

# Constellation AfterBurn Report

2019

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## Overview of Constellation Burn

Constellation Burn (Constellation) is a multi-day event founded on the 10 Principles of Burning Man and sanctioned by the Regional Network. Constellation is one of two regional Burn events hosted by the FirePony Creative Society (FPCS); the other event is Playa del Fuego (PdF), held near Tamaqua, Pennsylvania over Memorial Day weekend.

- Constellation's website can be found here: <http://constellationburn.org/>
- More information on the FirePony Creative Society (FPCS) and the Board of Directors (BoD) can be found here: <https://firepony.org/>
- More information on Playa del Fuego (PdF) can be found here: <http://playadelfuego.org/>

Constellation is an experiment in collaborative community featuring art and music created by those who join us to participate. Attendees are known as participants. There are no spectators at Constellation; everyone collaborates in some way to create the event. Inspired by the Burning Man event, it is a place for radical self-expression and an experiment in temporary community building. It is a place of acceptance, inclusivity, and respect. It is organized entirely by

volunteers. Art and entertainment are created solely by participants. There are no concession stands. No monetary transactions (except ice sales and in & out passes) are permitted at Constellation; even bartering is discouraged.

Constellation, as part of the FPCS family of Burns, was founded in 2017. Prior to Fall 2017, PdF was held twice per year - over Memorial Day weekend in May and again in mid-October over Indigenous Peoples' [Columbus] Day weekend. In 2017, Constellation was created and filled the slot previously filled by Fall PDF, and PDF went to a once yearly event. While there were many factors that led to the split of these two events, the creation of Constellation as a separate event led to a number of positive outcomes, including:

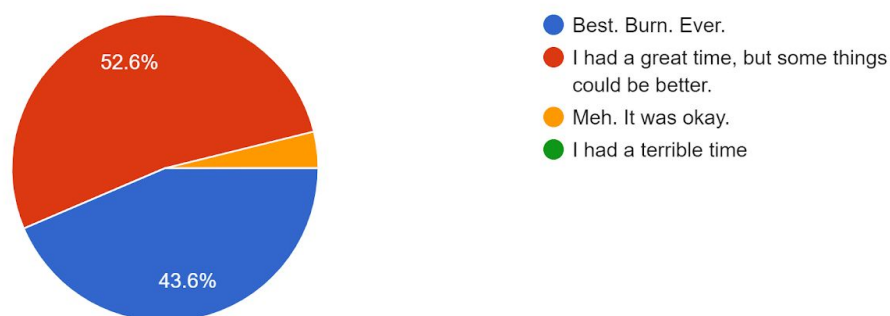
- Establishing a different type of leadership structure (PdF is comprised of a flat structure run by a public Planning Committee, while Constellation is organized in a hierarchical structure overseen by the Event Producers);
- Diversifying the events' leadership teams; and
- Expanding the reach of our community to Appalachia.

## Participant response

A post event survey was conducted via Google Survey. 78 participants responded, meaning the results have approximately a 10% margin of error for 95% confidence. That being said, the event was highly rated.

1. How would you rate your overall experience at Constellation 2019?

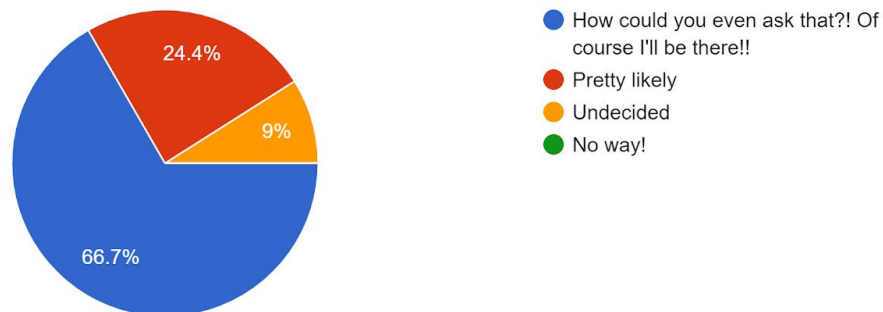
78 responses



Regarding interest in returning, 90% of the respondents reported returning to be “pretty likely” or higher.

### 3. How likely are you to return to Constellation 2020?

78 responses



## 2019 Event Information

Constellation 2019 was held October 10-14 at Pegasus Farm Campground in Elkins, West Virginia. This was the third year of Constellation, held in the same location since its inception in 2017. It sold 964 of the 1000 available tickets.

Early Arrival by BoD members, Event Producers, Sphere Leads, critical Coordinators (DPW, City Planning, Volunteer Management, etc), and approved department volunteers began on Tuesday, October 8. All other members of the event Leadership Team were allowed to arrive beginning on Wednesday, October 9. Members of the Effigy and Temple teams were also allowed to arrive on Tuesday, October 8 to ensure their projects, which are crucial to the event, were completed and open to other attendees as early as possible. Early arrivals for Theme Camps, Art Grant teams, and attendees with volunteer shifts early on Thursday were allowed to arrive beginning on Wednesday, October 9. The gates opened to all participants Thursday October 10 at 4PM.

All participants were required to exit the event by 12pm on Monday, October 14. However, during the Theme Camp application process, Theme Camps were asked if they anticipated a late departure and were generally able to remain on-site for an additional few hours. Some participants had not exited the event by noon and stayed several hours past the grace period allowed and had to be escorted off-site by members of the Constellation Ranger team, in conjunction with the Event Producers and BoD. BoD members, Event Producers, Sphere Leads, department Coordinators, and some critical volunteers (Rangers and DPW) remained on-site for teardown and clean-up; everyone was off-site by 5pm on Tuesday, October 15.

## Financials

A summary of the 2019 event financials is below. A more detailed line item spreadsheet of the financials is attached at the end of this Report.

Category	Total
<b>Revenue</b>	<b>\$83,542.82</b>
Ticket Sales (tickets & car passes)	\$80,162.82
Ice Sales	\$2,260
Permits & Other (RV Permits, In & Out Passes, etc.)	\$1,120
<b>Expenses</b>	<b>\$78,883.99</b>
Art and Artists Support	\$18,291.85 (Grants \$18,032.56)
Paypal Transaction Fees	\$2,096.67
City Planning	\$653.28
Dept of Public Works / OPS	\$9,509.15
Equipment Rental	\$4,069.95
Event Insurance	\$5020.00
Fire Team	\$1,645.04
First Aid	\$909.50
Gate & Parking	\$831.33
Greeters	\$283.51
Infrastructure Capital Purchases	\$514.73
Perimeter	\$49.05
Printing and Publication	\$347.94
Rangers	\$1,536.51
Rent	\$19,760.00
Sanctuary	\$109.05
Volunteer Management	\$1,232.00
10% of ticket sales for Ongoing Organization Operations Costs	\$8016.28
5% of ticket sales for year round Community Arts and Civic Engagement	\$4,008.14

<b>Profit/Loss</b>	<b>\$4,658.83</b>
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## Leadership Team

As mentioned above, Constellation is put together by a volunteer leadership team organized in a hierarchical structure. The leadership team is led by the Event Producer(s) and overseen by the FPCS Board of Directors (BoD). Within the hierarchical structure, the leadership team is broken down into four spheres:

- Community & Arts Team Sphere (CATS)
- Logistics & Operations Sphere (Ops)
- Communications Sphere (Comms)
- Safety Sphere.

A fifth Financial Sphere also exists but consists of the FPCS BoD Treasurer and is primarily involved to ensure fiscal responsibility of the event.

Constellation's hierarchical structure has multiple benefits, including:

- Establishing Spheres allows for detailed conversations and decision-making to occur within a smaller group, which frees focus for other Coordinators outside of that sphere. It helps ensure that Coordinators do not feel like their time is spent on minutiae and details of the event that do not pertain to their Department.
- The Event Producer(s) focus on the overall operation and management of the event allows for the BoD to focus on growing and maintaining FPCS community initiatives, such as the Mid-Atlantic Leadership Conference and Community Art and Civic Engagement (CACE) grants.
- Oversight of the Leadership Team allows for the BoD to ensure that the event follows all FPCS guidelines and continues to grow in a healthy and sustainable manner. The limited involvement of the BoD in the production of the event also allows for BoD members to focus on policies that apply to all FPCS events, including the FPCS Code of Conduct and the associated Conduct Committee.
- Issues raised both on- and off-site have a clear chain of command and resolution, allowing for them to be raised up the chain only when they cannot be resolved at a lower level or require the Event Producer(s) and/or BoD to determine resolution (such as conduct-related issues and concerns).

While creation of the four spheres does result in some silos, collaboration and open communication between Sphere Leads is encouraged by the Event Producer(s) and fostered through regular meetings of the Event Producers and Sphere Leads. Cross-sphere groups are also established (such as the GGP - Gate/Greeters/Parking group) to ensure that

closely-related departments are operating in coordination with each other and with our overall volunteer management.

## Community& Arts Team Sphere

CATS Sphere Overview	
Department Review	New department - Volunteer Appreciation- was launched First aid ran smoothly with one call of significance that was handled quickly and appropriately.
The Good	By and large everything ran smoothly and shifts were well filled.
The Bad	CATS does not have a sphere lead, so this fell on a producer to cover.
The Ugly	CATS does not have a city planner coordinator. So this also fell on a producer to cover.
Suggestions for Next Event	There appears to be a theme of needing better communication overall, and that more radios are needed for event time activities.  This year we had a lot of fireworks. Suggestions to review scope and scale of firework art displays at future events.

## City Plan Overview

Constellation's current site (Pegasus Farm Campground) is approximately 22 acres. Given the smaller size of the property, space for theme camps, open camping, art, and essential event operations (such as parking) is limited. The site is generally broken into two sections: 1) the front field, which is the developed area of the site on the east side of the railroad tracks and contains the majority of event-related services; and 2) the back field, which is all the area located west of the railroad crossing and contains the majority of theme camps and open camping. In 2019, the creation of our temporary City included three (3) primary changes:

- A change in the site circulation pattern, including limiting traffic on the ring road in the front field;
- Additional clearing of areas in the back field to create more space for parking; and
- Creation of named neighborhoods and facilities within the site to create identity, assist wayfinding, and play up the space-themed nature of the event.

Prior to the event, discussions with the departments affected by the changes to the site circulation and overall City were met with some resistance due to potential issues created with the new City layout. In order to mitigate concerns over queued vehicles in the event of rain and other severe weather (as experienced during the 2018 event), contingency plans utilizing the previous site circulation pattern, which creates additional queuing space for vehicles on the ring road in the front field, were developed and agreed to by all affected departments.

Overall, the changes to City Planning were viewed positively by event leadership and attendees. Changes to the site circulation reduced traffic on the ring road in the front field, accommodated all vehicles needing to be parked on-site, and created neighborhood-identity within the event. The change in placement for the Greeters and Volunteer Management HQs, including co-locating these departments, was also well received. It did however highlight the need for additional coordination between these departments on-site, which has been noted for future events.

Theme camps were assigned a space and placement based on their requested size and location, as well as other factors such as sound and the nature of their offerings. A total of 39 placed theme camps were in attendance. Theme Camps are permitted to organize their assigned space as they see fit but they are encouraged to create a friendly, welcoming space for participants to engage with. Theme Camps are also given the opportunity to apply for a Theme Camp Parking Permit, which allows them to park a vehicle within their assigned space for reasons such as secure storage. If any vehicles are intended for sleeping within a theme camp's assigned area, they must apply for either an RV Permit (with or without hookups) or a Car Camping permit (more information below). All other vehicles associated with the theme camp must park in a designated parking area. No additional cost is associated with a Theme Camp Parking Permit, and a car pass is still required. Theme camps are encouraged to note the need for a Theme Camp Parking Permit in advance of the event, but Permits are issued on-site, as needed.

While a majority of theme camps apply for placement, some "unofficial" theme camps do camp within Open Camping. The general rule for "unofficial" theme camps is that they are allowed to cluster their theme camp infrastructure and reserve a small amount of open space for items such as approved camp fires. "Unofficial" theme camps are also allowed to hold events within Open Camping. However, "unofficial" theme camps that occupy more than approximately 500-1,000 square feet or hold large/loud events are encouraged to apply for placement and may be relocated to designated theme camp areas, at the discretion of the City Planning team.

In addition to theme camps, a number of participants unaffiliated with theme camps also camp in Open Camping. Multiple official Open Camping areas are available in the back field, with some space noted as "Quiet" and/or "Family Friendly" camping and some space reserved for approved Car Camping.

The event site (Pegasus Farm Campground) includes 15 designated RV slips, which provide electricity and water/sewer hookups. These RV spaces are assigned to participants who apply



for (and receive) an RV Permit with hookup and require an additional fee of \$50, including \$30 remitted to the landlord as payment for the hookup services and \$20 retained by the event towards the cost of a car pass. Additional space is designated for RVs, with no hookups available, which are assigned to participants who apply for (and receive) an RV Permit without hookup. These Permits are sold for \$20, the same cost as a car pass.

In addition to RV Permits, participants are also allowed to apply for a Car Camping Permit, at no additional charge (a car pass is still required). The Car Camping Permit allows a participant a 10-ft x 20-ft space in the designated “Car Camping” area, where they are allowed to sleep in their vehicle. All other vehicles allowed on-site, with the exception of those with an approved Permit, must be parked in a designated parking area.

With the creation of car passes for the 2019 event, there was some confusion between the Car Camping Permits and car passes, so additional Car Camping Permits were issued on-site to those participants. There was also some confusion as to which areas were designated as Open Camping, which will be improved through additional signage and potential changes to the City map. A copy of the 2019 map is attached.

## Art Grants

Art grants are an integral part of Constellation, and 20% of all income received through sales of tickets and car passes is dedicated to community-oriented art. Additionally \$2000 is set aside towards the effigy; the remaining funds are dispersed through competitive art grants.

Placement of art grants can be found on the attached 2019 map.

In 2019, 20 projects were awarded grants, with 2 artists later reconsidering and declining grants, and one scaling back his project. For the remaining 18 grants (including the Effigy), \$14,882.50 was awarded in values ranging from \$170 to \$2000, with an average grant of \$783.29

Project Name	<b>EFFIGY:</b> Lessons of the Earth Pig
Artist(s)	Euna and the Mid-Atlantic Fire Collective, featuring art by Quest Skinner
Project Summary	<p>A suckling pig with an apple in the mouth, a feast at its side, a tiki bar in its belly, a rotating drum covered in tiled art surfaces, and a slide out the piggy butt. "A slightly elevated room with a subfloor to allow the passthrough of a manual rotating drum around it. A smaller room is connected. There is a rear exit and a side door.</p> <p>The drum is tiled with wood.</p> <p>The head of the pig will be framed up and skinned to look like a pig suckling on an apple. The inside will be tiki themed.</p>

Project Name	<b>TEMPLE:</b> Tipplah-Can, in Mayan or in translation from Maya, Temple of the
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	Pulsating Sky
Artist(s)	Mir Rust
Project Summary	<p>Temple Tipplah Can, Maya for pulsating sky, though inspired by Mayan design will be unique in its execution and purpose. At its apex the structure will stand 14ft tall and will have a footprint of 12 square feet. The ground floor base of the structure will be handicap accessible and will house a cuddle nest, replicas of Maya friezes, and traditional flags from El Dia De Los Muertos, or the Mexican Day of the Dead. The entrance of the structure will have a traditional monster mouth doorway, which Mayan's believed to be a portal to the afterlife. The roof of the temple will be bordered by wooden flame cut outs and the crowning the peak of the temple will be a Maya inspired roof comb. The structure will have a square footprint of 12.ft. It will be cube shape. The ceiling of the structure will stand at 8.ft.</p> <p>A seven ft. archway adorned with a traditional Maya monster mouth will mark the entrance. Furthermore, the monster mouth cut out will adorn the front wall of the temple structure. The exterior of the temple will be painted to give it the appearance of aging limestone. Inside the walls of the temple will be decorated with a wooden replica of a traditional Maya frieze from the site Tonina, in Chiapas Mexico. The area surrounding the temple will also be incorporated into the installation piece. Burn barrels are set up at the entrance to the temple fifteen feet away from the temple its self. At the entrance way will also have Barron Samedi's Parlor on view.</p>

Project Name	10 Principles Windmill
Artist(s)	Forest Fire & Balance
Project Summary	<p>This colorful art piece is approximately 5 feet tall and 4 feet in diameter. The 4 foot tall base is a stacking set of triangles with a spinning top that displays the 10 principles on each "blade". Burners love to spin things! The base and blades are colorful during the day and retro-reflective at night. There is also a guide that helps participants match up each principle with each symbol.</p>

Project Name	الحب انفجار الفرح (Ainfijjar Alhabbi Alfarah)
Artist(s)	Scho

Project Summary	<p>Exploding with joy or bursting with anger, however you define this projects' reaction to your shouting, your chastising, your ridiculing, your sweet talk, or your lervvvv, it may indeed both bewilder and entertain...at least until the propane tanks need changing.</p> <p>2 propane poofers with 20lb accumulators each run on 12v solenoids through Raspberry Pi 4 microcontrollers programmed to react to vocalizing participants through SOPARE, a voice recognition AI compatible w raspi. The exterior will be jig-cut plywood (made flame resistant at the tip w a 1200F degree coating) painted to represent a unicorn (where the flame plume will exit from the horn) and/or a penis coming to climax. Each piece will be approximately 5' long, 3' wide, and 8' tall. Participants will be able to shout at, reprimand, coo to, and/or make sexy noises for the poofers and the AI will respond by completing a circuit, causing an electrical pulse to open or close the solenoid valve and activate the propane poofer in corresponding bursts. We'll attempt to program the AI to respond with activating increasingly long solenoid valve openings so that the participant must start softly in order to incrementally progress through 4 levels of increasingly large propane bursts, achieving simulated climax/angry eruption with an enormous release at the end.</p>
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Project Name	Annuit cœptis
Artist(s)	Heavy Weather Industries
Project Summary	A large pyramid with an LED all-seeing-eye. It's an iron pyramid with a large (12 foot) eye shape mounted to it composed of coroplast, ping pong balls, and addressable LEDs.

Project Name	THE BUV (Burner Utility Vehicle)
Artist(s)	Gold Star Collective
Project Summary	We plan to convert a Kawasaki Mule ATV (basically a heavy duty art car). We want to equip it with lights, sound, fire poofers, extra seats, a small trailer, water tank, built in bar, extra supplies that burners often forget to bring, and also use it for transportation of people and things.



Project Name	Consent Fairy
Artist(s)	Eyrie Sam (aka Same)
Project Summary	<p>Art can challenge us to think differently about things we take for granted. My art is to engage people in conversations about touch consent, especially but not limited to costume consent, as well as conversations about sexual health and disability/ableism. To do this, I have massive chain mail fairy wings, compelling, excited, and even able to be lit up at night...the kind of shiny that draws people close to ask questions. However, I also intend to have high voltage signage on me, and a battery powered violet wand. My goal is to power the wings to the violet wand through a body contact probe, and turn it on at a low level during active performance engagement. With this, both the person who touches me (and myself) will get a mild and harmless zap, similar to static electricity, when I'm touched. As unwanted touch is shocking to recipients, it is an excellent metaphor for how many people feel about consent.</p>

Project Name	Dark Universe
Artist(s)	Space Cakes

Project Summary	<p>This is an interactive sci-fi journey about depression and those who love someone with depression. There will be a physical piece with an accompanying original sci-fi story based on a real life relationship. The physical houses will be made out of two foldable plastic playhouses that are already “prebuilt”; this will help the exhibit remain waterproof. The outside and inside will be hand sewn using various household or thrift store items to create the emotions and mental energy of each house (depression and joy).</p> <p>For example, there will likely be brightly colored lanterns and stuffed animals in the joy tent and hanging black cloth and plastic funhouse mirrors. There will be a binder or laminated pages in each house with two person poems or stories that navigate the experience for participants to use to interact with the piece together. The tunnel will be had to see through so it will likely be full of cloth and mementos of the things both sides share (i.e. plane tickets or kitchen pots) symbolizing a life together when they’re connected. It will be completely multimedia and over the top so lots of the design process will hopefully happen organically as well as we begin to build our houses with what is authentic to our experiences.</p> <p>Each house will be about 4.6’x4.6’x4.6’ connected by a tunnel that may be up to 6 feet long. Overall the piece may be up to 16.2 feet long by 4.6 feet wide by 4.6 feet tall.</p>
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Project Name	Effigy Lights
Artist(s)	Wren Spencer
Project Summary	Will be artistically and beautifully lighting the inside and outside of the earth pig effigy in collaboration with Una the effigy designer.

Project Name	Fishin' for Butn
Artist(s)	SlimE
Project Summary	Fishing for prizes at Balls Camp using camp structure and creating various art pieces (necklaces, earrings, pendants, t-shirts etc) participants can come and fish at our dock during regularly scheduled fishing hours or if they happen by and a baller is available to assist. Balls camp already has a metal cube structure set up as a balls exhibit at night, we would add a shower curtain / sheet set up to create a fishing hole and have the prize pool set up inside the existing structure.



Project Name	Giant Rideable Unicorn
Artist(s)	Doug 'Nataraj' Shire and Laurence 'Radar' Clarkberg
Project Summary	The Giant Rideable Unicorn is a massive 11 foot tall installation covered with 6500 LEDs and with a modest sized sound system attached. The length of the art bike is approx. 10 feet from nose to tail and the art bike is about 3.5 feet wide. The primary material of construction is a steel armature covered in fabric. We will articulate the legs so that the unicorn can 'trot' or gallop while in motion (with the assistance of a participant)

Project Name	Light Hex
Artist(s)	Justin Evans, Zach Belair
Project Summary	This project is a set of 50 hexagons arranged in a honeycomb pattern. Each contains LEDs shown through an opaque front, and each is a touch sensor. We want to place it in front of our Kinect sensor, to display users interacting on screen via projection, as well as custom text.

Project Name	Metamorphorever
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Artist(s)	Stilted Saint
Project Summary	<p>A 4/5-piece art installation based on metamorphosis, but transitioning starting at the end (see above.) Coffin, "corpse", chrysalis, tree, "angel" The wall is about 7 feet wide by 4 feet tall. It is a honeycomb of individual LED hexes. Each piece is made of wood, with a plastic cover that houses the LEDs. It is front facing, and we intend to mount it via rope. Each piece will have rings in the corners to allow them to attach to each other. Wires are laid under the plastic to allow capacitive touch sensing.</p>



Project Name	Nexus
Artist(s)	Aubrey & Rainy
Project Summary	<p>Nexus is a wooden, lasercut jigsaw puzzle whose hexagonal pieces will be distributed to participants on necklaces. Each piece of Nexus is designed so that it potentially fits with many other pieces. The result is trillions of possible 7-piece hexagonal grids of complete image-sentences. Nexus consists of ~400 etched wooden hexagonal pieces. Each piece is approximately .75 inch on each side and has a hole at one vertex for a piece of string, allowing each piece to be worn as a necklace. Each side of each piece will be cut with a wave which will match up with a certain subset of the other hexagons. Each piece will have a word or phrase and image that will comprise a sentence when all 7 pieces have been connected. It will be designed to create a meaningful sentiment, no matter which pieces have found each other. The</p>



	pieces can be found in box(es) in the camp and by Rainy and me.
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Project Name	Nighttime Oasis
Artist(s)	flutterbi
Project Summary	<p>The music has been loud for days. You walk and spot some dim lights in the distance. As you approach, you begin to hear soothing sounds. You see an odd bench. You decide to take a seat and ease into the experience. From this angle you can comfortably see these Constellations. You feel relaxed.</p> <p>Nighttime Oasis will be a circular bench with inclined seating for participants to comfortably stargaze. There will be low level lighting around the base of the structure so that participants will be drawn to the Oasis but not interfere with night vision. Soothing white noise music will be played at a calming level.</p>



Project Name	Papula de Gaia
Artist(s)	Bryce Peterson



Project Summary	<p>The Papula de Gaia is a large and colorful dome, which provides a space for people to enter and relax. At the peak of the dome is a large spherical light, pulsating rhythmically. Inside the dome, there is a large breathing moss creature.</p>
	<p>The Dome is constructed on site from a set of prefabricated wooden slats cut from Plywood, which interlock together into a rigid wooden structure. There is a small entrance for people to crawl through, and inside they are able to sit around the perimeter and relax.</p>
	<p>The moss creature at the center of the dome is called the Moss Lung. The design consists of several parts. There is a large basin holding water as a reservoir. Sitting in this reservoir there is a pot with a pump inside. The pump pumps water into the pot from the reservoir, which inflates a membrane at the top. Sitting on this membrane is the moss. By turning the pump on and off, the moss shows the effect of breathing. To implement this on a larger scale of about 4 ft. in diameter, the reservoir will be a large round tub which is set into the ground in a dug-out hole. A very large pot will be placed in the center, with a large piece of moss of top. The operational principle is the same as the smaller version, this implementation is simply scaled up.</p>
	<p>Additionally, I would like to incorporate a sonic effect by embedding a speaker either in the ground, or inside the moss lung pot. The speaker would transmit a very low bass through the ground, enhancing the sensory rhythm.</p>

Project Name	The Tiger Temple
Artist(s)	David Nghiem
Project Summary	<p>The Tiger Temple is the result of four years of research into Vietnam's now extinct animist cultures and folklore. It's a resurrection of an ancient artifact, rituals, practices, and beliefs that are extinct due to Socialist forces during the Cold War era.</p>
	<p>The Tiger Temple is a 20 foot diameter space with a totem on a tripod in the middle, surrounded by 5 tiki torches with talisman signs on them. There is a prayer mat with an incense holder underneath the totem, and another two tiki torches to light the temple signs on rules of conduct and engagement, title, as well as a binder with the foundation documents and research history into the temple. Each Tiki torch also has a custom electronic detector circuit to light up a simulated LED fire to light up the signs in case the tiki torches aren't lit.</p>

Project Name	Tutus Make People Happy
Artist(s)	Jamilah

Project Summary	I will host a make-your-own tutu workshop and provide the materials for participants to make a tutu. The wooden stand for the spools is approximately 5' high. The stand and several folding tables comprise the work area and all will be placed under a 10'x10' popup tent for shade.
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Project Name	Welcome Home! Lets Start This Off With a Bang!
Artist(s)	The Mid-Atlantic Fire Collective
Project Summary	Opening night pyrotechnic sky display, and effigy pyrotechnic display.

Department report for Art Grants	
Coordinator Name	Ed Conley
Co-Coordinator Name(s)	Juniper
Department Review	I think we worked well together and each was able to cover for the other as needed. It was amazing to work with and learn from Juniper.
The Good	The quality and the diversity of the art at the burn was great. All the artists seemed happy and were able to get their work set up in a reasonable time. Anecdotally, it seemed everyone had good interactions with the art. We had an excellent turn out for the artist meet and greet at the Moppets Lounge.
The Bad	Nothing was "bad" per se. For next year, I think we want to work on artist outreach and recruitment by attending art events in the area. One other idea I had, given the location and timing of the event, might be to work with artists who are creating "spaces" to find solutions to dew and muddy ground so that people don't avoid interacting with the works as intended. Or maybe burners should just get over it and get a little muddy. I dunno.
The Ugly	Nothing was "ugly". I think we want to start an early round of grants, specifically for effigy and temple, so those teams can get an early jump on things. Also, much as I love fireworks (and I do love them, and Juniper may have a different opinion here) one complaint I heard was that fireworks at the temple burn made the event less solemn for some. I'm honestly not even sure where I come down on this (because I do love me some fireworks), but it might be a consideration for next year.

Suggestions for Next Event	Start effigy and temple art grant round earlier. And I know we want the artists to be responsible and do it themselves, but it might be worthwhile to conscript one of the many photogs at the event to just do a round of taking pictures of the art or make it a responsibility of the art grant coordinators (just to make sure we have the photos in the end, and we don't have to let the artists know we're doing it, unless it reaches a crisis point with their second round of funding).
Super Volunteers	Juniper!
Additional Comments	It was a great, positive burn and the other teams should all be very proud of the work they did.

<h2>Department report for Greeters</h2>	
Coordinator Name (s)	Colin Reitman (Kally) & Barbara Reynolds
Department Review	<p>[Colin] I think everything worked really well. The flow was nice. I think we did a good job incorporating volunteer signups into the process, though at some points we really had to keep the flow moving, and so weren't able to prioritize that. Barb was great, the volunteers were great, and I think the departments coordinated very well with each other.</p> <p>[Barbara] DPW did an amazing job making sure we had what we needed. Thank you. I also noticed Volunteer coordination was understaffed and I hope we can help them out some next year.</p>
The Good	<p>[Colin] I think all of the above is relevant, here. In addition to that, I think Ryan Gosling was a great addition to the cast. I'm really happy with the way that turned out.</p> <p>[Barbara] The Music was wonderful! We need music at greeting. Moral and energy seemed way better with a little song and dance.</p>
The Bad	<p>[Colin] I think everything went off pretty much without a hitch, except for me of course. That'll be in The Ugly.</p> <p>[Barbara] I think we need to incorporate placement with greeters possibly? Having someone from placement to assist in answering questions was very helpful but they were not there as often as they may have been needed</p>
The Ugly	<p>[Colin] My nervous breakdown didn't work very well for me, and I don't think that should continue next year.</p> <p>[Barbara] I don't think we had any major complaints. A minor one was it took us too long to "greet" people but I feel that may have had to do with us asking about volunteering and attempting to sign up volunteers.</p>

Suggestions for Next Event	[Colin] Bring back Ryan Gosling and get an actual dildo for him.
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Department	Signage
Coordinator Name	Ian B.
Co-Coordinator Name(s)	Wren S
The Good	James Fonda (the volunteer appreciation department) were awesome!
The Bad	We are hauling around a lot of signs that don't get used. We could pare that down a bit.
The Ugly	Wren & I are co-leads. We get along fine, but we don't really coordinate or work in the same way. There's no clear rule on who does what, and we aren't going to hash that out between us. So this year, I mistakenly got an order for 25 burn perimeter signs. Since Wren works in laminate signs and informative stuff (10 principles, etc.) and I have been doing the permanent infrastructure stuff, I assumed these signs were supposed to be heavy duty. I cut and primed 25 wooden octagonal signs, ran out of time, and brought paint to finish the signs at the burn. The requester wanted laminated signs. It was a miscommunication and it wasn't anyone's fault. But I don't want to work in a nebulously split department anymore.
Suggestions for Next Event	I put up more stars this year, and they looked pretty good. I may put in an art grant for more black lights next year.
Super Volunteers	Ryan Seacrest is the MVP. He worked every shift.

Department : Sound Lead	
Coordinator Name	Teak
Department Review	Everything went smoothly.
The Good	Things worked well.
The Bad	nothing bad
The Ugly	n/a

Suggestions for Next Event	Next year add a field for sound camps on the application which is for them to describe their gear they plan to use. especially the bass bins. (including type of sound bins, amps, ) - ex: "two Electro-Voice ELX118P powered subs" or "two 2x18's and 2x15mid/high, with 2 crown 2400watt amps".... this question can be open ended... just need a better idea of how loud the camp is for us to better make placement decisions.
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## Volunteer Management and Volunteer Appreciation Overview

Constellation is entirely volunteer-run, and thus efficient assignment and management of volunteers is crucial to the health of the event. The Volunteer Management team works with each department leading up to the event to publish and promote volunteer sign-ups and during the event to staff open volunteer positions. Constellation's Volunteer Management team works with the following departments to recruit volunteers: Gate, Parking, Lamplighters, Leave No Trace, Greeters, Rangers, First Aid, Sanctuary, and Fire Perimeter. The team also recruits its own volunteers, and recruitment of volunteers for the two new departments - Guardians and Volunteer Appreciation - was added in 2019.

Volunteer sign-ups were generally managed electronically, using SignUp Genius, both in advance of and during the event. While there were some issues with the electronic system during the event, the overall recruiting and management of volunteers was very successful, and the Volunteer Management team was able to generally fill all requested volunteer shifts. Going forward, the Volunteer Management team will continue to use an electronic system (whether SignUp Genius or other similar application) for volunteer sign-ups, in order to track the total number of volunteers needed and recruited, measure the average number of shifts worked by each participant, and evaluate the efficacy of pre-event vs. on-site recruitment.

In 2019, two primary changes to the Volunteer Management department were enacted. First was the creation of a separate team/department to handle Volunteer Appreciation. Second was moving the placement of Volunteer Management during the event, to co-locate it with the Greeters department.

The split of Volunteer Management and Volunteer Appreciation departments allowed for the former team to focus on recruiting new volunteers and filling critical volunteering needs. For the 2019 event, a volunteer board was erected in the backfield, to help promote open volunteer positions and encourage participants to fill critical shifts, such as overnight on the Guardians team and during peak times on the Parking team.

Department report for Volunteer Coordination

Coordinator Name	James C.
Co-Coordinator Name(s)	Ken T., Chappee, Olga
Department Review	Everyone who worked with Volunteer Coordination was awesome. We had two brand new leads who did everything asked of them, and had some new people step up who are interested in being more involved next year. We started to explore integration between Greeters and Volunteer Coordination, and were generally satisfied with our ability to meet personnel needs for critical shifts, particularly in Parking and Guardians departments.
The Good	Integrating volunteer coordination with greeters showed a lot of potential and we hope to see it continue next year. We'll be looking to repeat having an information board in the back field, and are happy to report that no one decided to erase or write over any of the info we posted. We acquired an amazing new recruiter on Sunday night, who we hope to have an assistant lead next year. We worked on establishing some effective paths for "soft" community engagement within social networks, which we're excited to improve on next year.
The Bad	We didn't communicate well enough or work close enough with Greeters, and we'll be looking to fix that. We're going to look at how we prepare and distribute badges so they are there when they're needed, can act as tokens that tie people to their departmental service (and identity as co-creators of the burn, among other things), without wasting resources on unneeded badges.
The Ugly	We got rid of rigging security near the start of the event. It was the right call, but it feels bad to suddenly scrap an entire department in the middle of the event because of the time spent creating badges for that department, recruiting attempts, and the impact on the community's trust in our communication about volunteer needs.
Suggestions for Next Event	We're currently looking at involving theme camps more directly in filling volunteer shifts, through shift "sponsorships" or similar frameworks. I'm hoping to have a more intentional and focused plan for onsite volunteer recruitment, but I won't know how feasible that is until I can finalize and meet with our recruitment team, which is unlikely to happen until next year. We're going to have a dedicated social media communications person next year, who will be focused on making effective use of Facebook and Instagram to educate new burners and increase awareness of volunteer opportunities.
Super Volunteers	<p>As of right now, we're looking at Melissa from Catastrophe!, Olga from Deadly Muppets, Jo Ellen from Easy Bake Coven, and (potentially) Crystal C. to possibly step into assistant lead positions (at least functionally, if not officially) with Volunteer Coordination for Constellation 2020.</p> <p>FYI, Susan S. has expressed interest in exploring a lead position with us next year. She specifically mentioned Greeters, but may be open to other departments. Emily and I have both been in contact with her, and anticipate</p>

	that she will fill out a lead application when they're published.
Additional Comments	<p>I'd like to be part of a conversation about improving our communication or policy regarding gate. I don't think it's unreasonable to make it a goal to not have to turn anyone away during the event, while acknowledging that it may be necessary.</p> <p>I think the way we structured the LNT department removes some of the communal focus/ownership on MOOP responsibility, which I think is a net loss for us. I'd like to consider making LNT a "closed" volunteer group (ie one that doesn't have open recruitment, like DPW) that only operates on the last day of the event, and increasing our messaging before the burn and onsite about the Leave No Trace principle and MOOP education.</p> <p>I'd like to help design and create vertical banners that name and describe the 11 Principles, one for each, and scatter them evenly around the event grounds.</p>

Department : Volunteer Appreciation	
Coordinator Name(s)	James Fonda (i.e, James & Fonda, usually referred to as James Fonda)
Department Review	Volunteer Appreciation experienced a respectably organized and fairly well run first year. I feel there were very few blow ups or grand omissions. All of the Sphere Leads and staff were most helpful and cooperative and grateful.
The Good	<p>Early Arrival and Setup: Excellent. Set up of the kitchen and infrastructure went smoothly. James Noel was able to modify the sink and other challenges on site with little issue. James appreciated the help from volunteers to set up the kitchen so he could concentrate on tasks that only James could do. Volunteers erecting the carport, putting together shelves, and other tasks, was extremely helpful.</p> <p>During the event: The Volunteers were THE BEST! I truly had a great time working with them and was so happy with their enthusiasm.</p> <p>Breakdown: went fairly well. I felt bad that Emily needed to do most of the packing up herself, but most of the kitchen inventory was hers and she was most familiar with how everything packed best. Load out was tiresome, but we got through it.</p>

The Bad	<p>Volunteers: There was one stressful time when I was short on volunteers to clean up the kitchen so I could mess it up again and provide the 4:20 snack at the Ranger Station, but a miracle occurred, and it all worked out.</p> <p>Expectations: I felt as if V.A. did not live up to all the expectations I had hoped for. The grab-n-go snacks should have been “managed” and distributed a little better. I would have liked to provide late night snacks for volunteers and the Guardians. V.A. fell short on warm drinks and overall hospitality for all volunteers in need.</p> <p>Schedule: I would like to “close” the kitchen area after the 4:20 snack is served and cleaned up after to avoid morning mayhem and surprise messes.</p> <p>Overworked (note from James): Fonda ended up working from 8:00am until 5pm every day with little or no breaks. First for breakfast, then for the 4:20 snack. After she finished with those meals, she would continue through the evening on and off until 1 or 2 am, creating snacks, soups, chili, sandwiches, etc. She rarely had more than an hour break from workday in and day out. She enjoys the work and the emotional benefit, but James would like to see her have time to relax and enjoy the burn from time to time.</p> <p>Exodus : was complicated by other vehicles and camp sites near our camper. We require a considerable amount of maneuverable space to get the camper safely out, but everyone pitched in and we were able to manage.</p>
The Ugly	<p>I did not anticipate the need to keep foods warm to be as important as it was.</p> <p>I did not expect as much enthusiasm for the meals and I did not buy or make enough food and snacks. I believe that some of the meals prepared could have easily been doubled.</p> <p>Infrastructure: There is a major issue of water infiltration in the kitchen area when it rains. Fortunately, the rain was limited this year. Two years ago, the rain and side effects of the rain was overwhelming. The space, location, and layout for the kitchen is well suited for the burn. The deluge of water is caused by the stage roof shedding all rain and condensation onto the carport roof. The water eventually runs off between the back of the stage and kitchen resulting in the counters and electrical circuits dripping with water. This is not only an inconvenience, but a safety hazard that should be addressed.</p>



	<p>VA needs to have a more robust team. I would like to continue to run the department, plan the menu, prepare/cook food, and implement the tasks. I anticipate requiring the following:</p> <p>VA Coordinator: James Fonda</p> <p>Infrastructure: James</p> <p>Lead Kitchen Director: Fonda</p> <p>Lead Cook: alternate breakfast and 4:20 snack responsibility with Fonda</p> <p>Cafeteria Attendant: help serve and clean up cafeteria area in Ranger Station</p> <p>Snack Vendor: monitor Grab-n-Go snacks once or twice a day and monitor water in Ranger Station</p> <p>Late night Snack Coordinator: package &amp; label leftovers, sandwiches, etc. and make them available in the fridge of the Ranger Station. Monitor Guardians and/or coordinate with Guardian Lead to make sure the Guardians are taken care of.</p> <p>Kitchen Clean up: We allowed the Deadly Moppets to use our wash area to clean their kitchenware at the end of the event. They were respectful and washed additional dishes for our department as well. In the future, I would like to propose that any camp that wishes to use the wash station sends volunteers for one cleanup shift for each wash session request.</p> <p>Infrastructure rainwater management: There is a major issue of rainwater/condensation infiltration in the kitchen area posing several potential safety hazards. Much of this water comes from the stage roof runoff and with the roof as large as it is, this is a significant amount of water. My suggestion would be for the board to offer to have the property owners install a continuous gutter at the back of the stage roof at Constellation's expense. This should be an inexpensive fix and would eliminate 95% of the water infiltration.</p> <p>VA Meetings: I would like to host a brief daily meeting with the VA team and possibly have a kickoff meeting with all/most of the volunteers. Perhaps a "pre-check in" request for people who sign up as a VA Volunteer?</p>
Suggestions for Next Event	
Super Volunteers	<p>I have my eye on several super volunteers and will reach out to them to ask if they will join the V.A. team next year.</p>

Additional Comments	<p>Port-O-Pottys: The new Port-a-Potty designs and placement was great. Having them cleaned daily was the best. My only added suggestion is to request a hand sanitizer dispenser in all units (not all of them had one) and refilled with the daily cleaning (which they were not) as part of the contract.</p> <p>Golf Cart Noise regulations: I'm not sure how to suggest this. Golf or utility carts should not be left to idle in one location for more than 5 minutes. Setting a late-night speed limit could keep noise down. Example: During quiet hours, carts should not exceed 5mph except for ranger emergencies. It would be worth investigating having an electric fleet. Not sure if this is practical due to the need for a charging area (possibly set up by the back of the ranger station barn). There might be enough power there to run the chargers and it's a central location. It's worth looking into. Electric are quiet and eco-friendly.</p>
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## Logistics & Operations Sphere

Ops Sphere overview	
Sphere Lead	Monster
Co-Lead Name(s)	Peter H.
	<p>[Monster] Happy to have brought a Quartermaster on board which should improve processes in the future, and I think Ops will be in good hands with Nico and Peter. I continue to be concerned about the, for lack of a better word procrastination that seems to be happening across the planning team. As one example, I believe volunteer sign ups really need to be up BEFORE tickets go on sale. This is not calling out the participation lead -- the calls about gate hours, for example, needed to take place way earlier, and all coordinators need to be more on top of getting their schedules in. As much as I detest Trello, having a central "to do" list for everyone would avoid problems like invoices not getting paid for DPW vendors in a timely fashion, partly because I was using an old email address for the treasurer. If we had a list I could check I would have realized that things i thought were don had not been. This might be a better solution than having to nag people to ensure things are getting done. Overall I think things went very smoothly, but we did not have some of the difficulties of last year (mud).</p>
Department Review	[Peter] Overall great. Pegasus farms makes infrastructure set up

	<p>super easy compared to a blank canvas with all the existing infrastructure we use. Also pineapple absolutely killed it in his first year as DPW</p>
The Good	<p>[Monster] While it was kind of a pain, overall exodus was faster and smoother than normal – having a ranger assigned to help with that was very helpful – and I like the idea of having a designated exodus person in the future. Gate hours overall were also better respected this year. All the vendors did a good job from what I saw and were as far as I know fine to work with (excepting the flat tire on the gator), and actually accidentally getting an extra golf cart was exceedingly helpful and would probably be good to continue.</p> <p>[Monster] LNT was again easy this year, thanks to good participants, hooray! The meet and greet event was fun, and having volunteer appreciation was fantastic. The burn platforms we borrowed seemed to work out well and could perhaps inspire a better solution for future burns. Having everything mowed was great (except we need some tall grass back in the septic field). I think having the a*&amp;hole shift (producers, ops sphere leads and BOD handling the gate to guardians transition hour) went really well and is something we should continue in the future.</p> <p>[Peter] Everything good. I thought that the overall workflow within the department worked really well, and would advocate for keeping the same or very similar organizational structure for next year</p>
The Bad	<p>[Monster] There were some communication fails with a couple of coordinators. We have already implemented a new on-boarding process (although only a few people have been through it so far), so I'm not sure how else to set expectations to be honest, other than perhaps having another ops call really close to the event would be helpful. we continue to have a bottleneck with the ticketing system / computer, although this is being addressed by having the computer in DC and by looking into alternative ticketing systems.</p> <p>[Peter] Need clarification on gray areas where ops Cisco may overlap with other departments. As an example, why does DPW get tagged for setting up a fire perimeter for effigy burning or pyro when we have a fire perimeter as a department?</p>
The Ugly	<p>[Monster] Obviously having to threaten to call the police on a participant who refused to respect gate hours or leave the property when asked to do so as he was trespassing was unfortunate. However I do not believe that anything should change as a result. We disseminated the gate hours early and often in multiple forums and for the most part people are understanding and respectful -</p>

	<p>we had significantly less people turning up late this year and at least some of those who did freely admitted it was their mistake and were cool about it. Obviously the initial decision to do vehicle passes was controversial but that will die down next year, though we'll need to continue to tweak that.</p>
Suggestions for Next Event	<p>[Monster] The parking passes actually seemed to work pretty well overall, but I think we can add some more -- but it should be kept in mind that we had a lot of no-shows this year – I think some people were scared off by the combination of the cold and the burn ban.</p> <p>I think we need to get town runs under control (as a whole) - I think we should make more of an effort to consolidate their lists; perhaps this is something the quartermaster could help with. We are asking participants to limit or eliminate town runs so we should too. That said, having the special pass so the gate knows the staff vehicle was great. I also think we should encourage more use of the “better next year” list because there are great ideas that come up during the burn and people forget them.</p>
Super Volunteers	<p>[Monster] I think Shanna (and her co-leads Alex Broome and Marvin Roxas) did a great job with Guardians (I know she also had help from Issah and Dino) and I hope this department can continue next year! I do think that Marvin would be great working with CATS (maybe theme camp liaison?) TBH that's what I'd like to be doing if I was still around.</p> <p>[Peter] Pineapple as DPW lead. This was his first year doing it so he took a fair amount of guidance but he did awesome. I would not suggest bumping him up to sphere lead yet but another year or two as DPW lead and he may very well be ready to. Very capable</p>

Additional Comments	<p>[Monster] My #1 comment is that now that we are going into the 4th year I think more recruitment is needed (CATS really needs folks) and more clarity is needed in everyone's roles, to ensure that nobody is taking on too much and efforts are not repetitive. I think less emphasis should be placed on "all-hands" meetings, as they are too big a group to be effective, and instead we should focus more on occasional meetings between the producers and sphere leads (and relevant BOD members), with the sphere leads then disseminating and collecting info from coordinators. Ad hoc meetings as needed (like the GGP call) are also helpful. I also think making decisions on Slack (or trying to) is sometimes problematic because it can exclude the relevant coordinator(s) from the discussion. Also, I missed a couple of all hands meetings early on and it really felt like it had a huge impact - it would be helpful to ensure that all info is posted somewhere (maybe in the drive?) so less reliance on searching email is needed (see also comments re: group "to do" list) – there are notes from calls but they don't have a ton of detail.</p> <p>[Monster] I would also like to see producers set clearer expectations for budgets much earlier. For example - setting due dates to get budgets approved by sphere leads (so we can set due dates to get them from coordinators), and making a rule about how much an item can deviate without approval, etc. in addition, i feel strongly that nobody should buy anything without checking the inventory (now that we will have one in writing) - there are things like chairs, tables, and office supplies that we have a lot of and it's silly to buy more.</p> <p>[Monster] I have already discussed with participation the need to ensure that people are not promising things they have no authority to grant people, like the ability to stay past event close without approval. I think that we need an artist liaison person to recruit artists to the event and make sure they are getting what they need (our art team seems focused on giving grants), as well as a theme camp liaison to recruit and help theme camps. It seemed that a number of camps that have been great in the past were not there; I know at least some of that is due to lack of timely communication from us in the past. I would really like us to do what Transformus is doing in terms of having specialized communications with theme camp leads – this would be a project of the theme camp liaison working with comms.</p> <p>[Monster] I think it would be helpful to have a sign in HQ (and at greeters) with some basic info – when are ice sales or whatever – is helpful as people often go to those places with questions.</p>
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	<p>[Monster] Apparently we do need to do something with laminates (someone stole a BOD one from HQ and a concern was raised about ppl taking perimeter ones) and have a plan for their distribution – I think having samples at greeters when they are open makes sense (look at the cool things you can do) and then having coordinators and shift leads handing them out.</p> <p>[Monster] Finally, I think that in addition to having volunteer shift sign ups online when tickets go on sale we should do an acculturation questionnaire like BRC and some regional burns. Perhaps you have to click “agree” next to something saying you understand that you must abide by the code of conduct (or you may be ejected from the event, at least if the waiver doesn't already say that) and that you understand everyone is expected to volunteer (with a link to sign up), or something along those lines. At the very least a paragraph on the ticketing page that has those links would be good.</p> <p>[Peter] LNT - as an org we definitely need a better plan or follow through on a plan for leave no trace with respect to Pyro. We left tiny pieces of paper and fireworks debris littering the entire main field this year, and that is not a reasonable thing to ask a tiny LMT department to clean up. It was not super visible because the tiny pieces of paper were hidden in amongst the grass but it was largely left</p>
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## Ticketing

For the 2019 event, a total of 964 tickets were sold (an increase of 214 tickets over the 750 tickets sold in 2018). Tickets were sold in three rounds (two rounds in the main sale at \$70 and a Lightning round which occurred closer to the event date at \$90), with an additional round of \$70 Reserve Tickets held for new members of the Leadership Team and art grant recipients who were unable to purchase tickets during the main sale, as well as survey raffle winners.

Tickets for minors (13-17 years old) were sold during the Lightning round only; minors under the age of 13 were not required to purchase tickets. Tickets for minors are designated as “non-transferable” to ensure that they are not mis-used by participants aged 18+, which is why they were sold in the final round closer to the event. Minors are also able to use regular (18+) tickets.

With the success of the 2018 event and demand from the community to increase the number of tickets sold, the Constellation Event Producers (in conjunction with the affected departments and BoD) decided to increase the participant cap but institute a cap of the number of vehicles entering the event. One of the biggest constraints of the event location is how many vehicles

can be parked on-site, while also maintaining as much space as possible for theme camps, art, and open camping. The historic rainfall and impact of mud during the 2018 event also necessitated the vehicle cap, which allowed for the Leadership Team to better plan parking, theme camp spaces, and art placement, as well as plan for the challenges presented in the event of another mud Burn.

In order to control the number of vehicles at the event, car passes were instituted at a cost of \$20 per vehicle. Every vehicle entering the site required a car pass, with the exception of those participants who applied for and received an RV Permit (more information on RV Permits provided later in this Report). The number of car passes was determined based on an average of slightly less than 2 persons per car (approximately 1.8 persons per car). This ratio was calculated based on an approximate count of cars on-site during the 2018 event, results from the 2018 Post-Event Survey, and an informal survey of carpooling at PdF. Extreme care was also exercised by the Event Producers due to concern over potentially flooding the community with unused car passes, potentially resulting in feelings that the car passes were created only to generate additional revenue for the event.

An initial cap of 500 car passes was advertised, with the potential to release an additional 50-100 car passes during the Lightning Round based on site conditions, weather forecasts leading up to the event, and the number of car passes available for aftermarket sale within the community. A total of 525 car passes were available for sale, based on the number of car passes sold during the main sale (30 car passes unsold), the number of unassigned car passes from those held for the Reserve ticket sale (20 car passes unassigned), and an additional 30 car passes released based on favorable site conditions.

While some push-back from the community was anticipated, there was a general understanding on the need for car passes and the overall reception was positive/neutral. An FAQ was developed by the Event Producers in order to clarify the need for car passes, as well as the details with how they will be sold and redeemed. However, some confusion remained throughout the months leading up to the event, primarily around the difference between car passes, RV Permits, and Car Camping Permits.

Ticket sales consisted of:

- Round 1
  - Opened Sunday, June 9, 2019 at 12pm ET
  - Closed when sold out (June 18th)
  - 400 tickets available for \$70 each (limit 2 per transaction)
  - 225 car passes available for \$20 each (limit 1 per transaction)
- Round 2
  - Opened Tuesday, July 9, 2019 at 8pm ET

- Closed Tuesday, August 6, 2019 at 11:59PM ET. The original closure date of Tuesday, July 23 was extended to account for additional demand generated by other Summer 2019 events
- 400 tickets available for \$70 each. 366 sold, 24 rolled into the lightning round (limit 2 per transaction)
- 225 car passes available for \$20 each (limit 1 per transaction)
- Any unsold tickets and car passes to be included in Lightning Round
- Reserve Tickets for Artists and Coordinators
  - Opened Friday, August 9, 2019 at 12pm ET
  - Available until sold out
  - 65 tickets available for \$70 each
  - 30 car passes available for \$20 each
  - Tickets only sold to those with a reserve code
  - Any unassigned tickets and car passes to be included in Lightning Round
- Lightning Round
  - Originally scheduled for Monday, September 9, 2019 at 8pm ET
  - Server issue due to higher than anticipated demand for Lightning Round tickets and car passes required rescheduling the sale for Monday, September 16, 2019 at 8pm ET. A handful of tickets and car passes were successfully purchased on September 9 by participants; all other tickets and car passes were sold during the rescheduled sale on September 16.
  - Lightning round had 100 tickets plus unsold Round 2 tickets and unsold Reserve tickets. This meant 169 tickets were available for \$90 each (limit 2 per transaction)
  - Lightning round had 30 plus unsold Round 2 car passes, unassigned Reserve car passes, plus a buffer since it was predicted to be dry. This meant a total of 50 car passes available for \$20 each (limit 1 per transaction)
  - Tickets for minors (13-17 years old) available for \$70 each
  - The increase in price for tickets sold during the Lightning Round (excluding minor tickets) was due to needing to pay a premium for some services closer to event and to encourage attendees to purchase tickets during the main sale

A detailed summary of the number of tickets and car passes available and sold during each round is included below:

<b>Ticketing Round</b>	<b>Tickets</b>	<b>Car Passes</b>
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	<i>Available</i>	<i>Sold</i>	<i>Price</i>	<i>Available</i>	<i>Sold</i>	<i>Price</i>
Round 1	400	400	\$70	225	216	\$20
Round 2	400	366	\$70	225	204	\$20
Reserve Tickets	100	28	\$70	50	21	\$20
Lightning Round	169*	165	\$90	90	88	\$20
Minor Tickets	Unlimited	5	\$70	--	--	--

~ - A total of 65 Reserve tickets were assigned but not all tickets were purchased

+ - A total of 30 Reserve car passes were assigned but not all car passes were purchased

\* - Includes 34 tickets unsold from Round 2, 35 unassigned Reserve tickets, and an additional 100 tickets released based on favorable site conditions

^ - Includes 9 car passes unsold from Round 1, 21 car passes unsold from Round 2, 10 unassigned Reserve car passes, and an additional 30 car passes released based on favorable site conditions and community demand

Constellation offered a limited number of Low Income tickets available during both Round 1 and Round 2 ticket sales. For Round 1, Low Income ticket applications were due by 9pm ET on Thursday, June 6, 2019. Participants were given the option to request a 25% or 50% discount on tickets and were asked to provide information on why they want to attend Constellation, if they have participation in Burning Man regional events before, which of the 10 Principles they connect with the most, why they feel they need a low cost ticket, and how they plan to contribute to Constellation. For Round 2, Low Income ticket applications were due by 9pm ET on Saturday, July 6, 2019. Only a 25% discount was offered, and the same questions were used for Round 2 as were used for Round 1.

Decisions on awards for Low Income tickets were made by two designated members of the FPCS BoD and kept strictly confidential. In Round 1, 32 applications were received for a 50% discount and 0 applications for a 25% discount. All applications were approved. However, only 26 participants were approved for a 50% discount, and an additional six participants were approved for a 25% discount. The determination between the 50% and 25% discount was based entirely on the time at which the applications were received - the six participants who were awarded a 25% discount submitted their applications following the 9pm deadline but before the applications were reviewed the following morning. In Round 2, 11 applications were received for a 25% discount. Seven of these applications were approved; two of the applications were denied because they had previously applied (and were awarded) a Low Income discount during Round 1, and two were denied because they were submitted after the deadline for the application and the start of Round 2 ticket sales.

In addition to tickets and car passes, Constellation also sold ice and In & Out Passes. Ice sales consisted of 7-lb bags available for \$4 each. Pre-event ice sales began at the end of July and ended October 4, 2019 at 12pm ET. Ice was available for pick-up from 12-1pm and 5-6pm on

Friday, Saturday, and Sunday during the event. Onsite sales of ice were also available, but advance purchase guaranteed availability and reduced the need for onsite transactions via cash or credit. In total, Constellation sold a total of 515 bags of ice. However, due to cold weather, a significant number of bags purchased pre-event were not picked up and were thus available for free to any attendees beginning around 12pm on Sunday.

In & Out Passes were available for a cost of \$20 but only sold onsite. In & Out Passes allow for participants to leave and return to the event during gate hours; however, participants are charged for the privilege of returning to the event in order to discourage in & out trips. In & out trips are discouraged in order to maintain a sense of community cohesion at the event and encourage radical self-reliance and pre-event planning by attendees. In & out trips are also discouraged because the road leading into the event cannot support two-way traffic. Of note, participants are allowed to leave the event at any time, but an In & Out Pass allows a previously-ticketed attendee to re-enter the event during open gate hours. The only exception is medically-related trips, for which participants are allowed to re-enter the event for free at any time, provided they notify event leadership prior to leaving the event. In & Out Passes are typically used by attendees needing to conduct business off-site or to return to the nearby town of Elkins, WV to purchase additional supplies. While the event leadership discussed the option of prohibiting in & out trips in 2019, it was decided that the small number of in & out trips did not negatively impact gate operations enough to justify prohibiting them. In previous years, In & Out Passes were available for sale pre-event and onsite at a cost of \$20. However, based on some confusion over the difference between Car Passes and In & Out Passes leading up to the 2019 event and due to on-site confusion over when in & out trips were allowed in 2018, In & Out Passes were only available for sale onsite at a cost of \$20 each. In 2019, Constellation sold a total of 20 In & Out Passes.

Tickets for Constellation are sold via Black Rock Tickets, which is a ticketing system developed for PdF in 2009. Black Rock Tickets is used by both PdF and Constellation for sale of all ticket-related items. For Constellation, this includes tickets and car passes, as well as pre-event purchase of ice.

Tickets for Constellation are entirely electronic. Tickets and car passes do not need to be printed by attendees; instead, an attendee shows their ID at the gate and their information is retrieved through the computerized ticketing system. The primary benefits to the electronic system are streamlined gate operations, electronically signed and filed waivers, and reduction of paper waste. When an attendee purchases their ticket to Constellation, they are asked to complete an online waiver during the ticketing process. The signed waiver is what is used to connect an attendee to their ticket at the gate. For those purchasing multiple tickets, all tickets purchased for another attendee must be transferred to that attendee's account. In order to accept the transferred ticket, the attendee must log in to the ticketing system and complete the electronic waiver. The only exception is minor tickets, for which a parent or guardian must complete a paper waiver at the gate.

In 2019, online ticket transfers were allowed up through the duration of the event. In previous years, ticket transfers were cut-off a few days before the event to finalize the ticket list. However, based on feedback from participants (primarily about unused tickets due to last-minute plans changing and not being to sell their tickets or not being able to purchase a ticket last-minute), event leadership updated the functionality of the electronic ticketing system to allow for ticket transfers to occur throughout the duration of the event, until the closure of the gate. However, attendees were required to transfer tickets and those receiving a transferred ticket were required to sign the elector waiver BEFORE arriving at the gate in order to avoid causing a delay to gate operations.

While attendees new to Constellation can be confused by the electronic ticketing and waiver system, the overall reception is positive as it significantly streamlines gate operations and does not require printed tickets/waivers. Additionally, the added ability to transfer tickets through the duration of the event in 2019 was very positively received by the community.

## Gate

In 2019, the Gate was open the following hours:

- Tuesday, October 8th: early arrival of event leadership and BoD; volunteers and art grants recipients by approval only
- Wednesday, October 9th: early arrival of event leadership and BoD; theme camp members, volunteers, and art grants recipients by approval only
- Thursday, October 10th: 12pm (noon) - 12am (midnight)
- Friday, October 11th: 9am - 12am (midnight)
- Saturday, October 12th: 9am - 4pm
- Sunday, October 13th: no new entries permitted
- Monday, October 14th: no new entries permitted

Gate is staffed by volunteers at the times noted above. New entries are processed via the electronic ticketing system outlined above. Following ticketing operations at the Gate, participants travel into the event for processing through Greeters and Parking. In & Out Passes are also available for re-entry into the event during the Gate hours listed above. In 2019, Gate hours were extended by two (2) hours on Saturday afternoon from 2pm to 4pm. Discussions by event leadership about changes to the 2019 Gate hours included other options, such as extending gate hours past 12am (midnight). Based on feedback from the 2018 event, the additional 2 (two) hours on Saturday afternoon was the only change adopted for the 2019 event.

When the Gate is closed, Guardians take over. More information on Guardians can be found in the safety section below

## Department report for Gate

Coordinator Name	Nico & Aye
Department Review	<p>[Aye] I feel things went pretty smoothly at gate. No calls terribly out of the usual. Once we stream line parking passes and the community gets used to them I think it will be smoother next year.</p> <p>[Nico] Gate was amazing this year. No staffing issues or behavior issues. Everyone and everything went well.</p>
The Good	<p>[Aye] Having a cart for a day was pretty cool. Made it more fun to navigate the event while also being able to respond to calls quickly, so I didn't feel strapped to being close by the whole day.</p> <p>[Nico] Gate was well managed and I was really excited that it was so supported. Having Guardians being their own department was great and the golf cart was a real game changer. I was able to comfortably step away from gate knowing I could get back there if needed.</p>
The Bad	<p>[Aye] I have a really hard time hearing the radios. It makes me nervous that I'm missing calls. I'm not sure how to address that, but I feel like I can only understand half of what comes through.</p> <p>[Nico] Still need to work on ingress and egress. Cars coming in and going out/RV mostly needed better signage and traffic control. Road needs better lighting for volunteers to get to and from gate</p>
The Ugly	[Nico] The ticketing system needs to be revamped. Poor M4 had to be on call the whole time to deal with ticketing issues. No cell service made it extra difficult. Need to have wifi access.
Suggestions for Next Event	[Nico] Lighting along the road please!
Additional Comments	[Nico] Would love to see bigger art!

## Department report for DMV

Coordinator Name	Scho
Department Review	Submission emails from art car/MV applicants come down through the ops sphere, then ops sphere informs DMV lead that MV's need inspection. If a flame effect exists, FRT also is informed before permission is granted to operate the effect/vehicle on site.
The Good	Works smoothly

The Bad	We had no swag/momentos. A preburn budget to create some licenses/schwag for inspected/authorized MV drivers would boost morale
The Ugly	Muddy roads minimizing allowable drive areas, but that's on venue drainage and Mom Nature
Suggestions for Next Event	Extended fireworks display.
Super Volunteers	Rolled solo. Get it? Cuz it's for art cars? HUHUUHUUdoh
Additional Comments	Have a great winter and see ya at Frostburn!

Department report for Lamplighters	
Coordinator Name	Alex
Co-Coordinator Name(s)	Charles "Syphon"
Department Review	Lamplighting went well. New shade structure and location worked well, and DPW did a great job installing our spires for us too, including putting some up in the front field for the first time. I think we had more evening volunteers than we've had in years past as well, even on Sunday night when we're usually short-handed. Other than that lamps went up, stayed lit, and came down without any trouble.
The Good	Assigning shift leads worked out well. Syphon, Amber Leigh, and I split the evening shifts, and they all went smoothly. New location worked well too, I think we were a little more visible/easier to find than in the past.
The Bad	We should probably get a sign made next year. Some of the gear is beginning to show its age (lamp carrying poles especially) and might need to be fixed/replaced in pre-event next year.
The Ugly	<p>There were also multiple requests this year to add back a little more ceremony/ritual to Lamplighting, specifically a uniform/robes for the volunteers and an invocation like they do in BRC. That's something that I've made no effort to bring to Constellation or PDF in the past three years, and clearly something the community wants back.</p> <p>Also, lamp hooks on the spires are still too small (a suggestion that never got implemented from last year), and still prone to getting mooped when the spires are going up/coming down.</p>
Super Volunteers	Amber Leigh has been a stellar volunteer three burns running, and Syphon should be leading the department instead of me.

## Department report for Parking

Coordinator Name	Beardo, Chris C., Brutal (focused on volunteer coordination)
Co-Coordinator Name(s)	Lighthouse (was not present for much of onsite duty)
Department Review	<p>[Beardo] Aside from some minor confusion early on, I don't have a single negative thing to say. We stayed organized and on point with everything. Volunteers kicked ass. I've seen at least one attendee sing praises of how much smoother parking went this year. Proud to have been part of this team!</p> <p>[Christopher] Excellent transmission of institutional knowledge from Brutal to the incoming coords.</p> <p>[Brutal] Trained 2 new people, went very well. Both showed good work ethic and competence. Further help may be needed next burn/direct hands on training rather than oral instruction. There is just a lot of ground to cover and many things/knowledge that can't be passed along in just one burn.</p>
The Good	<p>[Beardo] Having multiple parking coordinators came in clutch. Each of us was able to enjoy ourselves rather than running around nonstop, like I had to do at Summerisle this year, and in fact I'll be modeling my departments more like this at Summerisle next year. I came in as the ranking FNG, and I left with a lot more ideas, knowledge, and experience.</p> <p>[Christopher] Everything ran smoothly this burn thanks to fair weather and enough volunteers to make sure no one was working super long shifts.</p> <p>[Brutal] Volunteerism was high. Volunteers enjoyed their swag. Gate and Greeters communication via radio was nearly seamless this burn, creating a perfect atmosphere for problem solving. Rangers patrolled to move vehicles that were parked in no parking zones, thank you!</p> <p>Sphere leads answered radio calls and requests for info promptly and with confidence and competence.</p> <p>Morning meetings daily were essential for information flow and worked amazingly.</p> <p>I was connected to the Ranger coordinator early enough to assist with online recruitment. Had a very pleasant experience helping with volunteer Coordination.</p>

The Bad	<p>[Beardo] Having some additional flaglines for marking off parking spaces would be nice. Caution tape and construction ribbon has too much elasticity and tends to sag unless staked off at more frequent intervals.</p> <p>[Christopher] The amount of time spent working on duty shifts during the burn was a touch more than could remain enjoyable but was not burn out level excessive. With worse weather or a mud burn that could have become frustrating.</p> <p>[Brutal] Parking coordinators need to be notified when their shifts are filled (volunteer coordination) via radio or face to face.</p> <p>Parking Coordinator duties need to be more defined to avoid overlap of duties with sphere leads(too many cooks).</p> <p>More road signs are needed to enforce parameters of overflow parking lot to keep theme camps from encroaching.</p> <p>Ran out of stakes. Solution:Order more. Ran out of orange and white flags. Solution:Order more.</p> <p>Rechargeable lanterns ordered for parking only lasted 3 hrs and had to be charged every day outside of parking and then retrieved. This is not going to work during a muddier burn in the future. Solution: Order different lamps.</p>
The Ugly	<p>[Christopher] I think packing from the year prior could have been done better to the point that untangling flag tape ate a bunch of time and we didn't find the red light batons for night flagging til after the event was over. Hopefully we did a better job for next year's crew.</p> <p>[Brutal] One parking Coordinator in training (Lighthouse) was a "no call no show" for the entire burn, even though parking was informed that they were onsite. This made training more difficult, because parking had to split up shifts 3 ways and each coordinator spent more time in the field. Duties were split between 3 people instead of 4.</p> <p>Some communications, including flow of traffic, were not clear until parking was onsite. Solution: Include 1 parking Coordinator minimum at the pre burn site visit, to clear up any flow questions/miscommunication. Or, have one extra video meeting with plenty of visual information.</p>

Suggestions for Next Event	<p>[Christopher] Look for a number of co coordinators equal to the number of days of the burn to further spread the load.</p> <p>[Brutal] Create a to do list, per department, in google docs with the name of the person responsible for completing each task and the deadline.</p> <p>If Coordinators are unsure of how to recruit offsite make sure they are funneled toward volunteer Coordination.</p> <p>Add at least 1 parking coord to the slack or have the parking sphere lead email parking coords with any important info for their department.</p>
Super Volunteers	<p>[Beardo] Andrew Finley and Phillip Codrey kicked ass as parking leads. I'd love to see both take on co-coordinator spots, if they're interested.</p> <p>[Christopher] I think it was Phillip Codrey but one shift lead signed up for multiple shifts and was in general a rock star with a great attitude.</p> <p>[Brutal] Thank you James Fonda! Thank you Pineapple! Thank you Pyramid people! Pyramid people volunteered to do exodus for parking in 2020.</p>
Additional Comments	[Beardo] Next year was better!

## Safety Sphere

Safety Sphere Overview	
Department Review	<p>New department - Guardians - was launched to cover afterhours gate security and that all went well.</p> <p>By and large everything ran smoothly and shifts were well filled</p>
The Good	By and large everything ran smoothly and shifts were well filled.
The Bad	<p>We had one participant get injured requiring a hospital trip. He returned to the event after treatment.</p> <p>Leadership of the Safety Sphere has yet to stabilize. Meaning,</p>



	while we have filled the role, we are still looking for a strong persistent fit as sphere lead.
The Ugly	<p>Two cars arrived after final (burn night) gate closed, and were obstinate about leaving. One left after an hour, the second more than two hours, but not until the owner threatened to call the police on him.</p> <p>We had to evict one participant. We had another participant acting in a belligerent and goading mode, and was encouraged to leave. He did so under his own volition.</p>
Suggestions for Next Event	There appears to be a theme of needing better communication overall, and that more radios are needed for event time activities.

Department report for First Aid	
Coordinator Name	Givler
Co-Coordinator Name(s)	Godshot, JR
Department Review	Need to look into equipment upgrades in the future, but nothing urgent. Having the gator was a positive. While we did not run into the muddy conditions we had the previous year, it was still extremely beneficial in transport. Having a third coordinator was fantastic and helped prevent burnout, allowing each coordinator to take 16 hours off each day to enjoy the event, and even on nights where we didn't have shift coverage, it was easy to split up coverage so none of us worked too much.
The Good	Again, having three coordinators for the department was a phenomenal plus. Would absolutely like to keep that going for the future. Having a qualified Coordinator on for 8 hours at a time allows for lighter minimum qualifications in our volunteers until such a time as this event's community is able to supply a full staff of higher qualified volunteers
The Bad	Night shift on the weekends had no volunteers. Need to work on finding more people willing to signup for burn nights. Will work with Participation in this endeavor in the future, to hopefully have volunteer sign ups available earlier.
The Ugly	Nothing was really ugly. First Aid had a very easy weekend with only one real call that was handled quickly and appropriately, with no issues or drama. All other volunteer uses of first aid were extremely minimal and can be chalked up to the expected lapses in Radical Self-Reliance that First Aid exists to deal with.

Suggestions for Next Event	Nothing comes to mind at the moment. First Aid is overall satisfied with how the event went in relation to our department.
Super Volunteers	We had an LPN named Lacy who I personally plan to get into contact with in an effort to coerce her into the team. While she had very few First Aid related things to do during her multiple shifts, she stayed busy at First Aid by assisting Godshot and Myself with organization and layout of supplies, keeping wood stocked under the bus for the fire barrel at night and even macromade(sp?) decorations for the first aid station. Lol.
Additional Comments	More Fireworks.

## Guardian Impetus and Overview

Guardians help ensure the safety and security of our community by tending to the gate overnight, as Constellation does not hire outside security. Any participants who arrive during the hours when the Gate is closed are turned away and encouraged to return when the Gate reopens the following morning. (More on this below.) Guardian volunteers do not have access to the electronic ticketing system, so they are not able to process any new entries. This separation of duties and responsibilities (with the added separation that Gate volunteers fall under the Ops sphere, while Guardians fall under the Safety sphere) discourages participants from showing up during these hours with hope of persuading volunteers to permit them entry into the event. The only exception to this are, as noted previously, participants who must exit the event to seek medical treatment; these participants are allowed re-entry to the event at any time, permitting arrangements were made with event leadership before exiting the site.

Creation of the Guardians department was new for the 2019 event. In 2018, the Gate was staffed at all hours by Gate volunteers, with the responsibilities of after-hours volunteers similar to that of the Guardians volunteers. One important distinction was made with the creation of the Guardians Department report for that Guardians would operate under the Safety sphere, not the Logistics & Operations Sphere (Ops) sphere. This allows the departments to run independently of each other, with different reporting and escalation structures, which is a key component of the leadership's messaging on the inability of Guardians volunteers to access the electronic ticketing system.

One additional change to Gate operations in 2019 was the creation of a "transition hour" between the closing of the Gate and the start of the first Guardians volunteer shift. This hour is typically comprised of processing the final entries into the event (such as those that may be in line for the Gate by the time of gate closing), as well as shutting down the electronic ticketing system and packing up other ticketing materials, and turning away participants who show up after the office "close" of Gate.

Thus, in 2019, it was decided that this "transition hour" would be staffed by the Ops sphere lead, Event Producers, and BoD members. One BoD member was assigned to each Thursday,

Friday, and Saturday nights, supplemented with either the Ops sphere lead or an Event Producer. Having the highest-level event staff put in this position as the “bad guy” refusing entry to late-arriving participants allowed for volunteers to be free of this responsibility. For Thursday and Friday evenings, the “transition hour” went relatively smoothly. On each evening, a handful of vehicles were turned away and asked to return at 9am the following morning, when the Gate reopened.

Saturday afternoon’s “transition hour” is by far the hardest, as participants who arrive after the Gate has closed are given no additional opportunity to enter the event. In 2019, the Event Producer and BoD member assigned to the Saturday afternoon “transition hour” -- which actually lasted a little over two hours -- had to turn away approximately 5 persons. The majority of those turned away did so with only minor protest. However, 2 persons created a minor verbal altercation, which took approximately 120 minutes to resolve before the Event Producer, BoD member, and landlord were able to disengage and return to the event.

Department report for Guardians	
Coordinator Name	Banana
Department Review	<p>I was extremely grateful to have been brought in to launch a completely new department this year. I was provided a great deal of support by Monster and Erika when I had questions and chatted with them a few times before the event to make sure I felt prepared. They gave me shift leads even when I didn't think I needed them, and was very grateful for those leads at the end of the day. During the event, I appreciated how communicative they were about concerns that arose and we managed to work through them by discussing the issue and when needed, had a course of action for adequate and efficient resolution.</p> <p>I also worked well with Niko as we handed off the space and golf cart back and forth. Infrastructure provided by gate worked well, and the workflow also seemed effective albeit duplicative at times. Overall a very good experience running this department especially since I had never volunteered on this level before.</p>

The Good	<p>As stated above, I worked well with my sphere leads as well as all the other Coordinators, Sphere Leads, BOD and Producers. I believe I received a lot of extra support as everyone knew how much I stepped up at the last minute and was a little out of my realm.</p> <p>The part that I thought would be the most difficult was getting volunteers and it turned out to be one of the easiest parts of my job -- thanks to Olga and James Conley filling in for Sunday and Marvin for both being shift lead AND getting Saturday night covered with volunteers. I even ran out of patches -- there were 50 for 35 volunteer shifts! I never had to work a Guardian shift myself, only training those who were there and making sure shift changes happened.</p> <p>Volunteers came away from Guardian shifts frequently claiming it was one of the best fire hangout spots that everyone talked about, and a highlight of their burn! Often they would meet someone they had never met before who became a fast friend, or appreciated taking some time away to hang by the fire. There was one volunteer who enjoyed being there so much he didn't want to leave after his shift and stuck around to hang with the next shift of Guardians!</p> <p>I also really appreciated that we got a golf cart. Thursday night before we were allotted the cart, I asked rangers to help get me up and back multiple times. It was a huge assist to be able to go on my own to the front to check on them, do shift changes, and take volunteers back to their camp. There were a few vols who had mobility issues as well, which is not a problem for the shift itself but certainly can be a challenge without the lift home! It also allowed for us to do wood runs for the fire, and food transport from James/Fonda.</p>
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The Bad	<p>It was clear a few times how this was a new department and therefore we were still figuring things out, like where the department even belonged in the first place -- was it Health &amp; Safety or Ops? I know the jury is still out but IMHO it belongs in Ops. They can be on the same channel as Health &amp; Safety but for coordination sake it very much is more along the lines of Parking, Gate, Ticketing, Greeters etc -- especially on Sunday when we are more of the anti-greeter/gate shift making sure that there are no traffic jams.</p> <p>Regarding Sunday, there was no discussion as to what Guardians would look like during that time. It felt somewhat superfluous as a shift as we were more traffic jockeys than "Guardians." This shift could have just as easily been Gate, Greeters, or Parking. It is also the longest marathon of shifts going from 4pm on Saturday to Noon Monday. This was the time that I felt could have been most helpful to discuss beforehand.</p> <p>While interpersonally I believe things went smoothly, I think communication could have been a little better when issues arose. For example, the Saturday night "stand-off" which I had an alternate shift lead covering but nobody downloaded with me afterward regarding what happened until I asked based off of the rumor mill tipping me off.</p> <p>Regarding volunteers, it would be helpful to have an easier way to cross reference when we have volunteers and when we will need to have spots filled. I know that James Conley had a list of who had signed up ahead of time, and filled many spots in, but there was nothing like that available for me. I still am unclear how the other coordinators were able to maintain their volunteer lists. In the future perhaps I should print out said list (foresight!) However, relying on onsite resources, the internet had some issues and we ended up having more than enough people for a few shifts (not that anyone minded)! I ended up resolving the issue by asking my shift leads (Issa, Marvin and Alex Broome) to ensure their time slots are full of volunteers, asked James and Olga to help with Sunday (even when I had open Thursday shifts), and I covered asking people for the other ones that were available. My idea is to transpose the list into a google doc that is available offline, so that we can all be working off the same doc and sync when we can get wifi.</p>
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The Ugly	<p>My largest issue is some disorganization in coordination. At the end of the day, I think we over-committed rather than under which perhaps is the better way to err. Still Monday, for example, Niko told me that she was checking on the Guardians a little before every shift change all through Sunday. I was getting there a little after every shift change to train the newcomers and make sure the previous Guardians were relieved. I greatly appreciated her taking care of my volunteers! However, in the future, I would love to have more communication and coordination so that we are not both spending our time going back and forth to the front. Next year, perhaps I can split half of Sunday with Niko if she is so inclined for both of our sanity's sake and/or get more shift leads for Sunday.</p> <p>Thus, there was a duplication of efforts in addition to a constant fear that we wouldn't have volunteers. Volunteer shifts themselves ended up being overbooked. Multiple people were on call were anything to transpire that needed support. This might be a product of the newness of the department though, as it was never clear whether volunteers would show up or not or what might happen. The good news is they do! And thankfully not much goes wrong.</p> <p>This leads into my real future hope which is all a statement to myself to self-care better. So long as the lead is awake to maintain shift changes, and there are Rangers and First Aid on the same channel to address concerns, is it necessary for the shift lead to not be sleeping during the shifts either? Definitely looking forward to discussing with Ops going forward how to best make sure that we have only the necessary number of people required on shifts at a time.</p>
Suggestions for Next Event	Extra money for games, books & coloring books at the front gate for gate and guardians who get bored! I put a number of those items at the front that were my own and Blokus Duo lost a piece now, so it was clearly used but a sad casualty on my part that I donated.
Super Volunteers	Issa Saah, Marvin, Alex Broome, Chanel Glover, Nathan Q. Holmes, Michelle (Meesha) Fisher, Challys Gretsinger, Carolyn Jordan, Chris Behrends, Victor Almeida, John (Dino) D'Ausilio
Additional Comments	Still not sure who told some of our volunteers that they could stay late if they volunteered.

Department report for Perimeter	
Coordinator Name	Sara B.
Department Review	Everyone is amazing and wonderful to work with. Thank you!

The Good	Having 4 foot stakes with caution tape worked really well to hold the Perimeter during pyro load-in so that we didn't need volunteers. The orange vests worked really well for identifying who is perimeter and build/pyro teams.
The Bad	I tried staggering start times for volunteers, but need to go back to everyone just meeting around 7pm and then once I know how many volunteers we have, and how big of a perimeter we need, then I can determine who needs to be where and when. I need to communicate with the build team ahead of time that they all need to be identifiable in orange vests before perimeter is set. More radios will always be better.
The Ugly	When I asked if I needed to get volunteers to set my perimeter line I was told DPW would do it. I wish I remember who told me that. I *think* it was Monster. Anyway, we will communicate better with DPW in the future of all perimeter infrastructure needs.
Suggestions for Next Event	On Saturday, we need to set an area ahead of time for medics to park their vehicle and have a clear route out in case of an emergency.
Super Volunteers	Yes, but don't remember their names at all. Alex Broome was amazing!
Additional Comments	Get a lawn vacuum for moop!

## Department report for Rangers

Coordinator Name	Sauerkraut
Department Review	On balance I think Rangers did a good job, and I'm pleased with it. At most burns, the vast majority of rangers is routine, and pleasantly uneventful, and Constellation 2019 was no exception. A few more challenging events were handled with grace by several rangers (see Super Volunteers, below!) and we had great support from producers and other departments. We had enough volunteers to make it work; the FPCS Ranger Council will work hard on identifying co-leads for PDF and Constellation in the future. Infrastructure: we had plenty.

The Good	<p>I received outstanding support whenever I needed it from other departments, as well as event producers and BOD members. Special shout-out to DPW! In my experience all of the departments worked together extremely well, which allowed Rangers to ranger. I especially appreciated that Rangers were not asked to be the enforcement wing of any other department (something we feel really strongly about not doing.) Having a morning all-hands meeting was great (and delightful that it was rarely needed for much beyond announcements.)</p> <p>Mostly radio protocol was great, with minimal distractions and goofing around.</p> <p>The land and hosts, of course, were great, and we got super lucky with the weather.</p>
The Bad	<p>The radios were a constant problem in terms of functioning, throughout the event (I think that people are already aware of this and working on it.) I'd also like us to discuss the pros and cons of unified comms, and have more radio channels during the event (though having a single main channel for pre- and post- is much more workable.) Having all of Safety on 1 was tough at times, especially during the burns.</p> <p>Nobody's fault, but the prospect of the showers functioning all the time, but the reality of septic system that simply cannot accommodate an event of our size, was frustrating for many participants. For future years at Pegasus, maybe we should say something like "there is a possibility of running water for showers, and rain water for dishes, but absolutely no promises..."</p> <p>Lots of unattended fires. It would be nice if people throughout the event helped their neighbors and fellow burners to remember to not do this.</p>
The Ugly	<p>Late departures were a problem. I know that this is in part just burner behavior, and also a legacy / remnant from prior FPCS events. Somehow communicating to participants more clearly, and more often, that they have to leave by time certain would be great (dunno what the possible consequences would be, though.)</p>
Suggestions for Next Event	<p>Having a unified supply inventory for fungible items (e.g., office supplies, batteries) and a quartermaster would be great. Having better, newer radios, and a repeater (at least for Pegasus, I don't know the PDF event site) would be extremely important. Having a quartermaster position, including who would maintain the Found &amp; Lost, would be great.</p> <p>As with many burns, the vast majority of rangers, producer, and BOD responses were concentrated in a few camps, and a few people. I think we should consider the idea that if any given placed theme camp requires more than ("X") number of responses, they are on notice that they won't be given placement for the following event, or event cycle. (I'm also aware that this will be complicated, as the camps and people in question are... Friends of</p>



	Friends.)
Super Volunteers	Caitlin "Cat" (Ranger Fidget); Z Mags (Ranger Lookout); James (Ranger River City). The Ranger Council will definitely look to involve these folks in Ranger leadership going forward!
Additional Comments	I really enjoyed and appreciated working and burning with all of you, and I'd genuinely like to hear any concerns that folks have about Rangers, and try to work on them for future events!

Department report for Sanctuary	
Coordinator Name	Kris O. & Sandee "Dharma"
Department Review	<p>[Kris] Other than one of the leads missing a radio call to come to sanctuary on Saturday night, things went very smoothly. We didn't have too busy a weekend and even the issue Saturday night was easily sorted.</p> <p>[Kris] The person in Sanctuary was cared for well by three of her campmates. Once I got there to relieve the volunteer (the late night volunteer did not show up) I did not need to do too much. We had a good number of volunteers, there were no needed escalations, and the training went very well. What was particularly interesting is that most of the volunteers were new to Sanctuary and some were at their first burn. They did a great job.</p> <p>[Dharma] Our department did a most excellent job! Most shifts were covered and having First Aid right in front is wonderful. My only complaint is a communication issue. I had the radio Saturday night and rather than try to reach me on it when I am camped directly across the field, the person went to find Kris to deal with a minor issue. So, I get a knock on my door, rather than a call on the radio.</p>
The Good	<p>[Kris] Great volunteers, training, all but the hardest to fill shifts were covered. Having Sanctuary right next to First Aid helps a lot too and allows volunteers to not feel isolated.</p> <p>[Dharma] Our volunteers were phenomenal and very few no-shows.</p>
The Bad	[Kris] We still can't seem to get good incident reports from folks. It just slips people's mind after a situation has been resolved. The on call situation Saturday was frustrating, but ultimately not a big issue.
The Ugly	[Kris] We simply need more radios. If both leads could have had one the Saturday issue would not have happened. It also would have been much easier to keep tabs on what was going on at sanctuary since I am camped in the backfield. Sanctuary needs three to run smoothly. Maybe just 2 during the day, but certainly 3 overnight and we only had one.
Suggestions for Next	[Kris] Again, more radios.

Event	[Dharma] A propane heater would be really nice.
Additional Comments	[Kris] I mentioned the gate closure thing in my participant report. I am not sure why we can't let people in whenever. There won't be many people coming late, but there are always some and we have people out there the whole night anyway. It seems they could just as easily check people in and make sure the road is clear as argue with people about not being allowed in. I know it isn't my department and I am not going to push the issue, but it does stand out to me.

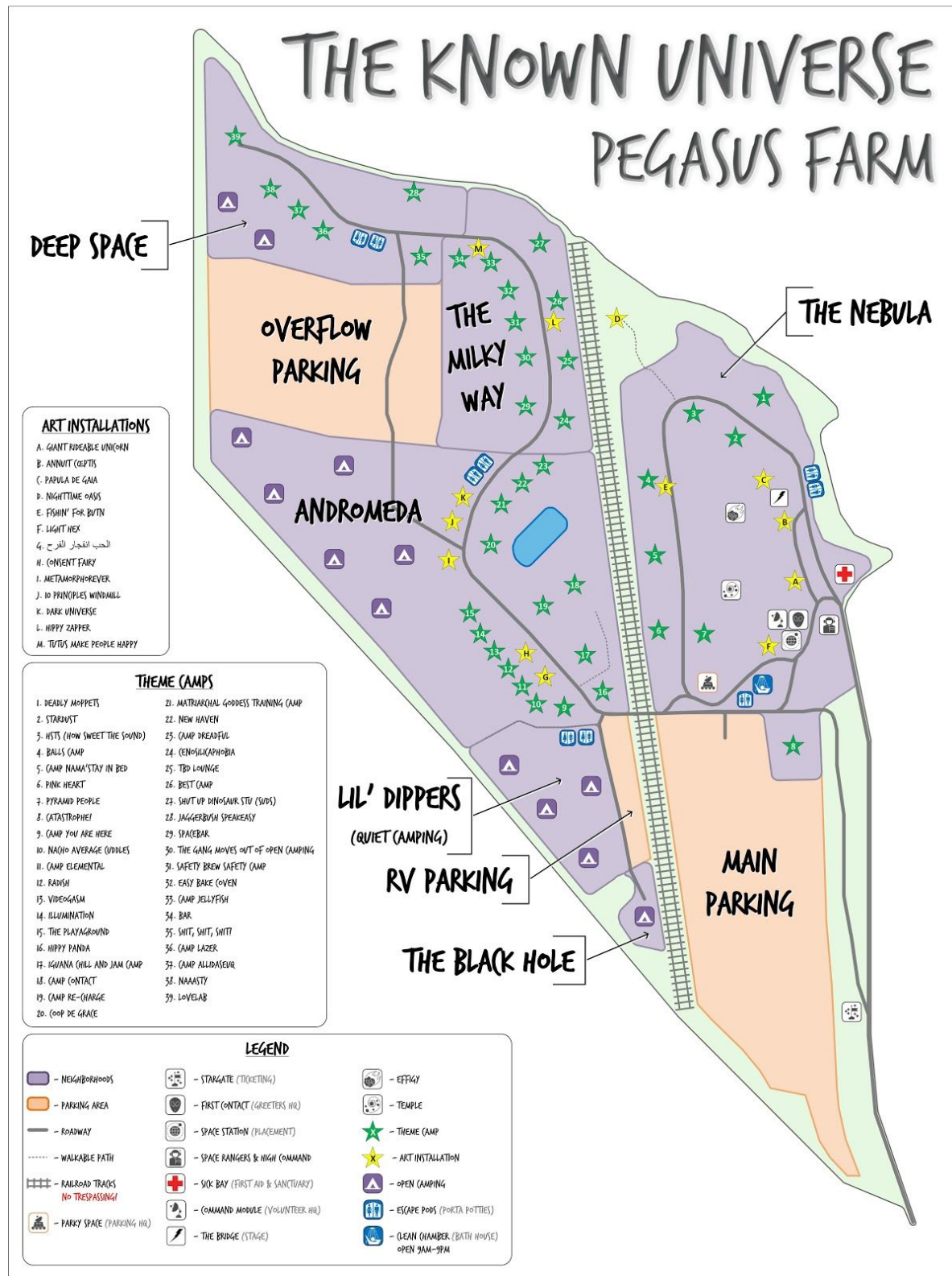




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## Attachments

# City Map



## Detailed Financials

<b>Income</b>			
	Ticket Sales +car passes		\$80,162.82
	Ice Sales		\$2,260.00
	RV		\$640.00
	In/Out passes		\$480.00
<b>Total Income</b>			<b>\$83,542.82</b>
<b>Expenses</b>			
	Art and Artists Support		
		Effigy	\$2,000.00
		Event Art Grant	\$16,032.56
		Art Team HQ	\$100.70
			\$158.59
	Bank and Transaction Fees		
		PayPal Fees - tickets+car	\$2,012.81
		paypal fees - Ice	\$58.76



		paypal fees - RV	\$12.62
		paypal fees - in/out	\$12.48
	Infrastructure Capital Purchases		
		Shade Structures	\$514.73
	City Planning		
		Marking supplies	\$200.40
		Signage	\$185.83
		Maps	\$133.53
		Other printing/signage	\$133.52
	Greeters		
		Supplies and deco	\$267.69
		PROPANE	\$15.82
	Dept of Public Works / OPS		
		Land Maintenance	\$317.60
		Ice Vendor	\$818.75

		Transportation -Truck rental	\$1,457.82
		Transport Gas	\$331.74
		Portapotties	\$5,703.00
		breakdown food	\$130.24
		Standard Contingency	\$750.00
	Equipment Rental		
		Golf Carts	\$3,648.60
		Light tower	\$421.35
	Event Insurance		\$3,041.00
		Pyro Insurance	\$1,979.00
	Fire Team		
		Accelerants / Ignition	\$55.04
		Wood	\$1,590.00
	Perimeter		
		Supplies	\$49.05
	First Aid		

		Supplies	
		Gator	\$909.50
	Gate & Parking		
		Wristbands	\$479.07
		Gate Swag	\$110.00
		Parking Supplies	\$142.26
		Parking patches/stickers	\$100.00
	Printing and Publication		
		Laminates	\$347.94
		Waivers	
	Rangers		
		Supplies	\$449.21
		Uniforms and Patches	\$1,087.30
	Rent		
		Land Rental	\$19,280.00
		RV	\$480.00

	Sanctuary		
		Supplies	\$109.05
	Volunteer Management		
		Supplies	\$113.36
		Signup Genius	\$99.98
		Leadership mixer	\$198.78
		Volunteer Appreciation	\$819.88
	10% of ticket sales for Ongoing Organization Operations Costs		\$8,016.28
	5% of ticket sales for Community Arts and Civic Engagement		\$4,008.14
<b>Total Expenses</b>			<b>\$78,883.99</b>
		<b>Profit / Loss</b>	<b>\$4,658.83</b>