Playa del Fuego 2019 Afterburn Report

*In February 2018, Playa del Fuego, Inc, a 501c3 registered in Maryland, filed for the trade name of FirePony Creative Society. This report is written to reflect information for the organization as of December 31, 2018.

PDF2019 Overview and Highlights

PDF2019 was a sellout - we released 750 tickets to the general public, and some additional tickets were made available to artists and coordinators. In total 811 tickets were sold, 759 were redeemed. This is an all ages event - through gate we had 735 adults, 4 attendees in the 18-20 age range, 2 minors over 12 yrs old and 18 minors under 12.

The consensus from the organizers is that this was an amazing and successful burn. Mood and morale was good, despite some early weather. Volunteer shifts in general were well staffed. There were no major medical incidents.

2019 is the first year in recent memory that we took an after burn survey. This survey reinforced the idea that PDF 2019 was well received and that PDF 2020 will also be well attended. To the question, "Please let us know how you feel about your PDF 2019 experience", respondents reported a **97% satisfaction rate**. (24% satisfied, 73% very satisfied)¹ To the question, "Are you interested in attending PDF 2020", respondents reported a **92% extremely or very interested in 2020**. (16% Very, 76% Extremely). These numbers are incredible and we are very proud of how this burn is reigniting.

This was our sophomore year at this location. We have high hopes to continue to expand the event at this location. We are intentionally governing growth as to be sure we don't overextend our volunteer workforce and moreover to be sure that the event continues to be safe and viable. This being said, there are hopes to expand headcount to 1000-1200 for 2020.

About Playa del Fuego

Playa del Fuego (PdF) as an event began with about 20 East Coast residents, many of whom had been to Burning Man, who wanted to get together a little closer to home to celebrate the spirit of the event. In 1998, they joined together on the beach of Assateague Island on Maryland's coast for a weekend. As more people participated in the event, eventually the event was moved to a location in Townsend Delaware. 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. For over a decade, PdF was a bi-annual event – a spring event over Memorial Day weekend, and a Fall event over Columbus Day weekend.

¹ With our numbers, survey has 6% margin of error. Complete survey results are appended to the end of this report.

PdF, 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 PdF; everyone collaborates in some way to create the event. It's a place for radical self-expression, acceptance, inclusivity, and respect.

As the PdF event grew, a governing structure came into place in the form of a 501c3 non-profit, named Playa del Fuego, Inc. This nonprofit is now the recognized legal entity that sponsors the PdF event, the Burning Man East Coast Regional. The organization has grown to also support multiple projects based on community and 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 secured a location near Tamaqua, Pennsylvania. 2019 was the second year for PdF on the current site.

NOTE: We also started a new event, called Constellation, held in Elkins West Virginia. The first Constellation was help September 28 – October 2, 2017. We expect Constellation to continue as a yearly event, and no longer expect to host a "Fall" PDF.

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Organizational Structure

PdF is entirely volunteer run and includes the Board of Directors, the PdF Event Planning Committee, Coordinators, and other volunteers.

The Board of Directors

Doing business as Firepony Creative Society (FPCS), 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. FPCS 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 Board of Directors includes members who are elected by sitting members of the Board from a pool of nominees submitted by the FPCS 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.

FPCS has three Burning Man Regional Contacts on its Board of Directors: Millie McMillan, Bryan Boru, & Greg "Gandhi" Goodman.

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 June 1, 2019, the FPCS Board of Directors includes:

- Ursula Sadiq President
 - First term ends June 2020
- Christopher "m4" Venghaus Treasurer
 - $\circ \quad \text{First term ends November 2021}$
- Caitlin O'Dwyer Secretary
 - o First term ends November 2021
- Greg "Gandhi" Goodman Houston RC
 - Term ends July, 2019
- Millie McMillan Baltimore RC
 - o First Term ends June 2020
- Bryan "Soapbox" Boru New Jersey RC
 - o First Term ends June 2020
- Dave "Karnak" Dugard
 - First Term ends June 2020

Event Planning Structure

The Planning Committee includes Co-Coordinators that Organize and host the Planning Calls, overseeing the planning and organization of the event pre-event. As well as 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 May, 2019

- Art Grants
- Burning Arts & Response Team
- City Planning
- Communications
- DPW (Department of Public Works)
- DMV (Department of Mutant Vehicles)
- Fire Conclave
- Fire Perimeter
- First Aid
- Gate
- Greeters
- Lamplighters
- Parking

- Participation
- Planning Committee
- Rangers
- Sanctuary
- Sound Patrol
- Ticketing
- WWW (What Where When Guide)
 - o Design
 - Printing
- Web

Event Art

A major part of this event is the Art. As an organization, we strive to support art and artists at our event.

To this end, we offer art grants, early entry for artists, reserve tickets for artists, and host an art tour and an artist appreciation event. Art Grant Coordinators work with a team of volunteers to select pieces to fund for the event. Grants are available to 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. Priority is given to individuals and teams that have demonstrated a commitment to the Playa del Fuego community. Granted Art is as follows:

Project name	Artist	Granted amount	
Toilet Cats	Andrew Miller	\$20.00	
23 Kazoo	Peter Willis	\$24.92	Declined
Shitposts! For Science?	Pockets	\$100.00	50% claimed
Mini Burn	Heidi K	\$145.00	
Make Your Own Sock Muppets	Мо Јо	\$164.00	
Fire Jenga	Michele Christiana	\$170.00	Declined
Syno Synaptic Synchronicities	Sarah Monahon Ramirez	\$200.00	No show
Tabula Rosa	Todd Croteau	\$200.00	
Before I Die	Sheck	\$247.00	
Native Spirit	Jordin E Gilmour	\$250.00	
Pony Express	Stilted Saint	\$285.00	
WagWeg	Burning Rabbit	\$300.00	
VIP Porta-Pots	Sean Carter	\$353.00	
Spool of the Dawn	Laura Katz	\$625.00	
Sweep	Quentin Davis	\$730.88	
Giant Rideable Unicorn	Doug Shire	\$735.00	
Muppetmobile	Snuggles	\$805.00	Declined
Prayer Pinecone - Positive Pineapple	Chimera	\$850.00	Declined
aMAZEing Principles	Sheck	\$878.98	
PUber	Shari & Balls Camp	\$928.00	
Don Quixote's Dumbbells	Balance & Forest Fire	\$1,408.00	
Killadelphia Experiment M.V & Art Garage	Drew-cifer	\$1,580.00	
Temple of the Fallen Pony	Monk-E	\$2,325.00	
Effigy - Sparkle Pony Twinkle Box	Erika Zahmer	\$2,380.93	
	TOTAL	\$15,705.71	

TOTAL GRANTED \$15,705.71

TOTAL GRANTED MINUS DECLINED GRANTS / NO CONTRACT / NO SHOW \$13,705.79

We also have a number of ungranted art pieces, some of which register for our art listings. Below is a listing of the registered art, both from granted and non-granted art.

BEFORE I DIE...

Artist: Sheck - Art Grant Recipient

Life is finite. Take a moment and think about how you would finish the sentence "Before I die, I want to ."

DON QUIXOTE'S DUMBBELLS Artist: Forest Fire & Balance - Art Grant Recipient Don Quixote went to the gym, but all he found were two windmills... so he made them his dumbbells. Recycle! Fight global warming! Protect our environment! Location: Burning Art Area

DRAGON AND DEMONESS PHOTOFRAME AND LIVE ART BOOTH

Artist: Meisha

Lifesize 4'wide x 7'tall painted wood photoframe of dragon and demoness with enclosed booth surrounding. Come, pose and stay inside to participate as live art for the viewing pleasure of our friends here at Playa! Or, with your consent and taken with your camera, capture a quality photo to take home with you, complete with dragon and demoness as your photoframe.

GIANT RIDEABLE UNICORN

Artist: Nataraj - Art Grant Recipient

The Giant Rideable Unicorn is a large scale mobile sculptural installation on a bicycle powered platform. Standing about 9 feet high (12 feet at the horn) and 8 feet long, a four wheeled bike is fitted with a steel armature and covered in LEDs and sparkling 'fur'. The mane and tail will be made from fiber optics with rainbow colors, and the horn will be covered in sequenced LEDs creating a moving rainbow design. The saddle and structure are both made to accommodate two riders, and participants will be able to pedal and drive the unicorn around; the riders up top will hold on to the LED 'reins' and will be able to bob the head and neck back and forth.

IT'S A TRAP!!! Artist: Stilted Saint Wondering what this art is all about? You've been warned... It's a trap!!! Location: Pony Express Station

KILLADELPHIA EXPERIMENT M.V & ART GARAGE

Artist: Drew-cifer - Art Grant Recipient

A true Mutant Vehicle !! This is a 1969 Vavasity twin keel fiberglass sailboat that has sprouted wheels and decided to go on a walkabout. She is about 26 feet long and 8 feet wide and is outfitted with a vintage 9 hp engine and specifically geared to max out at 5 mph. This whimsical craft has been battle tested at 6 events including 2 tours in the desert as an officially licensed M.V. at Burning Man.

Have you ever wanted to create a fuzzy monster version of yourself? Or just a fuzzy monster friend? Camp Mahna Mahna is here to help bring your fuzzy sock monsters to life. Participants are welcome to stop by Camp Mahna Mahna during designated hours (to be posted in the WWW) and build their sock muppets with fuzzy socks, googly eyes, craft pom poms, yarn, ribbon, pipe cleaners, etc.

MINI BURN

Artist: Heidi - Art Grant Recipient

We offer the space and material to build your own Mini Burnable Effigy. Burnable materials include, toothpicks, popsicle sticks, bamboo skewers, matches, lint, twigs etc. Citizens build a down-sized burnable sculpture under 12" high. For those truly looking to learn how to build large scale art I explain concepts like thickness of wood and burn rate, density of material and how fire moves, how to captivate the audience and keep it exciting. Those interested in learning or just interested in playing are welcome. Once sculptures are completed, we create a safe perimeter for citizens to burn them (or they can take them home). Dancing and frolicking around the burn is encouraged.

NATIVE SPIRIT

Artist: Jordin Gilmour - Art Grant Recipient

Replications of native art from tribes that occupied the Schuylkill Watershed where Playa del Fuego is held...this installation will be as true to form as possible using real animal taxidermy, feathers and artistic style (where applicable). The art is a personal tribute by the artist to her best friend who recently passed away and was half Cherokee Indian. He studied nursing close to the event and was an avid DJ and festival goer.

PARKING PALS

Artist: Stilted Saint

The Parking Pals have been attending PDF for many years. Towering 10 feet tall, they stand as silent sentinels proclaiming messages of hope and inspiration. As you enter, watch for the Welcome Home Clown and the "Don't Panic" Sailor.

Location: Greeter Station

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PUBER (PLAYA UBER)

Artist: Balls - Art Grant Recipient

Have you ever been in deep playa and just lost the will to walk/stumble back to camp? Well, the PUBER (Playa Uber) is here to serve you! The Puber, by Balls (Camp) will be a public transportation art car available to the whole PDF community. To ride the Puber, you merely need to hail it as it drives by, calling out BALLS! or PUBES! Puber. Helping you come and go all over the playa. Location: Balls Camp

SHITPOSTS! FOR SCIENCE?

Artist: Jake Pockets - Art Grant Recipient Come write some shit on our shitposts. We're burning it later! These posts will be in front of many different camps.

Location: Shitshow... For Science!

SPOOL OF THE DAWN

Artist: Laura Katz Rizzo - Art Grant Recipient

Spool of the Dawn is a kinetic altar to summer, a reference to the magical Beltane ritual of the Maypole dance, and a connector of worlds. Thepiece provides a mechanism with which burn participants can contemplate and actively reawaken their bodies, minds and spirits to the vivid colors, vibrant scents, and tingling breezes of summer after the bleak and harsh chill of a long winter.

Location: Coffee and Contemplation

SWEEP

Artist: Quentin - Art Grant Recipient

I'm building using hundreds of sticks (3/4"x11/2"- 4'long) connected with wood glue and a nail gun in an interwoven lightweight jumble that is incredibly strong. The exact form is the result of improvisation but I will begin with 4 solid 2x4 posts buried in the ground with delicate archways between them and build up to a height of 8-10 feet in a random interconnected pattern. The final appearance will resemble a small grove of trees sweeping in a gentle curve. At night the piece will be illuminated with leds or flood lights if electricity is available.

TABULA RASA

Artist: Todd Croteau - Art Grant Recipient

This installation helps people contemplate who they are and where they have come from. Is one's slate complete, or can one continue to scribe their life in a more empathetic and healthful way? Tabula Rasa is a 3-sided wall structure painted flat black. Chalk (or neon paint) will be provided to participants to create personal expressions on the wall. The walls will be cleaned/repainted daily or a few times each day...becoming blank again. The installation will include lighting to excite the fluorescent chalk colors.

TEMPLE OF THE FALLEN PONY

Artist: Monk-E - Art Grant Recipient

The temple is an elevated structure in a pyramidal shape with a wing like canopy. at the top of the stairs the pony head from PDF 2006 will sit on a stand. this head fell off the fire and has been stored at a safe location since that time. Half way up the structure will be a seating area for contemplation

THE AMAZEING PRINCIPLES

Artist: Sheck - Art Grant Recipient

Enter, grab a passport, and wander through a maze! There are descriptions of each of the ten principles (and a stamp) so read, stamp, and get a reward for acculturation!

THE PONY EXPRESS BIKES

Artist: Stilted Saint - Art Grant Recipient

Following a long tradition of Pony Express bikes at prior PDFs, this year will be the first with a full stable of them. You can find them at The Pony Express Station, where you can take them for rides and participate in grand adventures. Get on the leaderboard and take one home at the end of PDF!

TOILET CATS

Artist: Clown Shoe - Art Grant Recipient

A couple dozen playful cats' faces will adorn the lids of porta-potties scattered throughout the event in the form of decals from life-sized to terrifying scale. Did you know that everybody poops? It's true. They do. However, not everyone closes the lid. In a porta-potty situation this lack of a wrist flip on the way out can wreak havoc on the plastic closet for the next user (population: everybody, as discussed above). Close a lid. Maybe find a cat face. Definitely help the subsequent pooper. You're a winner either/both ways! Look at you go.

VIP PORTA POT EXPERIENCE!

Artist: Sean Carter, Jen Cram - Art Grant Recipient

When nature calls, pop a squat in our stylish pots. Take a load off under a lushly decorated shade canopy. Freshen up with complimentary MOOP-mindful toiletries. On the flip side, gussy up before you step out in front of a PDF-themed red carpet photo wall. Commemorate the weekend without including innocent bystanders! Tag your photos with #VIPportapot so we can see your pretty faces! Get creative inside and out - share your PortaThoughts in our sketchbooks for posterity, leave your thoughts on the photo wall for the burn.

Financial Summary

811 tickets were sold, up from approximately 750 in 2018. Tickets were priced at \$65 at Tier 1 (500 available, sold out in approx 8 hours) and \$80 at Tier 2 (250 available, sold out in approx 38 hours). Additional 61 tickets were released and sold to artists and coordinators. Ticket Sales netted \$ \$55,428.00. Additional income came from ice sales for \$2,118.00 and in/out passes for \$360.00. Total income was thus **\$57,906.00**

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 2019, Playa del Fuego awarded \$15,705.71 in Art Grants including the Effigy & Temple that appeared at the event. Some artists declined or only claimed partial grants, so we in end distributed **\$13,705.79**. Details of the funded Art Projects are below in the Event Art section of this document above.

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 the total reported here.

Total expenses for 2019 were **\$48,039.70**. The largest expenses were:

- Land rental (\$12,165)
- Funding of Future Art (\$5542.80)
- Administrative overhead funding of ongoing organizational costs (\$5542.80)
- Porta Potty Rental (\$4928.60)

These four items account for over 50% of the total budget.

After all expenses and funding of future art, PdF 2019 netted **\$9866.30.** In comparison to 2018 which netted \$6482.23, event income was up \$3,384.07 or 52%.

A detailed profit and loss is appended to the end of this report.

PdF funds are allocated as follows:

- \$15 per ticket for Land Rental
- 10% of Ticket sales get allocated to future ART GRANTS
 - o This art grant budget rolls over from previous years. Currently, after PDF19, there is \$15741.12 in the PdF future art grant fund
- Effigy is funded, up to \$2000
- Then other expenses get paid including
 - o 10% of ticket sales gets allocated to ongoing administrative fund which pays for things like web hosting, communication software, year round storage, directors insurance.
 - o 5% of ticket sales gets allocated to a Civic Engagement and Community Arts fund.

Attendee Profile

As mentioned above, we did take an after event survey. All the recorded results are in appendix B. Extracted from those results are these few tables profiling our attendee ages and ethnicity.

Q: How old are you?

ANSWER CHOICES	RESPONSES	
0-12	0.00%	0
13-17	0.00%	0
18-20	0.00%	0
21-30	26.67%	48
31-45	53.33%	96
46-60	17.22%	31
61+	2.78%	5
TOTAL		180

Q: What is your ethnicity?

ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	2.76%	5
Asian or Pacific Islander	2.76%	5
Black or African American	2.21%	4
Hispanic or Latino	5.52%	10
White / Caucasian	89.50%	162
Prefer not to answer	1.66%	3
Other (please specify)	6.08%	11
Total Respondents: 181		

We also mapped the zip codes of ticket buyers. As you can see, our buyers are primarily clustered on the DC-NYC corridor, though we do have some buyers spread out across the country.



Comprehensive 2019 Afterburn Reports

Afterburn reports are submitted by each of our coordinators. We ask our coordinators to submit what they found good, bad, and ugly, and to suggest improvements for next time.

Sections

Art Grants

• Burning Arts & Response Team

- City Planning
- Communications
- DPW (Department of Public Works)
- DMV
- Fire Conclave
- Fire Perimeter
- First Aid
- Gate
- Greeters
- Lamplighters
- Parking

Participation

- Planning Committee
- Rangers
- Sanctuary
- Sound Patrol
- Ticketing
- WWW (What Where When Guide)
 - o Design
 - Printing
- Web

Action Items & Key Takeaways

- Improvement is needed on clarifying the specifics and scope of answers needed on the Art Grant Application Form.
- Solutions to avoid night diving on the event grounds is needed.
- As a community, we invested some serious money into art. A more formal big tour, with comments from the artists at each stop, will help better celebrate the investment.
- Adding clear timing understanding & agreements and LNT agreements with Burnable Art Grant recipients.
- Reassess City planning, improving 'neighborhoods' & descriptions so people can better be placed in an area they expected or hoped for.
- The overall communication structure is too diffuse and makes it hard to track down answers from many coordinators, which creates problems with time-sensitive topics for the BPE.
- Less firewood needed next year, we have a backfill on wood for next.
- Better accountability for personnel on site pre-event.
- Continue great trend of improving ticketing system for ease of entry, accountability and dynamic intuitive.
- Participation and Rangers need a better separation, we need to explore solutions to not have either negatively affect the other.
- The tax policy caused a participant to reject the grant. We could review the 1099 issue and potentially change our policy based on updated tax guidance. While the standing policy echoes the BM policy, we want to ensure we are doing all we can to maximize participation, and so we should review our stance here.

Art Grants

(Submitted by Scott Frias)

THE GOOD:

- The sheer number of entries was truly heartening.
- The cohesion of the art grants committee and the quality discussion over each artwork lent gravity to the event, as the passion in each piece was expected and delivered in virtually every case.
- This was the first year for Mutant Vehicles, and the success of this paves the way for expansion in this area.
- Sorting the obligation as a regional, to support the expensive and unique burner vehicle cost, helps support the national cultural movement and was a critical win for this burn.
- The willingness for the BOD and participating art committee folk to expend a greater percentage of inbound funds than the set aside (10% of tickets) by more than double, indicated a commitment to art that is commendable.
- Finally, the level of execution and rendering of the described works was nothing short of remarkable.

• The temple was gorgeous and burned beautifully, the mini burn, the PUber, the rideable Unicorn, the Killadelphia vehicle. . . the several other burneable pieces that just stunned the crowd... Our Art community is an excellent example of what the culture helps produce and of how, by being encouraging and open, we can motivate creativity on a grand scale.

THE BAD:

- Some of the applications were short on details.
- This lent to us the notion that we could make more example art grants available to display for the community, to give them a better understanding of the info we need to make a positive decision.
- We did have to reject several applicants because they didn't get the distinction between a camp project and a playa level project, or the amount of creativity required to pass the committee's "thoughtful effort" standard. Better examples are likely necessary to avoid this.
- While the Art Grant Soiree was fun, it could have been better attended. More advanced notice and a bigger sign might help next year.
- The tax policy caused a participant to reject the grant. We could review the 1099 issue and potentially change our policy based on updated tax guidance. While the standing policy echoes the BM policy, we want to ensure we are doing all we can to maximize participation, and so we should review our stance here.

THE UGLY:

- Ensuring all applicants complete the documentation in a timely fashion. Reminding them often is a real requirement.
- Ensuring we communicate the funding for Art can come from more sources than just this committee. Art at BM has multiple means of funding and we need to stress this to our community.
- Separate coordination (coordinator or dept.?) for Mutant Vehicles

Suggestions for Next Year

- Increase percentage of set aside money. This will help us continue to fund art at the level we did this burn. Currently 10% is too little IMHO.
- Make a bigger splash in the WWW for the Art Tour. A Full Page AD! Maybe even a big sign.
- As a community, we invested some serious money into art. A more formal big tour, with comments from the artists at each stop, will help better celebrate the investment.

Other noteworthy items:

I had a few artists populate the volunteer hours documents, as they were showing and working their art during the burn. I love the idea of the volunteer tracking system, and hope that this additional system for supporting artistic effort during the burn remains in place for artists.

Burning Arts & Response Team

(Submitted by Bryan Boru)

THE GOOD:

- No Fire Emergencies
- Art Burns successful even in spite of rain, beautiful burns

THE BAD

- Only one poofer at burn meaning limited cases to share with trainee process and methodology.
- Effigy was a little late getting ready
- Rain on Temple Night
- Some pre-event hiccups with Temple team

THE UGLY

- Perimeter, Conclave Safety, Conclave must be more in communication, preparation with each other.
- Nozzles missing/lost

Suggestions for Next Year:

- Better LNT Agreements or training/manning a LNT team for art burns.
- Better Identification of Burnable Art Teams (Laminates for Temple/ Effigy teams), Perimeter Volunteers, Safeties.
- Fire Art Pre-Registration
- Review Effigy Art Grant Contract & Use as Reference for Temple Grant Contract
- Improve list of unburnables on art grant page, explain to non 'burnable art' submissions that they can only burn their art post event if it fits within these parameters..
- Consider buying turnout gear among other new equipment.

City Planning

(Submitted by Miles, Kat,)

THE GOOD:

- We had an amazing coordinator staff this burn. Everyone worked so well together and there didn't seem to be any tension.
- Set up seemed to go fairly smoothly.
- Our early entry volunteers were rock stars that got the city laid out quickly.
- One of them has ideas of how we can improve the grounds/roads and other areas of the event.
- If this is something the BOD is interested in, please let me know and I can put you in contact with him.
- Great collaboration and hands-on training with new Coordinator.
- We placed 36 Theme Camps, 4 Art Support Camps, 40 potties, and over a dozen art pieces. The layout seems to have worked well, based on initial feedback.
- We took extra time and effort to place the roads to avoid stumps, ditches, and other hazards. We did onsite work pre-event to clean up the roads and problem areas.
- We handled several minor placement issues successfully onsite with the parties involved. There was some confusion of camp boundaries late Thursday night after a box truck shredded up the flagging tape along Electric Ave. As a result, one camp was without a spot on Friday morning when they arrived. They found me right away and we worked with the neighboring camps to shift back to their assigned spots, so the displaced camp could have a space along the road.
- Everyone involved was cooperative.
- We had a batch of good first-time volunteers. A few already expressed an interest in volunteering with us again. They seemed excited about the reserve ticket program as well. We awarded 5 volunteers 6 hours each for reserve tickets.

THE BAD

- In discussions with some of the camps in cool town they'd rather be up in the main area. We will look next year to make this change and use cool town as an open camping area.
- We need a better way to identify what camps have kids and which ones don't. There was a camp with a large contingent of children that we placed near camps that didn't want to be placed around kids.
- We may look to having a kid friendly reserved area for next year.
- We need to find a good sandwich place near the parking light rental location to feed our volunteers.
- Too many emails! There were way too many questions about everything, from the process, to vehicles, to individual apps. This signals that we need to revamp the applications and info on the site.
- Lack of engagement and extremely delayed communications from the Sound Coordinator made placement of 9 sound camps more challenging. There is a lack of information on the website or via email about Sound policies, applications, criteria, approvals, etc.

- PC calls were long and tedious. A lot of the time is spent repeating and recapping from prior meetings, or for people who are not as involved.
- The onsite setup took longer than in the past (~6 hours Wed + ~6 hours Thurs). We took the extra time
 to train new team members, plot out ideal roads, support RV area setup, and mow overgrown
 roadways. This was the first time we took so much time before the event, and future availability of the
 entire team so early is not guaranteed.

THE UGLY

- Length of grass. This needs to be addressed in the contract going forward.
- The back area of cool town felt like it wasn't mowed at all. The remaining areas of the event also need to be mowed down a week prior to the event.
- This will allow participants to more easily see where they are walking as well as having lower grass that will be less likely to have ticks.
- I strongly urge the BoD to update the contract to include more landscaping work to be done, including:
 - Mowing the entire usable contractual area within a few days of the event
 - Bush-hogging more of the contractual area, specifically in the back of Cool Town and RV areas, where we observed a specific tract of the field that had tall, rough brush
 - Leaving the former corn fields unplanted so they can continue to recover and hopefully be used for Theme Camps next year

Suggestions for Next Year

- The Sunday morning coordinator meeting should be moved to a later time period.
- In my opinion this is the time when coordinators are most likely to let loose for the night and go to bed late.
- Wax did an amazing job with Rangers this burn, but we need to find a way to get him more help. It isn't reasonable to have someone putting in so much time and effort into their burn to be working so much.
- Big Bob was always working it seemed. Whether it was helping us set up the city or putting up/taking down lamplighter lamps. The man was a machine with his volunteering!!! He is the individual I mentioned above that has idea on road improvements.
- I would really like to revamp and streamline the application process into one conditional-format form that can group the submissions by type and route them to the appropriate coordinator(s). I'd also love to transition from the PC-based planning structure to a "sphere-based" model.

Communications

(Submitted by Jen Finkle)

THE GOOD:

- Initial video conference was an effective way to transition into the position.
- Mailchimp campaigns show decent open rate on most BPE emails.

THE BAD

- There were a couple negative BPE responses from upset art grant recipients who were not expecting their name to be disclosed, as well as one unattributed quotation from the BM site and one misattributed Art Grant photo.
- Attempt at targeted email for multi-ticket owning emails about transfers fell thru because I couldn't find imported list in MailChimp.
- The 2019 Survival Guide kind of fell through the cracks, and the link that was in the BPE was for 2018

THE UGLY

• The overall communication structure is too diffuse and makes it hard to track down answers from many coordinators, which creates problems with time-sensitive topics for the BPE.

• The coordinator email list literally gave me nightmares.

Suggestions for Next Year

- Transitioning out the Coord email list, possibly in favor of Slack with a channel for each department. It's
 what we use for Portal, and it works so well! I would be happy to set it up, as it falls under
 Communications.
- Fewer separate forms for participants to fill out; more conditional questions on forms to ask the questions pertinent to the participant's situation.
- Have onsite parking be under one department (probably City Planning) with one deadline to avoid confusion and RVs hitting up theme camps for parking.

DPW

(Submitted by JaydeRaven)

THE GOOD:

- We found more efficient ways of setting up this year.
- Set up was much quicker and smoother.
- Vendors, for the most part, were already settled and only required minor tweaking.
- Layout was improved, with only one minor porta-potty adjustment really being needed for next year's PdF.
- We had enough porta-potties!!

THE BAD

- Car ports were packed up (from Constellation) all mixed up, resulting in some serious confusion when setting up.
- Car ports were not labeled for ease of assembly.
- Holy shit, those cement buckets, while a great idea, were HEAVY.
- Too much wood... my bad.

THE UGLY

- Portapotty adjustment for back open camping and near Cool Town/RV.
- Less wood.
- Moving our storage unit closer.
- Carport organization/labeling.

Suggestions for Next Year

- Move one or two portapotties to "back field" area of open camping (still on the road), and take one
 portapotty from the crossroads (by burn pad) and one from the bank of EIGHT up by sound camps, and
 place with Cool Town/RV group.
- Purchase separate carport/structure equipment for PdF. Once initially set up, label with colored tape for future ease of set up.
- Reduce firewood order. No open camping wood pile.
- Rent local storage for PdF items.
- Beseech "The Mountain" to volunteer for DPW and move concrete buckets.

Fire Conclave

• Report was not submitted

Fire Perimeter (Submitted by Hudson)

THE GOOD:

- We had lots of dedicated volunteers who were willing to stand in the rain for hours.
- The fires were beautiful and without incident. No one died.
- I thought to give everyone bandanas so their hair would not be in jeopardy. No one's hair caught fire this year.
- The glow stick necklaces, although single use plastics, really made seeing the perimeter easier than the lanyards that we had used in the past.

THE BAD

- One volunteer was not very good at taking direction.
- We were out there for a very long time waiting on artists.
- The weather was drippy.

THE UGLY

• I really wish the perimeter were more visible. (light strip or something)

Suggestions for Next Year

- Marc, Thor, Rutabaga, and Aaron Curtis Rupp were really great. Actually everyone was with exactly
 one exception whose name presently escapes me, but Aaron may be interested in taking over my role,
 and I was very pleased with his job.
- I was not worried about his section at all. He was alert, communicative, helpful and competent.

First Aid

(Submitted by Givler & Jenny)

THE GOOD:

- Lots of virgin volunteers
- worked up a new system for tracking volunteers
- Volunteer incentive program encouraged many volunteers to pick up extra shifts
- Volunteers returning even when they were not scheduled to help and excited to be there was fabulous.
- Communication between Coordinators was amazing. Thank you to everyone. Special thanks to Soapbox and Givler for wrangling me.
- Smiles and participation really saved our butts with recruiting new volunteers and helping us to be able to have a burn. "Go to bed Givler"
- Moving first aid to a more visible location and close to the Rangers and Parts Station was bonus.
- The index cards used to get info from volunteers worked out really well and will allow us to be able to reach out for future burns.
- Having multiple go bags was nice, one with cart and one stationed at first aid
- The grid map was useful, thankfully not needed though
- Stepping back from stricter requirements for first aid volunteers really helped open the door for more people to show up.
- Camp Shit show actually had their shit together this burn.

THE BAD

- Want to adjust shift hours and layout.
- Ambulance golf cart was nice, but the seating arrangement allowed for unbalanced ride, risking tipping over.
- At least one more Co-Coordinator.
- Not really just a lot of kinks to work on.
- the 3 hour shifts were okay with 2 volunteers I think a 4 hour shifts would be beneficial requiring less volunteers

- Having 2 volunteers on each shift worked, however having something similar to the ranger set up with one lead stationary having a 6 hour shift and 2 dirt first aid working 4 hour shifts would be nice. I think it would make us more visible to participants and be able to cover larger areas if needed.
- Recruiting was rather difficult in the sense of only being able to reach out through the FB page and the website (do people actually look at the website for that?) also this being my first time in this position I wasn't sure how that all worked. Maybe set up a FB sister page prior to each burn to direct people for info on sign ups thus cutting down on noise from the other page. (Blame karnak for noise pollution)
- I let the ball drop and would like for the 1st aid manual to be available for volunteers digitally who sign up early, either sent through a welcome and thank you email for volunteering that would be sent out before the burn or on the website.
- Expansion of the old first aid tent would be nice to allow for a better flow in helping participants that need first aid vs those that are helping themselves.
- Burn night we really need 2 carts and extra hands on deck for staffing. 2 carts because one stationed at the burn pad/perimeter itself and 1 cart in case of any calls. Also someone stationed at first aid for those not watching the burn who may require help.
- The ambulance cart was nice and would be welcome if it could be left stationary at first aid. A cart that is a 4 person UTV would be excellent to have when needing to run calls.
- A better work flow for the first aid tent (this comes with trial and error)
- Not educating myself on up to date terms for recreational activities.
- Better communication before and during the burn with sanctuary and what constitutes needing first aid and what constitutes "Healing Space" needed for participants.
- I think first aid could send out emails possibly prior to the event addressed to theme Camp TCO's about anyone in their camp with special medical needs. With first encouraging them to have the members alert their TCO's to anything first aid may need to assist the camp member such as, personal Epi-pens, diabetic supplies etc. along with the location of these items to their TCO.
- Encourage participants to follow something I noticed burners doing at the Big Burn and having their name/burn name and theme camp on a personal belonging that is with them such as a cup for example in case we have to respond to someone and left ballpark is nowhere in site.
- we should have a follow up survey sent out to volunteers to hear feedback and things they would like to see improved for the departments they helped with. I am always open to shortcuts on how things can be done to improve everyone's burn and run efficiently.
- More informative access to early volunteer signups without having to pester Fiona for that information prior to the burn. Such as emails and etc.
- Black and Yellow bins that are conformed to the standard and clearly marked (I will be doing this during post burn inventory with a list of what is in each numbered bin that I can share via google docs along with a hard copy)
- First aid needs a SOP digital and hard copy for on site (I believe Givler and I will be working on that this year)
- Work flow in the first aid tent needs improvement and better separation of self help stations vs first aid stations.
- First aid also needs to have stocked in go bags biohazard (goopy yuck bags) bags to dispose of nasty stuff when clean up arrives.
- Chucks (puppy pads) for placing under messy cleanups such as cyst bursting to reduce further contamination such as MRSA
- Gloves need to be placed on all carts and volunteers need to be encouraged to place some on their person while on shift.
- Volunteers need to have a simple dress code enforced. No open toed shoes, and suitable clothing in case of running, exposure risks. First aid shirts would be nice for future budgets. I have designs

THE UGLY

- SOP's need to be written.
- Hand washing station at First Aid,
- Second golf cart for simple transports and busy nights.

Suggestions for Next Year

- More standardization of radio protocols across all departments.
- More communication of basic information amongst Safety Departments.
- New structure for First Aid.
- Possibly Merging First Aid and Ranger station structure.

Additional:

- During busy Saturday nights, multiple off duty volunteers popped in to visit and assist with calls of their own accord.
- Jolie Cannoli showed up with a broken leg (from prior to event), and still rocked out, working with us for the shifts she signed up for as well as most of Saturday night, which she did not sign up for.
- The Wood has to leave mid shift due to a family emergency, however, he pulled two replacement volunteers from his camp to cover his shift.
- Once again I want to give a huge hug and thank you to Zahmer for an amazing Effigy and her encouragement of me stepping into this role. I had some very large shoes to fill.
- Givler and Soapbox for every bit of your support before, during and after, I honestly couldn't have done what little I did without the three of you when it came to helping to put together first aid.
- Last thank you to Karnak for allowing me to work through this process and never ever doubting me.
- I know I am most definitely a handful!!! Until next burn!

Gate

(Submitted by Nico)

THE GOOD:

- Full of volunteers, no abandoned shifts.
- No broken wristbands.
- We never got a rush crush of cars!
- We had a very steady pace and it led to zero stress and happy volunteers!
- My volunteers and Co Lead were able to figure out any weird gate issues WITHOUT CALLING ME right away.
- It was wonderful they felt empowered to make a decision and they were making the right calls.
- They usually checked just in case but it was really awesome to say YES, YOU GOT THIS.
- I loved seeing the same faces and had real confidence in the shift leads.
- Will make special shift lead swag next year.
- Overnight security was great even though they let 1 group of stragglers in after hours. We were able to get them banded in the morning.
- Community communication was phenomenal. Anyone who had an issue called ahead or found someone to help without screaming and whining about it on Facebook.
- I just love us right now.
- Communication between Gate, greeters, and parking went well too.
- Loads of volunteers!!! No major shortages.

THE BAD

- Ordered too many 18+ bands. Technically they cost more because we order less so that \$\$ waste sucked.
- Miscommunication on my part lead to some adults not filling out a waiver when names did not properly show up in the system. THIS WAS A HUGE BOOBOO ON ME. We will remedy this by next year.
- Stronger language or communication about no nudity at gate. So many people caught nude and just had to explain why they could not be nude over and over. We did have townies jog up and visit so definitely glad Camp Tasty was there with clothes on when that happened.
- The Bear.

- I honestly have no major complaints about gate. Other then making sure that the What When Where reflects gate hours properly this time.
- We ended up letting people through on Sunday bc of that.
- The waivers need to be made more clear..

THE UGLY

- Ticket transfer screwups.
- The emails. Omg, the emails.
- Not related to gate; but I strongly dislike the idea of cars driving around after dark. I saw a good number of cars, and there were a lot of people who were already drinking. Low visibility, cars, and drunk people are a terrible mix.
- I understand that lugging all your stuff to camp from parking sucks, but people arriving after dark should already have an understanding that they need to carry their stuff to camp. And they can always drive the rest there the next morning.

Suggestions for Next Year:

- RFID wristbands. M4 and I have a plan.
- Gate decoration as an art grant?! Gate needs more art! Maybe gate decoration can be sponsored by an approved ThemeCamp?
- Also Gate is very far from the rest of camp. When I did need to get to the gate, I needed to use the Puber Art Car which saved a ton of time. Gate needs a cart or needs to share a cart.
- I would like to remove community art contest for wristbands next year. Its really difficult to get submissions and it slows down the process. The wristband vendor offers free design services and they have a very quick turn around. Can we find a different way for the community to participate like sticker contest or can I have the community vote on the designs instead?

Additional:

- Alanna Rogers was a rock star co lead. I couldn't have asked for better backup. We were a great team.
- Robin did a good number of volunteer hours, he's got great energy.

Greeters

(Submitted by Jules)

THE GOOD:

- We had most of the Greeter Shifts filled.
- I've a strong lead Greeter with an amazing, positive attitude who I'm teaching Co-ordinator ropes. He has helped with media attention to get volunteers onboard.
- I developed a 3rd option for those uncomfortable with hugging, or spanking by having a squeaker toy for those to destress after the drive coming Home. Hank was a success!!

THE BAD

- Need the Approved parking list before event.
- I had to keep redirecting volunteers to understand the map. Most kept thinking whole event was one way. I fixed the map by adding arrows for direction.
- Shelter was not great when it poured, everything even in plastic was destroyed. But we are working on a better structure.
- We are to greet. Some greeters lost that focus. Thinking a porta set up near will encourage getting people out to get more acculturation, proper greeting. It's so important to welcome everyone home!
- Chalk paint. Some Greeters loved the paint and I ran out very quickly. Also have thoughts for better approved parking of 30 minutes pack in. WD40 does take it off windows easily.

THE UGLY

• Map direction images.

- Better structure.
- More Acculturation Art (working on it already).

Suggestions for Next Year

• Send approved parking list to Greeters before event.

Additional:

• Tim Crawford and Ryan Troup were amazing greeter leads! I am growing an awesome supportive team!

Lamplighters

(Submitted by Cramer & Syphon)

THE GOOD:

- Lamps went up, lamps came down.
- We had full shifts of outstanding volunteers every day, including quite a few repeats, and some folks like Big Bob and Amber who went above and beyond.
- We've gotten quite a few compliments on how the lamps looked as well!
- Good bunch of volunteers that took ownership and helped the department run seamlessly.

THE BAD

- Procession could look better
- When we have enough hands (which we did this year), we have plenty of time to get the lamps up.
- I think we need to devote a little more time to getting organized in the evenings, maybe even letting lifters practice lifting, and going over some basic rules for procession (e.g. never stopping, never cutting through procession)
- I haven't gotten the robes out since I took over Lamplighters at PdF/CB. We could stand to be a bit flashier, and a costume would certainly help the procession stand out.
- I had no charms for volunteers.
- Shift length estimates should be updated for next year
- Adding more lamps would lengthen shift
- Ditto adding a costume component
- Rocky ground made spire placement challenging.

THE UGLY

- Equipment is showing some wear
 - Some carry poles are warped
 - Have needed to make new lifter poles since CB17
 - Lamp parts are all scrambled between the 3-4 different models of lamps that we have
- New lamps never had their logos taken off
 - Decommodification? What's that
 - o Could be fixed easily next year, just have to remember to do it during unboxing
- Spire design needs work
 - The Old PdF spires might've worked better at the new site. The "stakes" made out of 1/2" EMT are a total pain to drive into the ground at PdF, and can get deformed to the point that the spires won't slide onto them anymore. The new spires are also pretty short, although lamps getting stolen has yet to be a problem at PdF or CB.
- No serious issues were noticed.

Suggestions for Next Year

- I'd like to increase the number of lamps by quite a bit. We have around 50, and put up just under 40 this year. I'd love to double that number.
- Everything ran well. Steady as she goes!

Parking

(Submitted by Chef Phil, Jen Heath, Brutal)

THE GOOD:

- I arrived late on Thursday evening everything was set-up and looked great.
- All shifts that I worked were well staffed, even Sat night just before the burn, amazing, thank you to Part Station for helping to get us covered.
- We had great volunteers, many if them virgins, or first timers to PdF, or the PA location.
- Several volunteers stayed for double shifts when we were short.
- The volunteer reserve ticket program seemed very well received and seemed to encourage repeat volunteers. I think it should be repeated next year if logistics work for the program administrators.
- Great luck in the weather, no major mud issues.
- We had excess parking available both in car parking and four-wheel drive parking.
- We had excess capacity of about 20% in car parking and 40% in four-wheel drive. However, this would likely not have been the case if there had been muddy conditions.
- Excess space was available in RV and Van parking. This was due to no-shows of pre-approved RV/Van campers, and good ground conditions.
- Inventory and structure.
 - There is an excellent stock of stakes and hi-visibility vests.
 - Parking structure is great for gathering volunteers and keeping supplies out of the rain thanks DPW!
 - Umbrellas were also greatly appreciated by volunteers!
- Great to have volunteer laminates, lanyards and sharpies available at Parking to provide to volunteers and sign off on. Thanks Participation Station!
 - Also thanks for providing volunteers scheduled printouts!
- Great to have more than one coordinator. Parking needs someone on comms and on site for significant amounts of time and splitting that responsibility ensures coordinators get rest and have downtime to enjoy the Burn.
- Parking Binder was a great addition. Thanks to Brutal for organizing and figuring out what to include. It
 was a great asset to incoming leads and volunteers. It was great to have a printout available of the
 approved RV, Van, and theme camp vehicles.
- Online parking pass for vehicle campers worked really well. Thanks to Hatter for on the fly fixes and updates to the automatic replies, etc.
- Excellent to have the big lights for the parking lot at night.
- Takedown of parking stakes/flags by volunteers on Sunday, as well as placing exit signs in field worked well. Alleviated work on Monday when folks are packing up and provided guidance to participants leaving on Sunday.
- Having 4 Coordinators was amazing! Everyone received time to rest, and play. As a result, Leads and Flaggers were better trained and tracked for participation.
- Volunteerism was high.
- The weather was amazing, which left more room for time to fine tune operations. This time is normally spent managing problems from inclement weather.

THE BAD

- My only concern is where we stop people coming in for parking it is a good spot if the weather is cooperating but when I came in it was just after the storm and it was muddy and a slight incline. This may not be an issue for most vehicles but I was hauling a camper. I pulled past the stop point a bit as to not be in the worst part of it. After I was done talking to parking and went to move on I still had some issues getting started. Spinning tires a bit but my concern is if I had stopped earlier I may have gotten stuck.
- Other than that things went well I think.

- There were some no-shows for parking volunteers and we had multiple vacancies for shift leads.
- There was some confusion between coordinators as to who was "on". We could have more clearly established who was responsible during which time period. Easily remedied with more pre-event communication, or signing up for coordinator shifts onsite.
- We should also have a clear understanding between coordinators and BOD/event coordinator of what times/days a Parking coordinator is expected to be on comms so that Parking can ensure the department is fulfilling its obligations to the event.
- Concern about the lack of space available for onsite parking led to delays in approving parking
 applications, which resulted in late notice of approvals, duplicate applications, and multiple follow up
 emails from applicants.
- There was confusion among participants, applicants, and coordinators regarding parking passes which resulted from both Theme Camps and Parking separately approving and tracking onsite vehicle parking. Parking and Theme Camps worked well together to identify duplicate applications and properly place vehicles.
- Greeter and Parking Leads need radios at their tents/headquarters to communicate effectively. Lack of
 radios in the first day created more work/confusion/communication fails. Radios need to be acquired
 before gate opens on Thursday.
- On site application for RV and Theme camp needs to be more comprehensive. Make sure license plate number etc is recorded.
- Entrance to parking is too muddy even on a dryer burn. 2nd burn at this site this was observed.
- Entrance can move, but then the crossroads will not be monitored as effectively.
- Create plan for moving entrance to parking, or fix it(heavy ops).
- Put drinking water in the parking budget
- Change to caution tape instead of flags. This will lessen strain on DPW and save time untangling flags for parking.
- Set up for parking lot took over 5 hours. More people are needed for setup stakes flags caution tape etc for this site as there are few natural barriers(hedges) for cars to park against.
- Need to have a list of all window marker tags used by greeters and make sure Rangers have a list as well.
- People were trying to tent camp late at night in RV parking. RV lot had to be monitored to stop participants from setting up tents in RV. Rangers can monitor?
- The starter on the light tower is going. 2nd burn in a row this has been observed.
- Gate, Greeters and parking need to stay in close communication if the status of a parking application changes mid burn.
- Stumps need removal in parking and RV for safety and to maximize space.
- Parking needs more lighting in the crossroads for volunteer safety.
- RIP couches hit F to pay respects.

THE UGLY

- I know this year we were training new coordinators and next year my hope would be a more even distribution of coordinator shifts. That way everyone get a decent amount of down time for self care and fun.
- Need to make sure that there is a coordinator present for shift changes.
- List of approved Theme Camp and Art onsite vehicles was incomplete and did not have enough identifying information for Parking/Gate/Greeters to be able to verify what vehicles were authorized to park on site.
- Multiple vehicles who entered before Parking was established (i.e. early entry) remained parked on site without parking pass.
- Handicapped campers were placed where access to established road was difficult.
- DPW failed to order pallet of rubber chickens for Parking structure.
- High winds started lifting the Parking Shade Structure. Heavier concrete buckets, or multiple buckets for each pole will remedy this.

Suggestions for Next Year:

- Split coordinator shifts evenly and then discuss whom is best suited for each shift. Departmental discussion.
- Parking Volunteers
 - o flaggers need chairs, add to parking volunteer description to please bring a chair with them.
 - o need more umbrellas for shade and rain. We had two, but could use 4-6.
 - $_{\circ}$ a nice-to-have if budget allows would be hi-vis rain ponchos because it ALWAYS rains!
 - should have a second radio for field flaggers.
- Parking Inventory wish list: large battery operated clock for shift changes, light for inside parking tent, additional cones, additional mallet. Will need D and C batteries, windshield markers, and heavy duty caution tape next year.
- Parking this year we printed five copies of the approved vehicles list. Next year, need to print out about 15 copies to provide to: gate, greeters, rangers, and have in hand for Parking coordinators and leads. Laminated would be ideal!
- Parking We should establish a more handicapped friendly RV/Van camping area that is on the established gravel/dirt road, as well as four-wheel drive/car parking nearest to the road.
- We had multiple parking passes for medical reasons, and also had several participants in car parking with handicapped parking needs.
- In case of MUD investigate alternative entrances/exits to filed for parking. Does the access road before Gate lead to the parking area?
- More timely approvals of parking applications. It seems we have enough space that we shouldn't wait to approve apps.
- Car passes sold.
- Offer quiet camping for RV/handicap/child.

Additional:

- I just want to say this was an amazing PdF and would not have been possible without all of you working your asses off. Thank you all and your amazing!
- Volunteer laminates Parking had five leftover general volunteer laminates FYI
- Gate is there a way to make sure that early entry gets checked in/wristbands earlier in setup? I.e. manual list and then enter in computer later?
- Webmaster/Theme camps/placement/Parking would it make sense to combine all onsite parking
 applications so City Planning Theme Camps/RVs etc would have a better idea of how much space is
 needed for various areas? It seemed some of the theme camp areas were cramped, and also had
 confusion in the application process. Could webmaster add/enhance theme/art apps to include more
 info on the vehicles for those areas to assist in vehicle entry?

Participation Station

(Submitted by Smiles, Fiona)

THE GOOD:

- most things worked very very well!
- Fiona is a huge asset to the organization and I am very confident to leave the department in her capable hands.
- Volunteerism was at an all time high! overall, the response to the volunteer reserve ticket program was wonderful.
- We had about 80 people sign up on site before the PS closed, which is similar to the number we had when we piloted the program at PdF17, which had a much higher number of participants.
- I continue to like the concept that the participant must take the active step of registering for the program. More than ever, it became evident that burners are NOT loyal to one department, as so many of us have assumed, but that they try all different departments. Obviously, some tweaks are needed, but I'll talk about those below.
- We saw a huge shift in First Aid volunteers this year and I think that was because of two things:

- adding "are you CPR Cert?" to the clipboard gave the participation station and participants clear credentials and understanding of the role
- Being quick to explain that "first aid training" isn't about teaching first aid, but about radio procedures and ambulance protocol.
- THIS WAS HUGE!!!
- Seriously, I can not emphasize this enough!!!! I spoke with Jenny and Giver about it already, but I suggest an organization-wide shift to change any and all references to "first aid training" to "site orientation training".
- I also think that Rangers should adopt similar verbiage and essentially adopt two different "training" sessions, where one is actual "ranger training" to be completed either online or onsite as the ranger coord chooses, but also a seperate "site orientation training" so that veteran rangers don't have to sit through yet another "ranger training" session (and hopefully make it more attractive for some former rangers to return and possibly attract some khaki?)
- there was an accidental mix up in parking volunteers this year that turned out to be super beneficial. we had decided to try a monday shift to have help controlling traffic on exodus which worked great! but somehow on the clipboard it got labeled as Sunday not monday, so we had online sign ups for volunteers for monday and onsite sign ups for volunteers for sunday. this ended up working great as Just Jen took those sunday volunteers and had them break down parking lot flagging. recommend creating BOTH sunday and monday shifts for parking going forward
- A higher percentage of shifts were filled online before the event. The energy level and enthusiasm for volunteering seemed high. The co-coordinators collaborated well and scheduled ourselves so that the station always had coordinator on the radio while giving everyone time off to burn. There was only one "emergency" call for volunteers that I was aware of. We had the swag and snacks ordered well before the event and stayed within our budget. The coordinators were accommodating and patient while I worked out the bugs with Signup Genius.
- We had a great volunteer force at the burn as always. Did like the new personalized badges. Really like having rangers and part station sharing one infrastructure

THE BAD

- I know Fiona is not in love with Sign Up Genius, but I didn't have to deal with it directly, and she has said she's going with something else next year. I didn't like not being able to shut it off prior to the event. Gate leads had us take the sunday shift down to two slots but I recommend going back to four due to the abandon rate for those particular shifts.
- Signup Genius was more complicated than I expected and we would have to pay for a higher tier
 package to get the features that we really need. The coordinators added or changed shifts after the
 "final" version of the online schedules were done. I am not certain that the coordinators completely read
 the proposed schedules before approving them. Sanctuary added Thursday night shifts but didn't arrive
 in time so there were 8pm volunteers with no place to go.
- Cart for ps was never available, was always at coord camp or with coords, even when they weren't on shift. I felt as though I wasn't trusted, but showed for shift on time and sober. Having coordinator meetings at 10am in station made it hard to participate in meetings and have a functioning station at the start of the day- would schedule them a little earlier or an hour or two later

THE UGLY

I am very sad to say this, but we need a tweak to the HQ set up for PdF. I love having rangers in the PS and I think overall it's beneficial to the event as it makes rangers visible and an attractive volunteer opportunity, as evidenced by the scores of new dirt rangers we had this burn - BUT having Ranger Training at 7pm which is also the busiest time at the PS, along with the live music across the way at "stage camp" made for a difficult time. in addition, Boru said he was bothered during the morning meetings by the volunteers showing up, but that wasn't as much of a problem for me, as participants were respectful for the most part during the meeting and whispered. I also think that visibility increases interest and I know of a couple of volunteers that stayed just to listen and are now considering stepping up, but nevertheless, tweaks must be addressed. a couple ideas were floated, which included shifting

the shared space to First Aid and Rangers and leaving the PS as a stand alone structure, but keeping them all near each other as more of an HQ compound. another idea was to leave it similar to how it is now, but to change or stagger the various ranger / first aid orientation meetings so that they can be held at the First Aid structure.

- I would also like to request city planning to not put a sound camp directly across from the PS / HQ
- another area of opportunity was the VTRP and lack of clear communication on how to handle those that worked volunteer hours while the PS was closed. possible improvements include signage that could be left with at the PS Sunday night and addressing it up front in the WWW space with the details. can also add to the survival guide for next year.
- The signup forms on Playa should have been formatted better to be more clear but I was rushing. Also, we took out the column for email addresses and added camp name but I should have collected both.
- Some serious pits in the grounds should have been better marked. There was a trench in front of tiki that I could have swam in, if it was full

Suggestions for Next Year:

- better communication / process for Volunteer Reserve Ticket program, particularly surrounding for volunteers that took hours after the PS was closed.
- suggest immediate organization-wide change in verbiage surrounding first aid and ranger "training" to clarify "First Aid Site Orientation" "Ranger Site Orientation" and "Ranger Training" and staggering their times so volunteers can attend all
- suggest adding back eliminated gate shifts on Sunday due to high abandon rate. if 4 sign up, hopefully one will show!
- suggest not having a sound camp directly across from HQ
- suggest a clearly defined role for MOOP coordinator and fill the role and shifting the MOOP start time to 10am (when PS opens) so that there is someone there to meet the MOOP volunteers
- suggest adding one parking shift for Sunday to get volunteers to help clean up parking lot flagging, and one for Monday to direct traffic
- suggest adding one volunteer shift for each burn night for moving firewood from the pile to the art instead of pulling from the effigy build teams for this task
- there's probably more that I can't think of right now
- We need to recruit more rangers earlier and maybe we should schedule a second training for people who want to be rangers but realize it on Saturday or Sunday.
- If I can get the master list of attendees and email addresses I could probably cross reference all of the ranger volunteers who signed up on playa to create a full mailing list for Wax to contact all year.
- The build area for the effigy was like a sound pit, there was a point where the crew came to look for help, the music was literally shaking your soul in a not good way. Build team said it was like torture. Tiki cut their bass as soon as the artists said something... Tiki is life!

Planning Committee

(Submitted by Bryan Boru)

THE GOOD:

Improved organization of calls, better pre-planning and easier facilitation of the departments that took
part. Multiple Departments were filled with excited Coordinators who took initiative and performed their
roles excellently

THE BAD

• Some calls took longer than anticipated. minutes weren't posted fast enough to website.

THE UGLY

• Not enough participation or involvement from multiple departments,

- some co-coordinator positions were not properly attributed due to lack of communication from Coordinators,
- Planning Committee in its current form puts too much work and responsibility onto the shoulders of effectively is two people,
- doing enough work for 4-5 volunteers.

Suggestions for Next Year

 More direct clarification in the needs of the PC from the Coords to help empower them for smoother operation on site. Better clarification of Responsibilities of the roles within the event. PC Reorganization of roles.

Rangers

(Submitted by Wax, Clownshoe)

THE GOOD:

- The event had very few incidents that required rangering.
- There were a lot of new rangers signing up and the fact that other departments were full up caused a bit of a surge in interest in rangering late in the event.
- Pre-event online training was well received, as was on-site training.
- Snack pantry and new patches were well received by the rangers.
- On Sunday as I was burning out some experienced Rangers (Mama in particular!) stepped up to help so I could sleep. Full inventory of all Ranger equipment was done on-site prior to leaving the event. The updated Ranger and new Khaki manuals seemed to be well received.
- Soapbox's cameo role to ranger the mystery of the missing boots was a fantastic demonstration of flaming a situation and ultimately deescalating it based on the facts.
- For the most part volunteers on shifts with less than ideal levels of rangers stepped up to fill the role for the event
- Returning volunteers were helpful in adding useful information during ranger training for the benefit of new and returning volunteers

THE BAD

- Since overnight Rangers were the only people at the Party Station/Ranger tent overnight we got a lot of questions that at first we didn't know how to answer. After the first night Party Station folks let us know the info we needed, but a few things like info on volunteer positions, lost & found, and Party Station hours should be posted at all times.
- Radios in general were ok, but we need more shoulder mics for when Rangers are in loud situations. We also need to ensure that radio coverage on the site is good possibly with some repeaters. The bluff where the temple sat seemed to create some dead zones down by the RVs where you couldn't get back to Ranger HQ. We also need to standardize on radio checkout procedures so that it's consistent across departments. If Rangers don't need to give over their IDs to get a radio that's easier for sure, but we'll need our Khaki's to be on the ball to make sure the radios come back.
- While the Ranger snack pantry was a hit, there need to be a few adjustments. Big one is to have something that's always visible shelves, something like that. The second is to just go with individually wrapped items. The MOOP isn't great, but much more sanitary. Also should include some whole fruit next year as well as a water jug.
- Shift change procedures should be better documented and turned into a checklist that's put on the Ranger closet. It was easy to forget to hand out things like the map or to sign laminates at the end of a shift.
- Shift Lead/Khaki "Clyde" was drunk, disrespectful, and unrangerly towards multiple participants. He was dismissed during his shift and should not be a PdF ranger again.
- Lack of volunteers made ranger shifts challenging throughout the event

• More participation in the department is needed from the event community in order to sustain the function of rangering the burn

THE UGLY

- We need more people who can act as R12. Two R12s with 12 on, 12 off just doesn't work. We need at least 4 people who are trained and responsible enough to take the role as well as having Khakis for most shifts. During the overnight shifts I was almost always the Khaki as well as R12. It was just too much.
- We also need to document the job of R12 better particularly as it relates to vetting and mentoring Khakis. We had an incident where a Khaki had to be relieved of duty and it probably should have occurred earlier.
- A total of 5 co-coordinators/assistant coordinators are needed to make the coordinator on call role a practical and viable position with people who are physically and mentally rested and ready to help when the need arises.
- Two people, one of whom is always on call is far too few.

Suggestions for Next Year

- We need taller/bigger/brighter signage for Rangers (and First Aid, and Party Station, while we're at it). We probably need it to be two sided so it's visible for folks coming from either end of the playa.
- Since we don't have a specific "home" for Sound, overnight volunteers came to us Rangers to ask what to do. We need better procedures/documentation from any team that has overnight volunteers so that if their coordinators aren't present we can at least point these volunteers in the right direction.
- Early-event Ranger shifts should probably NOT qualify for the 6hr reserve ticket deal as there's generally very little to do the first shift. We had some long-time rangers take that shift and all they did was set up their camp.
- work towards a consensus in advance of the event to minimize radio chatter in order to keep the channel clear for important issues and avoid probable cause

Additional

• wax was a great department coordinator

Sanctuary

(Submitted by Ignis)

THE GOOD:

• Our overall internal setup(atmosphere, presence, space) setup was exactly what I wanted. The dome structure worked its magic yet again. I very much enjoyed having a fire pit as well!

THE BAD

 Structures! After speaking to Karnak, it's been decided to request a new, durable structure be added for Sanctuary as well as a small fire pit. The firepit we used was barrel and borrowed. I also had a miscommunication with one new core member who will not be asked to work with the core team due to her incompetence and self centeredness but will not be denied an invitation back to PdF to hopefully learn to let that ego go.

THE UGLY

• Structures, definitely WANT sanctuary to have two structures, the dome we have been using a second dome possibly of the same caliber for a healing area. I ideally want a big space full of cuddly stuff and then a second area for massage and one on one conversations away from the core area, as those needs presented themselves many times this year over the weekend.

Suggestions for Next Year

- I'm not sure if there were any road signs, but it seems we could have used those to allow virgin burners to know where medic, sanctuary and participation station are.
- Additional
 - Two of my volunteers, Danny and Eric, were awarded the title of super volunteers for sanctuary for not only providing extra support with setup, but also donating more time than asked at sanctuary! Hoorah!

Sound Patrol

(Submitted by) No report submitted by sound patrol.

Ticketing

(Submitted by m4)

THE GOOD:

- Nico took over my role as Gate Coordinator and did an absolutely incredible job. She maintained an organized and efficient gate and played a major role in making this event a success.
- Keeping ticket transfers open during the event worked great. We minimized paper waivers (less than 30 used) and had an accurate record of almost all attendees arrivals and wristbands.
- Our communications to participants this year were on point. Most attendees came prepared and seemed to have a good idea of how things worked around the playa.

THE BAD

- Gate operations needs to have a volunteer on-site when we arrive on Tuesday. With so many early arrivals, it's becoming much harder to track who is actually authorized to be there.
- Ticketing needs an overhaul. Many users were confused by the user interface and seemed to struggle with the transfer process.
- We really need to start holding coordinators and artists accountable for getting the proper forms completed and tickets procured on time.

THE UGLY

- We need a new ticket system. The current one is unsustainable and quickly becoming a major problem for the event.
- Gate volunteers shouldn't be asked to break protocol. Everyone needs to be held to the same standards. If someone refuses to sign a waiver or show valid ID, they should not be allowed entry to the event.

Suggestions for Next Year

- We should have a pre-event "pony wrangler" to chase down volunteers and ensure they are on the early entry list and given wristbands.
- We should have mandatory pre-event radio training for all coordinators (this can be done via zoom).

Additional:

• Everything went pretty smooth, I think!

What Where When

(Submitted by Kailah)

THE GOOD:

- I had a lot of support from other coordinators since this was my first year producing the WWW.
- Having my questions answered really helped the process along.
- Creating a full WWW with the updated information for the new site felt like an extreme accomplishment.

- Going forward, producing the WWW will be much less time consuming and easier all around.
- Being involved as a coordinator was super rewarding for me in general as well. I liked knowing the behind the scenes stuff that creates PdF.
- I feel so much more connected to the community and event than before.

THE BAD

- I got started way too late on getting the information updated.
- I didn't leave myself enough time to physically create the document in a comfortable time frame. ie. I
 didn't realize early enough just how much info from 2018 was incorrect and needed detailed updating
 from like 10 different people/sources.
- At some points in the process, I felt like my emails weren't returned quite as quickly as they should have been. I totally understand being busy with our lives but in a couple of cases I was waiting more than 2 or 3 days to get info back or questions answered.
- On another note, I'd like to work on scaling back the size of the WWW. (It was 40 pages of info and extremely text heavy.) Much of the information is also available in the Survival Guide and on the Website.
- I think a meeting with Communications would solve a lot of overlap issues. While on the topic of Communications, I noticed that the 2019 Survival Guide was never finalized or published on the website.
- This caused misinformation to be accessible by the community. I don't know what happened toward the end but this should be addressed for next year.

THE UGLY

- We were left with over 200 WWW guides on Sunday evening.
- There were a total of 400 guides printed.
 - I personally feel like we could decrease the amount we print slightly, but I feel the real issue was just accessibility to them.
 - I've already spoken to Fiona about this issue briefly.
 - In the past they were given out by greeters I believe.
 - This year, in an effort to increase volunteer participation, the guides were given out at Participation Station.
 - Which by the way I feel is a great idea.
 - I want this to continue but there should be more communication to the public.
 - $_{\odot}$ $\,$ We could have the greeters tell them that's where the WWW can be picked up.
 - We should also add it in the BPE before the event that the WWW is now given out at the Participation Station.

Suggestions for Next Year

- I spoke with a few participants on suggestions for the WWW. I'd like to add the numbers assigned to theme camps from the map, onto the pages with theme camp descriptions.
- For more legibility, the bullet point list should have the second lines indented. Whiplash offered to assist with any formatting issues next year.
- Decreasing the amount of text/wordiness/pages is a goal of mine for next year.
- Starting the process earlier/moving up the submission deadline is also something I would like to do.
- The cover art submission was never pushed out to the public. I will make a point to get that on the calendar for the website.

WWW (Print)

(Submitted by Whiplash)

THE GOOD:

• The Laminates were well received

THE BAD

• I was not proactive enough and need to begin designing earlier.

THE UGLY

• Getting department counts and names earlier.

Suggestions for Next Year

• Occasionally change up the department order in PC call, so WWW isn't always the last to give reports.

Web

(Submitted by Hatter)

THE GOOD:

 Website requests were handled quickly, website requests were handled completely, website requests were minimal

THE BAD

- Website requests were typically long after the deadlines set,
- Information that needed to be communicated rarely made it to me to be added to the website,
- Someone with admin access has made changes to the site that do not follow the process/format established.

Suggestions for Next Year:

Webapp for What Where When events

Additional:

- Everyone killed it this year.
- So much awesome!
- Shout outs to Boru, Brutal and Karnak!

Appendix A - Profit and Loss

Ordinary	Income/Expense	
Inc	ome	
	Ice Sales	2,118.00
	IN OUT Passes	360.00
	Ticket Sales	55,428.00
Tota	al Income	57,906.00
Exp	pense	
	Art & Artist Support	
	Effigy	2,380.93
	Event Art Grant*	0.00
	*PDF Art is funded from a separate account, thus a	appears as 0.00 on this P&I
	Future Event Art Funding	5,542.80
	Total Art & Artist Support	7,923.73
	Bank & Transaction Fees	
	PayPal Fees	1,461.50
	City Planning & Management	
	Lamplighting	100.79

Theme Camp Supplies	92.92
Total City Planning & Management	193.71
Dept of Public Works	
Dumpsters & Trash Disposal	57.76
Land Maintenance	70.71
Portapotties	4,928.60
Supplies	261.38
Water & Ice	1,287.00
Total Dept of Public Works	6,605.45
Equipment Rental	4,195.77
 Event Insurance	2,734.00
Fire Team	
Wood	1,300.00
First Aid	
First Aid Supplies	598.55
Gate and Parking	
Gate Supplies	100.00
Parking Supplies	145.53
Wristbands	1,026.21

	Total Gate and Parking		1,271.74
	In ou	t Passes, Landlord share	180.00
	Rang	gers	
		Ranger Supplies	197.18
		Uniforms & Patches	143.00
	Total	Rangers	340.18
	Rent		
		Land Rental	12,165.00
	Sand	tuary	
		Sanctuary Supplies	216.37
	Secu	rity	
		Security Contractors	440.00
	Volu	nteer Management	
		Volunteer Appreciation	99.50
		0050	20 725 50
	Total Exp	61196	39,725.50
Other	r Income/E	Expense	
(Other Exp	ense	

	Other Expenses	
	Community and Civic Alloc	cation 2,771.40
	Organization Operating Ex	xpense 5,542.80
	Total Other Expenses	8,314.20
	Total Other Expense	8,314.20
Net In	come	9,866.30

Appendix B - Survey Results

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Date Created: Tuesday, May 21, 2019

182 Total Responses

Complete Responses: 177

Q1: Did you attended PDF 2019?

Answered: 182 Skipped: 0



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rswered: 179 Skipped: 3	97% Satisfaction Rate!		
ery satisfied	ANSWER CHOICES	RESPONSES	
	Very satisfied	73.18%	13:
Satisfied	Satisfied	24.02%	4
Neither tiefed no	Neither satisfied nor dissatisfied	2.23%	
Disatisfied	Dissatisfied	0.56%	8
Very	Very dissatisfied	0.00%	
0% 10% 20% 30% 40% 50% 60% 70%	6 BONS BONS NOONS		175

Q3: Please let us know how you feel about your PDF 2019 experience.



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Q4: How many PDFs have you attended before?

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Q5: Have you ever attended Burning Man?



Q6: Which other Burning Man inspired or Regional Events have you





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Q7: How old are you?

Q8: Did you bring a minor?

Answered: 181 Skipped: 1

Answer Choices	Responses		
Yes	2.21%	4	
No	97.79%	177	

Respondents	If Yes, list age(s)
	1 4
	2 Not this time
	3 1 and 11
	4 14
	5 3
	6 Just turned 18 yesterday.

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Q9: What is your gender identity?

Answered: 180 Skipped: 2

NOTE: Word Cloud is not the ideal tool here, but it's the best I could think of to present this data.





Q10: What is your ethnicity? (Please select all that apply.)

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LOGISTICS



Q11: How many people arrived onsite with you in your vehicle?

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Q12: What kind of Vehicle did you arrive in?



Q13: Were you towing a Trailer, if so, what size? WDWA: Parking planning

Answered: 180 Skipped: 2



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Q14: Approximately how long in hours was your drive to PDF?

Q15: What zip code (or city) do you call home?

Zip code data still being analyzed

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Q16: What day/time did you arrive (first arrival) Answered: 176 Skipped: 6



P 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Q17: If Gate was 24 hours, when would you have preferred to arrive?

Answered: 180 Skipped: 2



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Answered: 180 Skipped: 2

Q18: What day/time did you leave PDF (last departure)



Q19: Where did you camp?

Answered: 180 Skipped: 2

Placed theme	ANSWER CHOICES	RESPONSES
camp - more	Placed theme camp - 10 or less camp mates	25.56% 4
- 10 or less	Placed theme camp - more than 10 camp mates	26.67% 4
Jnplaced theme	Unplaced theme - 10 or less camp mates	8.33% 1
- more than	Unplaced theme - more than 10 camp mates	2.22%
Independent	Independent Open camping - Tent	
Open camping	VAN camping	0.56%
VAN camping	RV CITY camping	3.33%
	Other (please specify)	1.67%
RV CITY camping	TOTAL	18
Other (please specify)		

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Q20: FOR PLACED "OFFICIAL" THEME CAMPS ONLY: Was the reserved space assigned to your Theme Camp suitable for your Theme Camp's needs?

Answered: 171 Skipped: 11



Q21: For PDF, approximately how much money did you spend on these items within 20 miles/30 minutes drive of the site?

Answered: 170 Skipped: 12

Category	🗾 Totals	•	Extrapo	olated Totals for 700 🗾
Transport/gas	\$	5,892.69	\$	24, 264.02
Restaurant or prepared Food	\$	3,801.00	\$	15,651.18
Supplies	\$	8,242.00	\$	33,937.6 5
Groceries	\$	5,538.00	\$	22,803.53
Lodging	\$	600.00	\$	2,470.59
Other	\$	3,301.00	\$	13,592.35
Grand total	\$ 27	,374.69	\$	112,719.31

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Q22: Did you Volunteer?

Answered: 178 Skipped: 4





Q23: Did you leave site and return over the course of the event?

Answered: 179 Skipped: 3



Q24/25: How familiar were you with the 10 Burning Man Principles before you arrived/after you left?



WDWA: to gauge how well we're doing in disseminating the event map and making it available to participants

Answered: 178 Skipped: 4



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Q27: Did you have access to a copy of the event What Where When (WWW) during the event?



Q28: If PDF had a mobile/phone app that contained all the what where when information in a filterable, searchable format, would you use it at

the burn?

Answered: 176 Skipped: 6



Q29: At the event, did you have trouble finding any public spaces (such as First Aid, Rangers, Participation Station, Sanctuary, any official Theme Camp, anything marked on the map)? Answered: 176 Skipped: 6



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Q30: Did you use the services of any of the following while onsite? Check all the apply.



Q31: Was there any time you sought information about the event from a volunteer and did not get an answer?

