic jams.
- One of our golf carts broke down Monday.
- Many participants did not follow the “carry in/carry out” decree, and instead of staying somewhere on the road where their car would be safe, ventured into the event somewhere to get stuck.

THE UGLY:

- AAA bailed out multiple times (at least four) when called to get a participant's vehicle unstuck. AAA drove all the way to the back field and then announced that they would go no further and turned around by the porta potties. One participant was extremely distraught by the ordeal.
- The difficult exodus left most core members of the exodus team onsite until after 8pm.
- There were groups that choose to linger after packing up well past the 12pm event end on Monday. This effectively slowed down the other participant's exodus by taking available parking and space when both parking and space were scarce.
- The Vet's stopped extracting stuck vehicles with the tractor while there were vehicles that still remained stuck.
- The parking team identified a need to create a central registry for participants who need to get their vehicle extracted from the mud. There was confusion around who the participants should talk to so they can get in line to get their vehicles out.
- Sunday night someone went around with a megaphone telling participants to pack up and leave due to rain and/or a flood watch, this effectively caused a mass panic and lead to many participants rushing to get out. It also happened a few hours before gates closed for the burn, leaving many participants with their things packed in their car and no time to leave event before the burn.
-

Participation Station

(Submitted by Diana-Smiles)

THE GOOD (so much good!):

- New radios were great. Thanks to Lizard for programming them!
- The new footers for the structure worked great, the replacement parts fit, and there were no issues despite the heavy winds and rain.
- The new water-proofing items for the electric worked as there were no issues there.
- Overall, volunteer coverage was great, and there were very few calls to replace no shows.
- Thanks to all the amazing volunteers - each and every shift helps make this event happen!
- There was tons of interest in the Volunteer Reserved Ticket Program (VRTP) and lots of traffic and education happening at the PS all weekend long.
- Shiddy and Heather and Wren were all amazing, and I couldn't have made it thru this burn without them! Wren's flaming bar had the PS hopping all Thursday night with tons of people!

- Lots and lots of straw was very very good as there was standing water under the PS.

THE BAD (2 points):

1. I didn't communicate clearly w some coordinators about the VRTP and there was confusion about the program.
2. 2. While there was a lot of interest in the program, the number of volunteers that actually registered was low.

Make it better next time:

1. Improve my communication with coordinators about this and make sure each department has volunteer cards in hand!
2. Continue education and awareness of the program, as I believe the program participation rate will grow over time

THE UGLY (2 points, working together to make ONE BIG UGLY):

1. Closing the gate at 6pm on Sunday when the road out of the back parking lot was also closed. This upset alot of people on Sunday because they couldn't drive thru the event to get out after being told to evacuate due to a flash flood warning (ugly point #2).
2. Someone ran around and gave misinformation about a flash flood warning on Sunday. I'm sure there WAS a flash flood warning, but since the event is nowhere near a creek that flash floods, it panicked people unnecessarily and crazy rumors were going around that had to be squelched at every turn. Then with the gate closing early, the vets did what they always do, which is stop traffic from going THRU the event. Previously, people could always go out the back entrance, but since that was under water, people who were trying to leave between 6 and 8 pm and were parked in the back lot were forced to stay against their will by the vets when they were ready to go.

*As far as I know, there was no issue with closing the gate at 6pm on Saturday.

Make it better next time:

1. Assuming VVMC in the fall, change the gate hours to 7pm and allow people to leave via the back gate; however, this is likely a non issue at other potential sites.
2. Have a point person for communication of this sort. That person can then use the radio to communicate with coords / leads and have them disseminate the information via megaphone, ensuring that the message is consistent and correct across the event."

Planning Committee

(submitted by Jamilah)

THE GOOD:

We planned. And then there was a successful event, so I'm concluding the planning was good. Owsla began training me as her replacement and transitioning in January 2017. Everyone has been very patient as I've been learning the ropes.

THE BAD:

None to really speak of. One call during the transition where I had some technical difficulties with the call-in number and recording, but everyone was very understanding. Also, the need for an emergency May meeting, but it was short and sweet so I don't consider that bad.

THE UGLY:

As mentioned previously, mud. However, that had no impact on the PC.

PONY Wrangler

(submitted by Jill)

Despite the mud, crud and blood, our Pony Builder, Glenn Richardson, teamed up with Burning Arts coordinator Rev Dave and got that thing lit.

It wasn't as showy as Glenn had planned because mud, but it looked pretty damn good. Glenn had been planning on coming in early Wednesday, but weather conditions prevented that.

In the future, I would like to guarantee that the Pony builder and crew can always get in on Wednesday afternoons, so they have more time to build and actually enjoy the burn. I would also like to see the Pony builder and crew get four reserved tickets in the future. I'll be putting that up for consideration before the Planning Committee in the coming weeks.

Rangers

(Submitted by Rat Bastard)

THE GOOD:

New leadership did not make a total hash of Rangering; old leadership that was around were very helpful (when needed, and unobtrusive otherwise). No issues with Rangers (being unrangerly or otherwise bending rules). No heroic efforts and really minimal logged events - I can say it now, things seemed to be pretty quiet.

THE BAD:

Shift coverage, particularly grave - this needs to improve. Hopefully with the ticket reservation program (and thank you for implementing that before I begged/bitched for it) we will build our numbers enough to staff more completely.

Comms - this will be even more of an issue when a new (presumably larger and/or non-flat terrain) site is in play. We had enough radios for the Rangers we had, but frankly I don't think we run enough Rangers per shift (and they should be paired rather than solo) which means we are deficient on the number of radios (and spare batteries). Co-ordinators should be radio available (in a stand-by mode) except when ""really"" off-shift (i.e. part of the problem) - which is 3 or 4 additional radios and batteries. I will work up a new schedule model and derive the needed radio count from that."

THE UGLY:

Patrolling the back field - particularly with as few Rangers as we had.

Making the call on LE for the found-child incident without proper coordination with vets (discussed and resolved on site the next day)." Protocol for lost/found child will change to assure that no one with a duty to report (to LE) will be involved unless required (i.e. a medical eval). This will retain our operational flexibility to close an incident without necessarily involving officialdom. I would further suggest that when we process a minor through gate/greeters we get a family portrait, and that we "tag" (wristband) children with a code that ties to pic-on-file (so if we are looking for a parent we have a name and a face); this is also very useful for Ranger lead to close such incidents (knowing that family is properly reunited). Thanks to everyone for the kind words and support for the new Ranger leadership team.

Sound Patrol

(submitted by Anthony Pena)

THE GOOD: there were a lot of volunteers that signed up for shifts throughout the weekend and most sound camps complied with turn down

THE BAD: the mud was really bad and made it hard to get around to the sound camps for turn down.

THE UGLY: during my camp pack up on Monday, 3 of my radios and 3 sound meters went missing

Stage

(submitted by Scott)

THE GOOD:

- Mostly everyone showed up to do the things on the stage at the time they signed up to do them. We had no power or rain or property issues of any kind. A total of 8 volunteers supported the stage and had a blast doing it.
- In addition to actual DJ sets, game shows, and the bevy of iPod playlist heroes, we presented over 15 hours of live music. The lights and sound were on-point all weekend.
- Patty (BOD President) was awesome and helped me fix the dispensation of money so everyone got paid correctly quickly.

THE BAD:

Literally no bad to report. Oh wait, we forgot to buy 9V batteries and had to use a corded mic. That was it.

THE UGLY:

There was one complication in that the stage space was immediately adjacent to an art construction set of things that subsequently was placed weirdly and, in general, the area set aside for stage crew is still not perfect, as we run into small placement conflicts each burn.

Theme Camp Placement

(Submitted by Katherine Miner)

THE GOOD:

We received about 40 placement applications for the Spring'17 event. We were able to complete the map in time for it to be included in the printed WWW copies. Our team of 4 volunteers successfully marked off the roads, theme camps, and art placements before the start of the event. We had great coordination with the Art Grants department.

THE BAD:

The grounds were in really bad shape and presented lots of challenges to our cause. Mud, standing water, and swarms of biting bugs were everywhere. Many of the historically reserved theme camp spots and roads were partially or totally unusable, even in the front fields, which are usually in the best shape of all the areas. A lot of the grass was engulfed in mud. Many theme camps encountered issues getting into the event on Friday and also with getting their infrastructure onsite throughout the event. Many camps and artists also had issues finding enough usable space (ie. not in a deep puddle or mud rut) within their reserved spots to set up their stuff. I got many complaints from theme camp leads about these issues. Hay was made available on Friday afternoon, which seemed to help some camps at least a little, based on the feedback I got from theme camp leads. There were a few no-show theme camps.

THE UGLY:

Flagging tape MOOP continues to be an issue. Although the Placement department communicates multiple times/ways (both on and off site) that tape MOOP is the responsibility of theme camps/artists to pick up once they're set up in their spots, there is still a lot of tape left out throughout the event. A lot of the tape got swallowed up by all the mud, which made it even harder to see and pull up. I personally cleaned up a ton of it and made announcements around to the camps as I was doing so, but didn't get much action in response, which is disappointing.

There were also some ugly attitudes we encountered. One Vet leader was aggressively screaming and cursing at the various groups helping with setup on Thursday as well as Parking on Friday. A few theme camps had complaints about their spots having puddles and ruts running through them. A few camps had complaints about their not being able to drive their infrastructure in. Unfortunately, we were all in the same boat and there wasn't much I could do about it.

There was one camp who set up overnight in a reserved theme camp spot that was not theirs. The next day when I spoke with them, they refused to move. Luckily I was able to find another, better spot for the camp that was displaced, and they were great sports about it when they arrived. "

SUGGESTIONS:

Respectfully, please find a new rental venue for future PDF's. The Vets' property is no longer suitable for our needs, and it doesn't appear that they are either able or willing (not sure which it is) to improve key issues like drainage, roads, and parking. Reading all the applications, I am always so impressed with what people are planning, bringing, and building. Then when they arrive to face such uphill battles to execute their visions and plans, it's just a shame, and demoralizing to us all, it seems.

Additionally, as a Parking volunteer, I perceived serious risks to participants' vehicles, safety, and freedom to leave the event at will (due to them being blocked in, stuck in the mud, or gates being closed at various times throughout the event.)

Also, the Vets seem to have forgotten to set up the big spotlight we rent from them to illuminate Ranger HQ.

Any questions or feedback for the Placement team can be sent to themecamps@playadelfuego.org"

We are looking for replacement coordinator(s) to do PDF Placement going forward. It is rewarding and fun. The map is like a puzzle that you need to figure out how to arrange. There is some offsite computer work in the month preceding the event (reading applications online, answering emails, coordinating with other departments, ordering materials, and laying out the map). There is also onsite setup on the Thursday of the event, marking off the roads, camps, and art with flagging tape, and labeling the reserved spots (our team has been completing setup around 11am-3pm Thursday). The ideal candidate(s) would be organized, dependable, and able to use either Adobe Illustrator or the Google Maps Overlay tool to update the map graphic for each event. We would offer training and transition support to the incoming coordinator(s). Please email themecamps@playadelfuego.org if this sounds like a good fit for you!

Ticketing/Front Gate

(Submitted by Smartie Martie)

THE GOOD:

- Overall pretty smooth burn at ticketing and check in process at Spring PDF 2017.
- Thank you to all the volunteers who helped out this burn. All the volunteers were fantastic this burn. DPW crew was great for a speedy set up and delivery of front gate items. Set up went well, even with a set back, we were checking in volunteers by 1:30 PM on Thursday. We did have some fabulous volunteers who stayed a little later to help with the guests of Mike Ryan on Sunday afternoon. We even had an extra volunteer stay on Sunday evening to help with exodus. One ticketing volunteer donated a metal firewood holder, for front gate/ticketing. (The metal firewood holder has been spray painted with bright yellow spray paint at the bottom by the feet.)
- Participants seemed to love the new snap-lock feature wristbands. The new wristband vendor was very accommodating to our event's production timeline. Hopefully we will be
- The wristband contest went better this burn, we had 8 submissions from our community. The participant who won the wristband contest was Sarah Shaak.
- Pre-event ordering went very well, received the majority of items for gate in a timely manner to complete diy projects in time for spring PDF.

- The gate ordered several bulky items, the items were shipped to Yeti (DPW Coord), and delivered on site on Wednesday afternoon. Super helpful of Yeti to assist in this task.
- The updated participant wristband registry seemed speed up the check in process at ticketing this burn. We still have a quicker retrieval time for a participant's waiver, for the one ambulance call.
- The theme camp application questions were updated to reflect the change of a theme camp requesting a wristband chart. We still had theme camps that did not pick up the wristband chart at ticketing. Please theme camp leaders, if you request a wristband chart, pick it up when you get your wristband, at Ticketing/Front Gate.
- The waiver pick up from Staples went well, no issue with pick up.
- All the waivers from this burn and previous burns were picked up by BOD member Monster.
- The volunteers loved the horse decals, pony pendants and shot glasses this burn.
- The volunteer reserved ticket program numbers were lower than we anticipated. I did give out and sign, quite a few of those cards. So I am wondering if participants forgot to register on Sat or Sun, or lost the cards.
- Opening at 5:00 PM went well, we had a full volunteer team, they were great at handling the high volume of participants checking in during that time. Closing the gates at Midnight seemed to go well, we did have a few stragglers show up after Midnight and we checked them in.
- Butterbean's suggestion about using gifts for technical errors seem to work out great this burn. Hopefully the technical issues with the computer will be fix by the Fall burn.
- Created 587 volunteer reserved cards for volunteers to fill out for the volunteer reserved ticket program. Did we have enough or do we need more cards?
- The posters about the volunteer reserved ticket program and consent was great to see placed around the event.
- The welcome home pony sign turned out good, the project was completed by Butterbean, Strongbow, Yeti, Smartie Martie, and burners in CT.
- We had some awesome twinkle lights along the wooden fence this burn, thank you Butterbean
- We had a lot of gift tickets donated to the burner community this Spring burn :D
- Breakdown went well with the help of Butterbean, Nick, DPW Team, Juicy, Wren, Jim and Karnak and Mike.
- Thank you Ninja, Tina, Nick, Butterbean, DPW Dudes, and John for all your help with tasks for Ticketing set up.
- Thank you to the many volunteers who signed up for multiple volunteer shifts for your help with volunteering at Front Gate and Back Gate:D

THE BAD:

- The gate structure during set up on Wednesday needed to be disassembled and reassembled with the correct parts. The Front Gate structure parts were mixed up with MASH's structure parts. The Front Gate/Ticketing structure parts/poles were labeled and we have the manual in ticketing FAQ. Unfortunately, on Monday during breakdown DPW Coordinator Karnak decided to trash the Front Gate/Ticketing structure. I have been shopping around researching options available for Front Gate/Ticketing needs.

- The onsite ticketing computer had a weird error message come up several times, during the event with scanned tickets. To quickly resolve this computer technical glitch, the gate ticketing volunteers used the donated gift tickets. During the event it was hard trying to locate Ben or Hatter to make them aware of computer glitch. They are going to look into this technical glitch and hopefully resolve the glitch so it does not happen again.
- Flooding under the tent. Talked to Franco about it and how it drains under the tent instead towards the ditch.
- DON'T USE MOLDY HAY IN TENT, it made volunteers sick.
- Front Parking other entrance was NOT blocked but Parking Crew failed to lay out pattern that would keep it open past the first row.
- Mash called the State Police after the missing parent was found for a child found wandering around the burn.
- The Vets watching the gates left on Monday at 6:00 AM, my understanding was they were to be on until 9:00 AM on Monday morning.....?
- A participant on Sunday going around the playa inciting panic with misinformation about the weather forecast. Having someone going through camp Sunday Morning telling burners to pack up because it's going to rain was NUTS. Another person was going through camp announcing Flash Flood warning. Again, Scaring people. Which caused panic in participants and issues at the gate about leaving after 6:00 PM on Sunday, waiting until after the Art burn.

THE UGLY:

- MUD, MUD and More MUD.....Carry In, Carry Out....Rain and More Rain
- Front Parking Lot was to max capacity on Thursday evening when the Gates closed at Midnight.
- Front and Back Parking Lots, it was so bad on Friday morning we were checking in participants at 9:00 AM, but asking them to return later in the day, to give mother nature some time, to work her magic on the Parking Lots..
- Sunday early gate closer time at 6:00 PM and participants were leaving due to Exodus already started Sunday afternoon. A participant on early Sunday afternoon going around the playa inciting panic with misinformation about the weather forecast, caused panic in participants and issues at the gate about leaving after 6:00 PM on Sunday. Also due to the horrible weather conditions at this event, caused the back lot entrance impassable for vehicles, this has never been an issue before at previous PDF's. All the vehicles had to drive through the event to leave. At Front Gate, we stayed later until 7:45 PM for participants to leave. We as a rule do not allow vehicles to drive on site during the Pony burn or Art burn, for safety. For future burns I will propose to move the gate closure time to 6:00 PM on burn night Saturday and 7:00 PM on Sunday. We did not have any issues with Saturday closing at 6:00 PM. I don't think closing earlier at a different site will

affect participants ability to leave the event. (Please someone else sign up for this time slot, besides myself, Butterbean, Devon- Greeters Coord).

- Onsite ticketing computer updated
- Change the gate time on Sunday, if we are at a different site, I do not for see this to be a problem.
- New structure for Front and Back Gate.
- Need cheap tow straps for front and back, maybe 4 sets.
- Need cone stretchers to block out more parking lot when we have issues.
- Need to buy a Car jumper box and combo bike chain to secure it. Too many people tried to borrow a participant's which was not PDF which was used to powering the cart lights on the golf cart.
- Jumper Cables for participants to use.
- Have a sticker contest, and give a sticker to each participant at ticketing during the check in process. They kinda do this at TTITD, except they give out about 12 different types of stickers to participants.
- New Front and Back Gate structure
- Better communication with department Coordinators and Leads about onsite weather announcements, burn times and how it will effect Exodus/Gate hours."
- Ticketing had 5 bags of trash, one bag for each day of the event.
-

What Where When

(submitted By Erica Vonderheid)

THE GOOD: WWW showed up on time. I have heard no complaints about the WWW from participants. And because there were fewer events submitted, there were fewer pages printed and it cost slightly less. And I had a coupon which was used for the laminates

THE BAD: Some people on the book of faces were complaining that the deadline for submission was too early. Someone said that it used to be 3 weeks before the burn, not 4, but I have trouble believing that. Since I've worked on it, the deadline has been 4 weeks. However, I set the deadline as 4 weeks and 3 days because I was concerned about getting it edited and designed on time because of our schedules regarding the rest of our lives (work, school, etc.). There was a tiny issue regarding the format the files are submitted to the printer, but that is easily addressed and didn't affect the final outcome at all.

THE UGLY: None. We are all pretty, pretty princesses.

I have to be a bit more diligent about reminding the community about the deadlines, although I think people should exercise personal responsibility and immediacy and turn things in on time, or even early. Although the book of faces is not the best medium to do so. Perhaps I should get it into the BPE as well, although it would depend on when the BPE goes out because it usually is just a few weeks before the event.

Comprehensive Constellation 2017 afterburn report

SPHERE: Community & Arts Team Sphere (CATS)

(Submitted by Millie McMillan)

Sphere Summary

The responsibility of the Community & Arts Team Sphere (CATS) is helping to shape and form the content of Constellation through direct interaction with participants. CATS is responsible for empowering artists and performers at Constellation by managing art grants, sound levels and performance stages. The team lays out the city, draws the map and handles placement of theme camps in a way that allows for the most flow. CATS greets participants as they arrive to help orient, acculturate and set the vibe and keeps the city running with happy volunteers.

While most responsibilities are working directly with participants, CATS must also coordinate with other departments for fire safety, parking placement, porto placement, etc. Remember, the PARTICIPANTS are the gift and CATS are there to help them shine and purrrrrrr!

There are 6 departments with CATS:

1. Art Curation/Grants (Led by Mir Rust; Also on Art Grant Committee Ursula Sadiq, Sarah Muskulus)

Responsible for curating artists, art, performers and helping some out with a little extra money to bring the city to life.

2. City Planning/Theme Camps (Led by Mille McMillan; Base Map created by Wizard Dad)

Responsible for creating the city plan and placing all of the camps and art at the event. Taking everyone's needs into consideration while making sure the "city" makes sense and creates flow – from sound to bars to food to art.

3. Greeters (Led by Jules Bellock)

Welcomes participants into Constellation, while making sure they know where they're going, providing answers to questions about the event, and giving consensual hugs.

4. Volunteer Management/Appreciation (Led by James Conley)

Responsible for recruiting, wrangling, scheduling, and maintaining the list of volunteers that are needed for the event. Make sure that every department is manned with all the volunteers they need, as well as handling all communication, and ticketing issuance for the departments. They keep track of volunteer attendance and hours. They take care of the hard working staff and department volunteers. With positive attitudes and a want to keep volunteers jolly, they make sure that they are all fed, hydrated, and in general good health and spirits while they work hard to keep the event running.

5. Stage (Led by Scott Frias)

Find the bright stars in the community to bring to the stage the brighten the event with their creativity and talents. Responsible for setup and scheduling of events on main stage.

6. Sound (On Site Lead Ian Scott)

Help set and maintain maximum sound levels to ensure the greatest amount of create freedom while maintaining happy neighbors inside and outside the event and also creating a collaboratively supportive event environment.

Review

What did we do incredibly well this year?

- AS BOD/PRODUCER
 - ART GRANT BUDGET AND TIMELINE - Creating an art grant cycle in two rounds. This was a smart budget choice. First round of art grants were based on 10% of ticket sales of 400 and second round was based on actual additional ticket sales at that time. This allowed for maintaining a smart budget choice while being able to maximize art grants.
 - PROJECT MANAGEMENT - Did an amazing job creating a successful event on a very short timeframe while dealing with the dynamics of a new team coming together. Project was started with almost half of the current board being new.
 - GENERAL - Having a shared HQ and office supplies was a great idea! Having a central place helped greatly with communications.
- AS SPHERE LEAD
 - ART CURATION - Art is what helps create the starry magic of the city and we pride ourselves in encouraging everyone to express themselves. The Art Curation team granted almost \$10,000 to new, known artists and theme and sound camps to make the city of Constellation come alive and sparkle! Managing this is no easy task and requires a lot of administrative effort – kudos to a job well done and with a process that was quickly created on the fly!
 - CITY PLANNING/THEME CAMPS - Having multiple laminated maps to update changes to the city plan (Theme camps and Art) was extremely helpful; Flags worked well and created less moop (can be reusable as well) for marking theme camp boundaries; The shared golf cart with volunteer management appreciation worked well. Overall, the flow of the city worked and liked having some theme camps in the RV parking area; Did a good job once back from Burning Man in keeping up and immediately answering all CATS emails.
 - GREETERS - The greeting team did an amazing job of adding acculturation to the mix and making it fun. The leads made even any challenges look simple by quickly finding a solution or work-around. With the fire it became a central place to hang out and with the CATS volunteers stepping in to help out freed up volunteers to go elsewhere.
 - VOLUNTEER MANAGEMENT/APPRECIATION - Having a dedicated golf cart to fluff volunteers was well appreciated by the volunteers and can be expanded. It even worked well in sharing the golf cart with the placement and art curation team.
 - STAGE - Even though there was no pre-signups did a good job of maintaining entertainment on stage
 - SOUND - For being placed so closely together, great kudos to the sound camps for working together and with Ian to maintain sound levels and work with each other on speaker direction, etc.

What could we do better next year?

As this was a new event at a new location with a new management structure and several new people introduced to Sphere lead and Department Lead positions, there were numerous growth opportunities to benefit from for the future.

- AS BOD/PRODUCER
 - PROJECT MANAGEMENT - This year the BOD played the role as the producer. In the future, it would be helpful to see the BOD work with the Producers to create a project management plan (i.e Gantt Chart) to help set overall expectations and tasks for sphere leads/departments, etc. Trello tasks then can be based on these tasks. Just using Trello tasks not attached to a project timeline and calendar is confusing and harder to track
 - PROJECT MANAGEMENT - Need to have shorter and more efficient meetings. I find that asking each team for a summary 2 - 3 days before the meeting, adding that summary to the agenda and sending the agenda out prior to the meeting helps reduce the time needed in the meeting and increases communication for efficiency
 - PROJECT MANAGEMENT - Would like to see at least 2 meeting a month or if needed once a week. Suggestion is every other meeting is sphere leads only with sphere leads bringing updates from department leads and the other meeting being all.
 - COMMUNICATIONS - Need a dedicated communications team to handle communications and FB responses. I do not think BOD members should be responding to posts without an agreed upon response (or really generic response until agree upon) as we need to be a unified and professional unit to help maintain peace and unity in the community.
 - BUDGETING - When creating budget for a new event in a new location make sure we obtain quotes to base budget on instead of using budget amounts from a past event in different location since amounts may vary widely. This will help us maintain a healthy budget.
 - TICKET MANAGEMENT - I think having a project management plan will greatly help this. We need to have a better timeline on this. The process should be introduced earlier. I think we should also take a step back and make sure we understand our requirements for a ticket management system and evaluate if the current system meets our needs, can meet our needs or if we will need a new system. I think if changes need to happen that they should be made now and tested before the last minute based on our lessons learned and creating requirements based on those.
- AS SPHERE LEAD
 - ART CURATION - Create an automatic response for the art grant application (preferable and based on research can be done) or have someone respond immediately on initial application
 - ART CURATION - Review the art grant application based on responses to see if can be simplified or if any questions may need to be made clear
 - ART CURATION - Create an SOP for art grants based on the on fly process created
 - ART CURATION - Encourage more city grants for people to create lights (such as for parking lot, etc). or things that are functional as well as artistic for the city as well.
 - CITY PLANNING/THEME CAMPS - Create an automatic response for the theme camp application (preferable and based on research can be done) or have someone respond immediately on initial application
 - CITY PLANNING/THEME CAMPS - Limit the characters on the question on theme camp application for the WWW guide and make it clear it is for the WWW
 - CITY PLANNING/THEME CAMPS - Clarify on the theme camp application what the process will be for entering event if will be different

- CITY PLANNING/THEME CAMPS - Review the theme camp application based on responses to see if can be simplified or if any questions may need to be made clear
- CITY PLANNING/THEME CAMPS - Simply the request for car or rv passes for theme camps to reduce or eliminate duplicates between other form if can
- CITY PLANNING/THEME CAMPS - It would be more helpful when having unique grounds to do a more accurate survey of the grounds to know accurate dimensions for placing theme camps. This could take at least 2 - 3 people 2 days surveying the location prior to the event.
- CITY PLANNING/THEME CAMPS/SOUND - While the sound camps did a great job working together, it would be helpful to spread out just a little more
- CAR/RV PASSES - Be able to add a maximum number of car and RV passes to the ticketing system and then have them show as sold out once the maximum is reached. Then have a form to send out if needed if additional information is needed.
- CAR/RV PASSES - Lists need to be printed prior to event for the greeters or list provided on tablet/computer
- GREETERS - Let's make this area even more decorative! Let's add some art and decoration. Add money to the budget for this in the future. Also let's add money for acculturation
- VOLUNTEER MANAGEMENT/APPRECIATION - Volunteer appreciation was done on a very shoestring budget and something that was very well appreciated. This is something that can be extended to show volunteers appreciation even if we do not add schwag to the mix. We only had one container for gatorade but actually need a container for water, gatorade and hot water preferably.
- VOLUNTEER MANAGEMENT/APPRECIATION - Need to plan for many more laminates and cords. Only ordered 100 likely 2 - 3 times needed.
- VOLUNTEER MANAGEMENT/APPRECIATION - It could make it easier for volunteer tracking if the volunteer signups or printed for each team based on shift. The shift lead or individual can initial if they show up of the individual can add their name and information if a walk-in volunteer. These shift list can then be bough to HQ and the list updated on a computer in HQ to be updated online.
- STAGE - Need to create a stage schedule and signup ahead of time with a call for a variety of activities for daytime and nighttime
- GENERAL - Golf cart management - Golf cart keys should be kept in centralized area and there should be a check in/out process for the keys so the golf carts can more easily be tracked down when in need especially when being shared. Golf carts should always have priority to the department assigned to.
- GENERAL - Additional supplies that would be helpful to have in HQ are scissors, tablet or computer and printer. It would actually be helpful to have a tablet or computer at both HQ and the Gate

SPHERE: Safety Sphere

(Submitted by Bryan "Soapbox" Boru)

Please list any other key members of this team, whether official Co-Coordinators or not:

First Aid: Erika Zahmer, September Corbett, Sam Givler

Ranger: Greg 'Gandhi' Goodman, Michelle Gonnering, Johnnell Umberger, Ryan Troup

Sanctuary: Krip Opat, Jen Dublin, Ryan Troup,

Summary

The responsibilities of the Safety Sphere include

- monitoring installations for any threats to participant safety,
 - with an emphasis on fire, health, and structural integrity concerns.
- Providing first aid support and being a point of contact for any medical incidents.
- Monitoring and managing fire safety for effigy ceremonies.
- Mediating and assisting participants with any issues of concern within participant interactions and experiences.

There are departments within Safety Sphere are:

1. Rangers (Led by Gandhi)
2. First Aid (Led by Erika Zahmer)
3. Sanctuary (Led by Kris Opat)
4. Conclave (Led by Leslie Ellmore)
5. Fire Perimeter (Led by Bryan Boru [de facto])
6. Fire Safety/Fire Response Team (Led by Bryan Boru [de facto])

Review

What did we do incredibly well this year?

- Sphere
 - Having a sphere system was more logical for a streamlined chain of command and assisted with problem solving and up and down workflow.
 - Our coordinators were all great. No complaints.
- Departments
 - Despite the early appearance of low volunteerism we had manpower for most departments.
 - More Fire Safety volunteers would make our jobs easier
 - Although each department was very effective on their own, I am curious if the traditional Ranger: Red Dot, Blue Dot, Green Dot system would be more conducive to our manpower needs.
 - Low call/incident volume overall means we were spoiled and should be prepared for significant difference in frequency if we have a next time.
- Rangers
 - multiple volunteers stepping up to the roles they were either needed, or wanting to fill.
 - Low impact of incidents overall
 - Good showing for training
- First Aid
 - Splinters smorgasbord
 - Good manning of dept. Overall
 - Great help from community, gifting supplies
- Sanctuary
 - Impressive effect considering the setbacks and low resources
 - Low call volume

- The On-Call system was a good answer to low volunteer/low call settings
- Conclave
 -
- Conclave Safety
 - Incredible effort by all safeties
 - On the ball for each and every minor event of fire spread making them non-issues
- Fire Perimeter
 - T-Shirts were effective to ID perimeter team
 - Zero incidents besides the LNT effort of our participants cleaning up my perimeter glowsticks
- Fire Safety/ Fire Response Team
 - Zero incidents

What could we do better next year?

- Sphere
 - Single Coordinators for each department constantly shows it's weak spots
 - Co-Coordiators would be better for workload, avoiding burnout, strengthening leadership continuity for the departments.
 - Should have had at least two pre-event sphere meetings, with Department and shift leads in attendance to help iron out any confusions, set everyone on the same page, develop team building and familiarity between leaders.
- Departments
 - Rangers
 - Better radio check in/ check out system should be considered
 - Consider shift adjustments.
 - First Aid
 - Better logging system
 - Inventory checklist
 - Erika and Boru will be getting CPR Instructor certifications to offer training to improve the skills of our volunteer pool.
 - Honestly it's not a bad thing for all leadership within event having cpr/aed training.
 - Sanctuary
 - Better logging system
 - Signage
 - Conclave
 - n/a
 - Conclave Safety
 - n/a
 - Fire Perimeter
 - Should consider Rope lighting for perimeter delineations or similar conspicuous marking devices.
 - Fire Safety/ Fire Response Team
 - More extinguishers and other resources.

Additional Comments

- I honestly think a discussion on some departments, especially the ones within the safety sphere should be considered to oversee their own volunteer check in/check out system.
- We should consider either Rangers and/or First Aid either manage their own or all radio check in check out system.

Sphere: Operations and Logistics

Submitted by Monster

Summary/Review

Everyone did an amazing job!! I'm very proud of everyone in the department. Overall, the communications systems seemed to work well - google group for emailing everyone, ops@constellationburn.org that went to myself and Karnak, and slack, and occasional zoom team meetings. We were all learning as we went, and certainly having the policies and procedures in place earlier next year will help.

THE GOOD:

- Parking lots seemed to work and flow well, overflow parking was utilized, and the step in posts (new) seemed to work well.
- The traffic was managed and moving the parking shade to watch cross-track traffic flow was great.
- Signage was clear and helpful, and the spires also helped mark the roads.
- There were lots of acculturation signs in the portos.
- Portos were generally clean (one complaint about wanting to have them cleaned Monday morning, but they were actually ok and people need to be leaving then anyway) and the locations seemed to work well.
- Gate did a fantastic job working to get everyone in, even those who had not followed all procedures.
- Overall volunteerism seemed very good, and lots of people jumped in to help on-site and seemed to enjoy participating and socializing around the burn barrels. the shade structures seemed to be adequate for their intended purpose.
- The moop levels were incredibly low! and LNT did a great job at the end.
- Having a volunteer/ranger HQ was awesome, though moving the volunteer signup to greeters was also a brilliant idea.
- While it was hard to know for sure what the budget would be/what was needed, our department came in close to what we budgeted, thanks to strong efforts to save \$ in some areas (since others, like portos, cost more than we expected)

The Bad

overall, these are minor issues:

- we bought way too much wood and it was left all over the place (as moop, which breakdown crew had to deal with).
- DPW did not have a plan for obtaining and taking home the burn pad (more communication w/ fire team so we can assist them with their needs would be great)
- We needed to better plan to purchase and refill gas and diesel cans (this happened, but it could have been streamlined).
- The radio sign in/sign out thing didn't really happen, although it wasn't really needed for this event and we had enough radios.

The Ugly

- Volunteer signups need to be up MUCH EARLIER!!!! and signups plugged when tickets are purchased and as much as possible -- overnight signups were dismal when we came to the site.
- Community and technical confusion about the ticket transfer system was a challenge for gate (which heroic efforts were made by our gate lead to resolve).
- Despite the landlord's repeated requests we were not able to get a mow map to them in a timely fashion so some of the grass was not nicely mowed.

What could we do better next year?

- What we more/earlier participant communication about ice; sales need to be up at the same time as ticket sales. having additional pickup windows would be nice (and an actual volunteer signup).
- Even though it was totally unnecessary for this burn, some LNT education and communication from the LNT coordinator would be nice, although i dont think we need formal shifts (like the greywater policy being communicated earlier, people being told they can come to HQ and get gloves/a bag for a moop sweep).
- The ticket transfer system needs to be UP and running as soon as sales close, and it really needs to stay up and running until the event starts (we should just have a computer at the gate) or at a minimum, the transfer deadline needs to be set and communicated at the same time!! as information about the ticket sales is initially given out, and in like every communication thereafter.
- Also tickets should be transferrable more than once.
- A bit more communication between DPW and the other departments (see above re: burn platform) so DPW can meet their needs (there was also an issue w/ first aid and sanctuary placement, though i think the solution we worked out was great).
- I would love to see a formal kids camping area and an "adult" area in city planning next year.
- I liked not having tons of golf carts, but having one "extra" to run errands would have been really helpful.
- If we want to have wristband art again, it should be opened up to the community as an art grant (in this case was a last min thing).
- WWWs were not utilized - we should print no more than 100 which was the initial plan, but we need them to get done way sooner so they can go on the website - the survival guide and chart of events can be accessible and printable, doesnt need a fancy layout.
- Also as apparently we cannot cut and paste inaccurate info from PDF, gate hours /policies and fire policies should be posted earlier and more clearly communicated.
- Really everything needs to happen about 3 weeks earlier than it did, and planning should assume that nothing happens during BRC or for at least several days to a week before or after.

- Having the original plan of BOD/event leads/sphere leads/coordinators will help make communication flow clearer and avoid people stepping on each other's toes.
- We REALLY need a dedicated comms team to help answer fb, but they should only give answers that we have developed already; new policies should get a "we'll get back to" reply and be sent to the appropriate person for response.
- There were some really snarky comments made in response to fb questions -- if you can't be nice, tap out of responding! better no response than a mean (or incorrect) one.
- I think having the sound camps a bit more spread out would be nice.
- We really, really need an auto response when people submit things like theme camp applications and art grants, saying it was received, the estimated time of reply, and a closely monitored email they can send questions to (if it's not going to be monitored during BRC that should be mentioned also) - this would go a LONG way toward easing frustrations. if an auto reply can't happen, a volunteer could just go through google form (view only) and send the stock response to all new emails.
- The purchasing/budget/reimbursement system was very confusing and hopefully will be clarified and streamlined for next time, but with something in place for last min purchases -- ppl who help out by running to the store should be able to just get paid back immediately on site and the sphere lead or coord should be able to seek reimbursement later (w/ receipt)