



2018 Apogaea Afterburn Report

August 19th, 2018

Version 1.0

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2018 President and member of the Board of Directors

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About Apogaea

Apogaea is the regional Colorado Burning Man event, taking place annually in early June. Founded after Geodesika folded, Apogaea was officially kicked off in 2004 and has become one of the longest-running Burning Man regional events.

Apogaea Inc. is a Colorado-based 501(c)(3) nonprofit corporation (ID: [20041146098](#)) dedicated to the advancement of the arts and is faithfully guided the 10 Burning Man principles. The organization is composed of a board of directors, four officers, a Colorado Burning Man Regional Representative, and the leadership team known as Ignition. Ignition is comprised of leads who are involved in the planning and execution of the event and serve as the voting members governing the nonprofit. The management, staff, and performers of Apogaea are strictly volunteers and never receive any compensation for their time and effort.

Apogaea Inc.'s primary mission is to maintain cultivate a community with interests in and pursuit of art, music, and artistic expression. Each year, Apogaea awards tens of thousands of dollars in Art Grants for installations at the annual event in June, which has been called Apogaea since 2004.

The festival is a temporary autonomous zone operating under the guidelines of Burning Man's Ten Principles: Radical Inclusion, Gifting, De-Commodification, Radical Self-Reliance, Radical Self-Expression, Communal Effort, Civic Responsibility, Leave No Trace, Participation, and Immediacy. In addition, we frequently include Consent as an important 11th principle.

Apogaea Inc. is registered as an official Burning Man Regional Event and is governed by bylaws available to the public and posted on the website:

<https://apogaea.com/wp-content/uploads/2010/01/BYLAWSOFAPOGAEAINC7.2.13-1.pdf>

2018 Leadership Team

As of the event, the 2018 Leadership team was comprised of the following individuals:

- President: Erik Vogt (2020)
- Vice President: Scott Strohmeier (2020)
- Secretary: Kristen Vogt (2019)
- Treasurer: Jordan Shierstone
- Board Member: Dana Shierstone (2018)
- Board Member: David Loudermilk (2019)



photo credit Agatha Bee, 2018.

The year indicates when their board term is finished.

Other members of the board at some time during the planning of the event included John Wilcox, JC Ward, and Ron Taniwaki. All the above were members of the board except for Jordan. Erik, Scott, Kristen, and David are slated to continue with the 2019 board.

The bylaws specify that the board should be comprised of at least 3 and up to 9 members that serve 3-year terms after which a forced sabbatical of one year is required. We rarely have the luxury of having the maximum number of board members, and due to attrition in recent years, many of the Board have had little by way of hand-off from the previous board. At the end of 2016 the entire board resigned, and over half of the 2017 board resigned during the 2018 season. That said, continuity was maintained well between the 2017 and 2018 by Dana and Kristen who both provided sound leadership and support for the organization through the transition and we have 4 committed board members carrying over from 2018 to the 2019 year.

Org Structure

The event is planned and managed by a team called “Ignition” that handles specific aspects of the event including budgeting their department’s needs, recruiting volunteers, managing the team’s function during the event and submitting an ember report at the end along with any reimbursement requests in a timely manner. Each department has a board liaison who is the “go-to” person to help work out interdepartmental issues, resolve policy or budget questions, and help get any other support needed. Most leads have a role in the organization throughout the year, but the demand varies greatly by department.

- **Acculturation**
- **Apogaea Department of Public Works (DPW)**
- **Apogaea Media and Publications (AMP)**
- **Creative Art Team Support (CATS)** (includes art funding)
- **Bureau of Apogaea Medical and Fire (BAMF)**
- **Center Camp**
- **Communications**
- **Department of Mutant Vehicles**
- **Finance**
- **Fire Conclave (Fire Performance)**
- **Gate**
- **Greeters**
- **Grill Gang**
- **Historian**
- **Hugs Uniforms and Gifts (HUGS)**
- **Info Booth**
- **IT Department**
- **Land Search**
- **Placement & Sound**
- **Rangers**
- **Ticketing**
- **Youth**

Of the 30 individual leads who have submitted Ember reports, 27 have indicated a willingness to continue in their leadership position next year which is tremendously good news if it holds. A 10-15% attrition rate is considered healthy in most organizational structures. Last year’s attrition rate was higher which has been a concern, but the bigger issue is that leads resign without adequate transition planning. An important focus in 2019 is to document key processes and nurture a healthy hand-off and transition process and culture. The increased effort of the 2018 Afterburn report is part of that effort.

Leads we know so far that we need for 2019 include:

- Greeters
- Center Camp
- Ticketing
- Registration lead
- Volunteer database lead
- Reporter

An Org Chart for the event, including board liaison assignments, is available on the Apogaea website:
<https://apogaea.com/html/ApoOrgChart2018.html>

Regional Contact (RC)

The 2018 Apogaea Regional Contact was Steve Maruska, a.k.a. "Birthday" (birthday@apogaea.com), with additional moral support and valuable advice from Bob Meydenbauer and Meg Woodhouse. Steve provided ready and accurate advice and his positive attitude and proactive outreach was greatly appreciated! One potential area of improvement for the Colorado RC community is to work on communication and working together more effectively.

Event Description

When

The 2018 main event was held from 9am on Thursday, June 7th through 6pm on Sunday June 10th. Early Entry started on Wednesday, June 6th and was available to individuals needing more time to set up (especially artists). Event volunteers had access to the land between May 31st and June 15th for preparation and clean-up.

Where:

The event was held on the property of Glenn Moltzer and his family business, Purgatoire Valley Construction. The property is in Valdez Colorado, approximately 20 minutes west of Trinidad, Colorado, 3.5 hours south of Denver and about 3 hours north of Santa Fe, NM. The usable part of the land is in a dry wooded valley, primarily comprised of a temperate conifer forest and scrub land with dry creek running through the center. The land has several hazards including rattlesnakes, cacti, several small lakes and holding ponds, and gas extraction equipment and pumps. Generally, the area is dry in June, with occasional afternoon thunderstorms. There are 2 gravel roads that access the property. The valley provides a natural container for the event, allowing access to be easily controlled without extensive fencing or perimeter management, and sound doesn't extend into areas of nearby habitation. While it would be possible to walk over the hill on foot to access the event, the landscape is rough, and it would be difficult to haul the gear needed to camp for the whole event (other than a backpack). There are neighbors to the east who are primarily impacted by traffic to and from the event, and there has been some friction with the neighbors in this area over the past 3 years due to nuisances such as dust and vehicles parked on private property.



Figure 1: Source: Google Maps

Other characteristics of the land include near zero mobile phone connectivity. This presents some benefits, challenges, and hazards. It can be difficult to contact people on-site using a cell phone. While this may help disconnect from default world, it can make coordination with Gate, vendors and outside volunteers difficult and requires that a robust radio system be set up each time. We were able to set up a radio repeater at the top of a hill on the northwest side of the event to relay messages between gate and the main event. Radios were considered mission critical by DPW during setup through breakdown, and incident command (BAMF) services also rely on radios.

The lower flat areas of the land tended to be covered by grass, cactus and light shrub, divided by rocky hills, woods and ponds. This layout allowed for neighborhoods (or zones) to be set up around specific themes. Last year (2017) we designated a “red light district” for adults only, but this wasn’t deemed necessary in 2018. In addition, DPW had a separate area “the ghetto” where they camped and kept valuable (and potentially hazardous) equipment.

The nerve center of the event was in Zone 3 and included Center Camp, BAMF, event medical, Ranger HQs, and tents for info, volunteers, acculturation, and, due to extreme fire hazard, all the fire art in an area scraped of any combustible materials. The area also included a smoking tent/area that designated as the only place outside vehicles in which smoking was permitted.

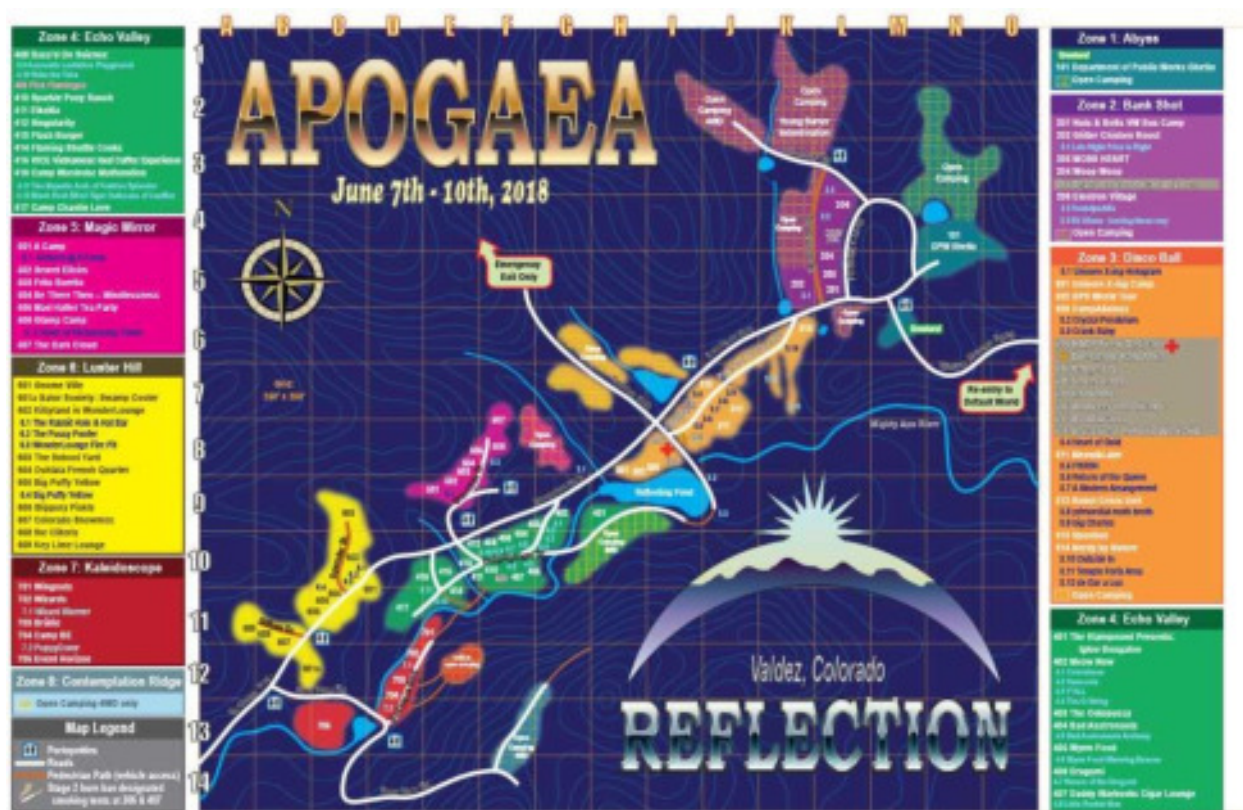


Figure 2: Placement Map by Bravo

The land has been a topic of a lot of focus recently, both in terms of location and various characteristics of the land itself and how it was selected.

Discussion: Location, Location, Location

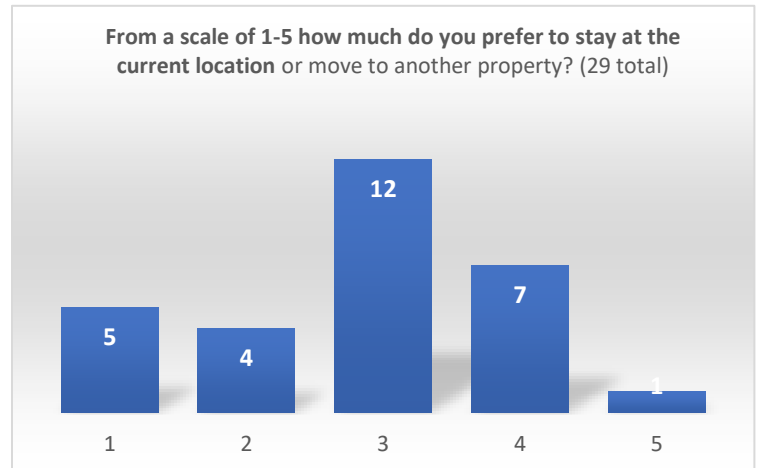
It's a lot farther from Denver than the previous location in Bailey, CO. The relatively lower head count in the past few years has been attributed in part to it being a much longer drive from Denver. This may negatively impact the availability of volunteers – especially those who support work weekend and must make the round trip 2 times or more. Transport of larger theme camp projects and site infrastructure is more expensive and time consuming. Due to the remote location we have also had a harder time procuring reliable ice deliveries and the long distance from larger hospitals is a concern for emergency medical services (BAMF, Event Medical).

On the upside, some attendees appreciate that a long journey is part of the experience and the increased commitment decreases the number of people who are just there for the party (a.k.a. “ravers”).

Discussion: We will call this land, “the land”

There is a wide range of opinions about the land itself, everything from love to loathing. Positive aspects include those who enjoy having quiet branches to better engage with neighbors and feeling less crowded overall. The fact that it is in a valley creates a more enclosed and “safe” or “private” space, that welcomes radical self-expression. The ponds can be pretty, especially at night, and it's easy to climb up either hill to get a bird's eye view of the event. Multiple DPW leads reported being happy with the DPW area (zone 1) where they could decompress and keep equipment safe.

Negative aspects include the noise from the natural gas production equipment and many consider them an eyesore. There are several natural hazards on the land including rattlesnakes, ponds, and gas equipment that need to be mitigated with fencing, flags, added education, and intervention during the event. Concern has been expressed about the cost of the lease (\$15,000) and the additional annual expenses of road prep & repairs and use of the water truck for dust mitigation (\$8,000 and \$2,000 respectively).



A few other observations about the land. Because there is only one hilly gravel road through the event, larger art cars sometimes have a hard time turning around. Some have had trouble with braking on the hills, and the road is too narrow for 2 large cars to pass each other easily in some areas. For safety reasons, we need to keep these roads clear, so parking on the road by art cars is not allowed.

Some of the feedback about the land from Ignition (minor edits for clarity):

- Great # of people, but maybe too spread out on the land?
- I would like to see more camps as was the case in 2017. If that means a few hundred more on this property, that would be fine.
- Super
- Population seemed more spread out this year; good in that it felt like a smaller event, bad in too large of area to cover with limited volunteers
- It was pretty small this year, but so were the number of volunteers.
- Staying farther away means lower numbers but keeps the ravers away - this is good. The only bummer is having to drive to the location twice. (work weekend and event)
- I feel we need to grow our population. Every night as I was out, it felt like, where is everyone. Every sound camp seemed empty. We are so spread out that there aren't enough people to share in the joy of all there is to do and experience.
- Like the smaller event!
- would like to see more people
- I like this size of event. It is much more focused on art than on party, and I love that.
- About right. I wouldn't want to increase it by much with the current property.
- I believe moving the event to a more geographically friendly land would be beneficial for all participants. Less hills, cactus, snakes, fire bans etc. Which in turn would allow for more art cars and fire art.
- There is enough space to grow to 2,000, if we can support that with enough staff.
- I think 1,500 would be better, it would be interesting to know why we get fewer and fewer people each year, is it because of location? Even the busy spots in town were not that busy.
- I think that 1,400 is the top limit for this land. We can make anything work with more resources, but I think this is a good number. With the high fire danger this year having less people certainly helped.

- I think the population should grow, but it needs to grow slowly and with proper acculturation. As the event gets bigger, it seems to put a bigger responsibility on some people's shoulders, and not all the new people get the message to sign up for shifts. So pro-grow, with heavy Acculturation.
- Lots of burners are not coming to APO due to land.
- It was a little too spread out this year. I would prefer the large theme camps with events to be a little closer to each other and the open camping around the perimeter. I'd also prefer center camp to be more central on the land.
- I really don't want to move again. This is good land and we have room to grow. We know what we are dealing with and have our process down. Moving is a big deal and if we move again I will not be going to Apo anymore.



photo credit: Andrew Brislin

Attendance & Tickets

Apogaea had a contractual population limit of 2,000, budgeted 1,400 tickets and sold 1,295 tickets (1,180 tickets through Ticketfly and another 114 through Brown Paper Tickets). Actual attendance was estimated to be between 1,100-1,200 by Gate during the event. In addition, roughly 100 attended the work weekend to set up, (June 1-3), and a small number of individuals remained on the land between work weekend and the event.

Some discussion regarding the attendance numbers is included in the feedback above, but other considerations that have been brought up include the level of volunteerism. The larger the event, the more volunteers are needed and coordination of volunteers and between teams can become more complex. A smaller event is easier to manage and requires fewer volunteers to function.

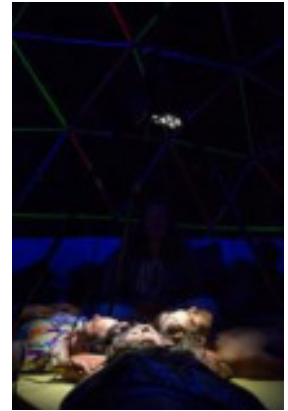
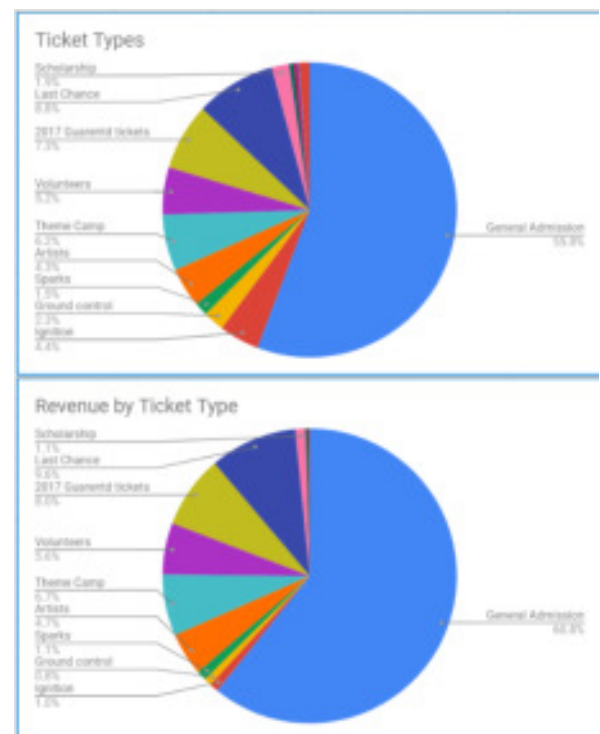


photo credit: Agatha Bogucka

Safety concerns regarding headcount on this land include time needed to evacuate, the number of generators on site, and number of cars allowed to park on premises (as a major hazard), and overall staff support needs. As density goes up, the number of cars, generators and fuel depots goes up, any of which can cause or exacerbate a fire and create toxic conditions in the event of an emergency.

To encourage inclusion, we offer a range of ticket types, including scholarships, the ticket design winner, and we have a special ticket class for paid security team to help them learn more about our community. Kids under 12 are allowed for free. We were very pleased this year to host a wedding of two of our own and we set up a special type of ticket for wedding guests. One area we felt we could do better next year is promoting outreach and ticket sales to the people living in and around Trinidad and near the event.

Ticket Type	Count	Price	Income
General Admission	722	150	\$108,300.00
Ignition	57	50	\$1,710.00
Ground control	30	30	\$1,500.00
Sparks	19	100	\$1,900.00
Artists	56	150	\$8,400.00
Theme Camp	80	150	\$12,000.00
Volunteers	67	150	\$10,050.00
2017 Guaranteed tickets	95	150	\$14,250.00
Last Chance	114	150	\$17,100.00
Scholarship	25	80	\$2,000.00
Youth	6	80	\$480.00
Security Guard	6	5	\$30.00
Contest Winners	2	1	\$2.00
Wedding Day Pass	15	20	\$300.00
	1294		\$178,022.00



Expenses

The budget for the 2018 event was based on \$190,000 in sales and included \$42,600 allocated to art grants, \$2,500 in charitable gifts, and \$10,000 for our “Black Swan” fund. The Black swan is a contingency fund for use in the event of a major unbudgeted expense and was initiated, we believe, after the cancelled event in 2015 (a.k.a. “Nopeagaea”) due to the delay in the cancellation insurance payment. This delay left Apo 2016 with nearly no cash flow until very late in the process.

While ticket revenue was \$11,978 under budget, we had planned for some buffer and expenses seem to be coming in under budget as well. Creative Art Team Support (CATS) spent less than budgeted, although we will be keeping some of the funds not spent this year set aside for large grants next year and most departments reported being able to keep expenses at below their allowances.

Below are reported expenses as of August 6th, noting that not all expected reimbursement requests have been received. We expect a few more expenses still to be reimbursed, most likely by Department of Public Works (DPW), and possibly CATS. Regardless, the expected remaining costs are expected to be less than the current \$40,943 surplus.

This budget report has not yet been audited.

Expenses (as of August 6 th)	
Administration & Management	-250.00
Insurance	54.00
Directors/Officers Insurance	1,994.00
Event Cancellation and Liability Insurance	5,754.00
Total Insurance	\$ 7,802.00
Office Supplies	66.94
Postage	41.21
Professional Fees	
Legal Counsel	2,466.70
Total Professional Fees	\$ 2,466.70
Software/IT/Website	1,002.76
Communications	263.50
Total Software/IT/Website	\$ 1,266.26
Total Administration & Management	\$ 11,393.11
Event	
Art Committee	1,483.45
BAMF	822.00
Fire	19,156.62
Medical	12,589.40
Total BAMF	\$ 32,568.02
Center Camp	\$0
Ice	-69.18
Total Center Camp	-\$ 69.18
Convergence	575.05

DPW	3,091.65
Equipment Rentals	1,500.00
Motor Pool	6,921.12
Porta Potties	7,000.00
Radio Pool	3,609.60
Total Equipment Rentals	\$ 19,030.72
Quartermaster	
Multi-year Equipment	
Storage	1,697.00
Total Multi-year Equipment	\$ 1,697.00
Total Quartermaster	\$ 1,697.00
Total DPW	\$ 23,819.37
Gate & ASS	830.89
Grill Master	2,988.86
Land Development	10,000.00
Land Use Fees	15,000.00
Permits & Permit Process	217.33
Placement	420.00
Signs and Laminates	299.44
Total Placement	\$ 719.44
Rangers	325.04
Security	3,789.00
Tickets & Wristbands	926.00
Transportation	2,875.25
Volunteer Appreciation	2,662.53
Total Event	\$ 98,711.05
Philanthropy	
Art Grants	21,523.55
Effigy	6,000.00
Total Art Grants	\$ 27,523.55
Total Philanthropy	\$ 27,523.55
Program Expenses	
Conferences & Outside Training	25.00
Meeting Expenses	127.51
Ignition Retreat/Retrospective/Planning	500.00
Total Meeting Expenses	\$ 627.51
Volunteer Appreciation	443.60
Total Program Expenses	\$ 1,096.11
Total Expenses	\$ 138,723.82
Net Operating Income	\$ 40,943.72
Net Income	\$ 40,943.72

Applying the 10+1 Principles

Radical Inclusion:

Apogaea 2018 continued a policy of encouraging volunteers by offering an opportunity to earn a reserved or discounted ticket dependent on their volunteer participation level. We held three separate public ticket sales in the months leading up to the event, the first open exclusively to volunteer tickets for service during the 2017 Apogaea event and organizational volunteers for the 2018 Apogaea event. These sales and volunteer tickets were announced publicly and in advance of the sales. Ticketing policies and pricing were determined and publicized months in advance of the event through the Apogaea website, board meetings and their minutes, and social media platforms. In addition, we offer discount tickets for student sponsorships, youth, wedding attendees and special visitor passes for the security guards.



photo credit: Agatha Bogucka

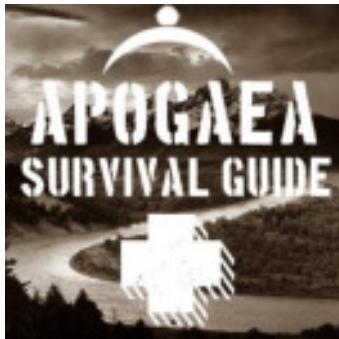
Our art grant program is open to anyone who wants to apply for an art grant and is readily accessible on Apogaea's website. The grants are posted publicly on Apogaea's website and announced on our social media platforms (Facebook). Grant publicity from the CATS Art Grant Committee is outstanding and the committee uses grants creatively to maximize the number of projects fully or partially funded. The CATS team is a diverse and eclectic group that represents a broad range of the community.

Planning Apogaea is a year-round process that includes monthly meetings that are announced on our main web page, an ics calendar, and the meetings themselves are always open to the public. Input from anyone is encouraged at these meetings and time is reserved for public discussion on each regular meeting agenda.

Gifting: Apogaea supports a gifting economy before and during the event. Theme camps located throughout the event gifted a wide range of art, food, drinks, activities, and experiences throughout the event. Outside of official "theme camps", participants gifted their time, talents, and art to the community. Gifting is a cornerstone of Apogaea culture. The Organization itself also continued to gift coffee, hot tea, lemonade, and ice water at Center Camp throughout the event. Sound Camps gifted their music, bars gifted their skills and adult beverages, fire artists gifted their performances, and so many others gifted their time in crucial areas throughout the event. In addition, we budgeted \$2,500 for charitable giving to be allocated soon.

Decommodification: During most years, the only thing for sale at Apogaea is ice at Center Camp on a cash-based, honor system and that tradition continued for 2018. The cost at \$3/bag is intended only to generate revenue that slightly exceed costs and donations are donated to a local charity chosen by the

landowner or event property neighbors. In 2018 the revenue surplus on ice sales was only \$69 and we had an outstanding ice bill from last year with our vendor, so we will not have anything from this fund to donate, but we will plan to donate from the general fund. This year we tried a new idea of facilitating fuel sales during the event with the same vendor who provided fuel for Apogaea vehicles and generators, but Apogaea did not collect any payments from participants. Any other commerce is strictly forbidden within our City and the policy is clearly communicated in the survival guide.



Radical Self-Reliance: Apogaea has always been held in the mountains and that often involves some rough terrain. Apogaea 2018 participants lived through 90-degree heat, a few torrential downpours, high winds, rattlesnakes, and cacti. Every participant is required to read our survival guide (<http://apogaea.com/the-apogaea-festival/survival-guide/>) to be prepared for Apogaea. Apogaea participants are required to bring everything needed for their own survival and comfort including water, food, and shelter. Gate staff advertise and randomly check vehicles for first aid kits and minimum food, water, and shelter to ensure basic survival elements were brought by new arrivals. Gate staff also quizzes participants on important points from the survival guide before allowing entry of Apogaea citizens.

Radical Self-Expression: We treat Apogaea as a Temporary Autonomous Zone that encourages people to express themselves however they wish. The event is held on remotely-located private land that isn't publicly visible. Self-expression through behavior and attire is highly encouraged and appreciated. Apogaea has camps devoted to play and art of all types.

Communal Effort: This event is only possible because of the work of volunteers and community members. Some are willing to work a shift or two during the event, some are willing to work for months prior to the event. Each year, department leads and volunteer positions are staffed because we have an amazing community that makes it all happen. Apogaea encourages everyone to actively recruit community members to get involved.



Photo credit: R D Stjernholm

Civic Responsibility: Apogaea worked with the local government and agencies including the Fire Chief, Sheriff, and land use divisions in Las Animas County, Colorado prior to and during the event to ensure the event was safe and legal. Apogaea obtained an event permit and insurance. Apogaea has the Apogaea Rangers who are recruited, trained, and supervised by Burning Man-trained Rangers. Apogaea Rangers help participants throughout the event through education, support, and engagement. Our Bureau of Apogaea Medical & Fire (BAMF) is staffed by qualified and certified volunteers who are professionals in their fields, and we have paid event medical and fire fighters on staff during the main event. Emergency services and assistance are available during the entire event including setup and strike.

Leave No Trace: Apogaea is a leave no trace event and it is known by all those attending that they are to pack out everything, including all trash. The landowner arranged for a roll-off dumpster to be there at the end of the event and located just off the property to offer attendees a chance to dispose of their trash for a donation of \$5.00 per bag so they could drive home trash-free. The DPW Strike Team has a



photo credit: Agatha Bogucka

Leave No Trace (LNT) team composed of volunteers who stay after the event to collect anything that had been left behind.

Participation: Everyone is encouraged to participate at Apogaea and help create an amazing event. There is no restriction on participation levels, only the requirement that no one is a spectator. This participation includes playing games and competing in contests, interactive art displays, and theme camp events. Prior to and leading up to the event, volunteers can get involved with theme camps, running workshops, organizational leadership, or creating art. The theme contest and ticket art design for the Apogaea event are open to anyone and submissions are voted for by Apogaea members. Apogaea exists and owes its popularity to the participation and opportunities it creates.

Immediacy: Apogaea strives to offer a space for authentic, direct communication, free from the distractions of the 'Default' world. Art projects and events are often creative and interactive. For example, we had a recent installation of a keyboard that could play notes whose frequency in turn created waves of flame out of holes in a resonating metal tube, or a pendulum installation that helped illustrate the physical characteristics of transparent minerals. We encourage events that focus the participants' attention on the here and now, on what is immediate. The remote location of the event space and its lack of phone and internet service also guides Apogaea participants into focus on the immediate nature of their interactions.

Consent

Although not one of the official principles, the topic of consent is one that frequently comes up in planning meetings and informs our dialog as a community, including setting guidelines for reasonable boundaries of behavior and articulating what constitutes grounds for removal. Policies are published on the website: <https://apogaea.com/policies/>.

Apogaea is also exploring the creation of "alliance team" to help advise the community and board on best practices on

Burning Man Organization Questions and Answers

Your gathering should have sought to provide a forum for artistic expression of the widest range possible; not simply music, for example, but all kinds of creative expression. You should have encouraged including first time artists and performers. How do you feel you accomplished this?

CATS (Creative Art Team Support) is a committee of 8 Ignition level year-round volunteers that oversees the art grant process and funding of artists with event monies. Art Grants are designed to fund both large scale art in the Big Money round (projects \$600-\$6,000 in funding) and smaller scale projects in the Seed Money round (funding under \$600). This year 21% of the event's ticket sales from 2017 (\$42,000) were ear-marked to fund artistic projects. CATS promotes both of these funding round widely across all known communication channels to local participants and other regional networks. CATS received 49 applications totaling over \$82,000 between these two rounds from a range of new artists (a little over 50%), returning artists (a little under 50%), Colorado based artists (90%) and out of state artists (10%).

Over half of the art grants disbursed in 2018 were awarded to first time Apogaea Art Grant recipients, showing a balance between funding "tried and true" returning artists as well as new artists who have not built projects for Apogaea specifically before. Granted projects included a wide variety of mediums such as propane sculptures, performance art, an effigy, a temple, art cars, game shows, holograms, mirror art, 3-dimensional sound art, and sculpture art to name a few. An emphasis is placed on interactive and novel mediums that encourage participants to engage with the art or experience something new. A full list of 2018 art grant winners can be seen [at https://apogaea.com/2018/04/30/2018-seed-money-grant-winners/](https://apogaea.com/2018/04/30/2018-seed-money-grant-winners/) and <https://apogaea.com/2018/03/07/2018-big-money-grant-winners/>

Your gathering should have sought to provide a forum for artistic expression of the widest range possible; not simply music, for example, but all kinds of creative expression. You should have encouraged including first time artists and performers. How do you feel you accomplished this?

Our event was properly permitted for temporary land use status by the Las Animas County Planning and Land Use Office that includes notifications to the Las Animas, Huerfano Counties District Health Department regarding the required toilet facilities. We were insured with a \$3M General Liability policy as well as a \$175k cancellation policy through the Hayes Insurance Company in El Solbrante, CA. The Bureau of Apogaea Medical & Fire Lead worked with the local fire district's Fire Chief, Sheriff, and County Commissioner, as well as local Emergency Medical Teams to coordinate the event and fire art. The BAMF Lead, ICS Lead, and Apogaea Board of Directors served as the on-site liaison for law enforcement and fire safety. The Apogaea Placement Lead and Assistant Lead also worked extensively with the local fire district and BAMF to assure fire lane and safety access. Cooperation was more critical this year given the regional Stage 2 Fire Ban. That Apogaea was able to have fire art at all was a testament to the high levels of safety compliance observed by the Fire Chief during previous events.

You were required to have safety/medical, security, and appropriate fire safety plans. Please explain how those plans worked out and who you worked with locally.

Our Bureau of Apogaea Fire & Medical handles safety and medical personnel during the event. The bulk of our medical needs were contracted to a local emergency service company, Event Medical, which provided 24-hour medical services throughout the public portion of the event. We hired professional security guards, Peaceful Security out of Nederland, Colorado, to monitor the access gate to the property and parking lots, when Gate was not active. They were also responsible for opening the gate for emergency personnel. Cellular phone service was available at some locations on site, and BAMF maintained an operational satellite phone for the duration of the event. An Incident Response Plan was developed and published before the event, and the BAMF leads, volunteers, and Board of Directors were briefed on the policies and procedures and walked through various scenarios and actions for each role. BAMF also defined fire lanes and exercised response drills early during the event. Next year we plan to create quick response cards to be distributed with the laminate ID cards given to all Apogaea leads.

If you charged admission: all your accounting must be transparent (i.e., reported to the community with results either being tracked real time online or posted publicly within 30-days of the event but no later than your accounting cycle) and in accordance with local and national tax laws. Please explain how you accomplished this. Please post links to show where this information has been posted.:

Apogaea has a treasurer who manages bookkeeping. Basic financial information includes balances, overall deposits, and withdrawals are shared and reviewed at each month's public board meeting and are available on the Apogaea website. Additional financial information is made available to the public upon request. After Apogaea 2015 was cancelled, the Apogaea Finance Committee was discontinued, but we plan to reboot this team for the 2019 event calendar to provide an additional layer of fiscal oversight. Once all costs have been reported (pending receipt of reimbursements) the final 2018 event financials will be posted publicly on our website and can be viewed here: <http://apogaea.com/apo-org/financials/>.

If you make a profit Burning Man requests you make a donation to the Burning Man Project, Black Rock Arts Foundation, Burners Without Borders, Black Rock Solar and/or to support The Burning Man Regional Network, as you are able to. There is no set percent. Rather than require any set "licensing fee" for regional events, we have adopted an open source approach to sharing information and Burning Man's support of The Regional Network. Some regional groups give 10-20% to more than one group; some all profits to one; some have given nothing in a given year in order to serve more pressing local needs. What is your organization's response to this?

Apogaea will consider donations after final financial reports for the event have been completed. There is a possibility that due to lower than expected ticket sales that Apogaea's ability to donate will be limited. In 2017 we donated to the Trinidad Sheriff's Dept and plan to do that again, and we approved \$1,000 in the budget for a "Burning Man approved organization" and will select one at an upcoming board meeting.

Burning Man asks that if you make a profit as an officially sanctioned regional event you do your best to at least make a donation to one of these groups, so we may serve the larger community. Proceeds from profits shared with The Burning Man Project will support its worthwhile programs; support given to Burning Man will directly support The Regional Network; donations to BRAF support its annual artist grant cycle for interactive art around the globe. Donations made to BWB help with various civic projects and disaster relief around the world. Donations to Black Rock solar help bring free solar energy to worthwhile groups in Nevada.

The 2018 Apogaea donations and policies for donation percentages relative to the operating budget are being discussed and will be approved at the 2018 October Public Board Meeting.

Did your event have Burning Man staff in attendance? What was your experience? Do you have feedback you would like to have relayed to the BM Org? Would you like to have any follow up with visiting Staff?

We would warmly welcome a Burning Man staff; however, if one was in attendance their presence was not made known to the board or Ignition.

Is there anything else you would like us to consider?

There are some suggestions for next year's Apogaea that the theme should be "Momentum". That would be appropriate in many ways as it reflects the positive progress the organization has made to a healthier place. Our investment of time and process improvement into Apogaea will benefit all Burning Man Regional Events. We're pleased to share our new incident response plan and will share our SOP manuals as they are developed. Our social media policy, approved in May 2017, and is modeled after Burning Man Policies, has helped us protect individuals from being abused during 2018. The 2018 Apogaea Board of Directors continued the focus on positivity and gratitude and have been carefully working to improve the tone in board meetings and on social media. A group of Rangers, Board representatives, and advisers, (including lawyers), has started working on policy recommendations for context and to support a safe community and culture of consent. We also continue to be sensitive to inclusivity issues (such as improving ADA support) and plan on reinforcing documentation for standard operating procedures. We continue to explore new land options to locate a permanent home that will provide the community substantial room for growth, exhibition space for larger art pieces like the effigy, and integrated volunteer opportunities to build the community.



photo credit: Daniel Gonzales

About the 2018 Event – Department Reports

Below is a discussion regarding the event from the perspective of each department.

Acculturation

Acculturation was managed by Steve Maruska (lead) and Meg Woodhouse. They staffed a carport tent near center camp and served snow cones and cool air, and shared stories with anyone who wandered in to learn more about the Burning Man organization. In addition, the community plays an important role in acculturation by teaching newcomers. Feedback received in ember reports mentioned that acculturation tends to go smoothly when the event grows at a “slow” rate and there is a reasonable number of vets around to educate newcomers. In addition, the principles and rules are articulated in the [Survival Guide](#) and posted on the website.

Apogaea Department of Public Works (DPW)

DPW has 3 semi-trailers in which almost all Apogaea’s infrastructure is stored. All three were transported to the event by a volunteer, the transportation lead (Cap’n Ron), from Denver to the event using a personal towing vehicle, and 2 of them were hauled back after the event. The 3rd was left at the landowner’s lot in Valdez. This resulted in 5 or 6 round trips for him and we don’t have an obvious alternative for getting the trailers down to the event. Since access to the trailers is needed for inventory and loans to other burning man regional events, keeping all three in Valdez was not considered this year. The large number of trips causes significant wear and tear on the transportation lead’s vehicle resulting in some unexpected repair costs. One hub on Apo 1 broke and it had to be jury-rigged to keep the oil from leaking out on the trip back to Denver and a tire blew as well. Apogaea offered to partially compensate him for it but paying for gas and a few repairs doesn’t pay the full cost of transportation and this remains a standing concern if we need to transport the trailers to the event.

DPW struggles with insufficient engagement and support from some of the other Department Leads. Leads sometimes leave equipment for DPW to pack for them and DPW reported that Gate was the big one this year. Department Leads should supervise loading (or do it themselves), and make sure that equipment is packed up into bins and ready for pick up. DPW generally sets up and breaks down and packs structures, requiring more volunteers and time – often leaving the strike team with an unfair burden. Areas for improvement include more active engagement and coordination between DPW (specifically the Quartermaster and his team in this case) and each of the departments to identify what needs to be unloaded and when, and to help make sure that gear is ready to be loaded up at strike.

DPW also arguably has one of the toughest assignments at Apogaea and could have used more volunteers. In addition to the challenges posed by the location and land, DPW often ends up with additional tasks to handle clean-up, (LNT), and perimeter control before and after Gate is operational. Having a stronger Gate process and clearer standards for department leads to follow on setup and strike may significantly benefit DPW.

Notes from DPW lead Eric Opela, DPW Work Weekend Manager deserve being shared in their entirety:

-What worked well

“Returning (DPW) volunteers. Our work and jobs are technical in nature, and highly specialized, and keeping trained Leads and experienced Crew is the only way to build reliably and safely, while working efficiently. I was able to rely on returning volunteers to "hit the ground running", and work with less direction.

“DPW Ghetto worked well for DPW volunteers, to provide a group camping experience and to share resources. And to provide a base of operations for the volunteers that are the first to arrive and the last to leave. The "perk" of "The Ghetto" is what it takes to make sure our Department can compete in the "marketplace of talent" (made that up) so we can attract and retain good people and good leaders. The resources of The Ghetto (such as refrigeration, freezers, generators, kitchen) were critical to providing a safe working and living environment for dozens of volunteers who were able to survive and thrive in near 90-degree heat. However, because those resources were provided by individuals within DPW with the personal experience (to know what is needed) and financial ability to pay for them, this model is not sustainable if a major player does not go to Apo. For next year, DPW would like to discuss increased financial support for these essential items which allow our Team to work together in harsh conditions, to set up the things that make Apogaea a nicer place for everyone. And which help make the volunteer experience a happy one, and an accessible experience for those learning new skills. Things like icy drinks, otter pops, hot coffee, and meals, go a real long way to making people willing to give up their own time and bust their butts in the sun for 2 days in a row, and 2 days is our minimum typical volunteer commitment. There are many mission critical infrastructure groups that could benefit from an increased expectation of provided services, including (but not limited to:) DPW, BAMF, Rangers, and the rest. This kind of specialization allows each department to focus on their areas of expertise and lowers the "barriers to entry" of new recruits, which is essential to filling the ranks.”

What could have gone better:

“Disorganization. It turns out DPW is huge. I attempted to take in as much information as possible this year and do the best I could. But sometimes the more I investigated any issue the more cans of worms came out. The lesson is that, technically speaking, the job is hard and really complicated! There's many moving parts and many things dependent on each other, as well as there being more than one decision

maker, depending on the decision. We would benefit, I believe, from some type of project management type software, something that will help us visualize each of our tasks that need to be performed and the relative timeline, like a Gantt chart. There are likely free options to explore, but some good programs do cost money. DPW will make recommendations/ requests for the 2019 event year.

"Inexperience: Training people takes time and effort, and money in some form or another. We had a good proportion of returning folks to new folks this year, but we need to endeavor to keep the interest and commitment of as many people as possible so that we can keep adding to our experience and knowledge. DPW will organize several group events throughout the other 51 weeks, to try to keep the department fun, and staffed.

"It did not work to count on other Departments that went un-staffed, or under staffed. Now "bless their hearts" for many people and departments did their best to run without enough volunteers or sometimes experience, and while everyone did manage to pull something off, the overall challenges were magnified and multiplied by absent Leads and Departments. Over-committing of Apogaea volunteers that do take on a large amount of personal responsibility is only a temporary solution, but ultimately is undesirable due to the literal headaches and stress, and the metaphorical "burn-out." We ought to do a "Department Check-up" next year to make sure we have our bases covered, and our jobs staffed. Telemetry can take an active role in finding out what Departments need, and then getting out the word."

Other Observations:

- Fuel depot switched to delivery model (eliminating a hazard)
- Vendor coordination could be improved – especially propane delivery
- Porta's and services thereof went well
- Motor Pool & street vehicle insurance
- Better way to insure a vehicle driven by many people.
- Board does not need a Gator
- Challenges with procuring gators supply - we had to get out of state delivery - strategize for next year (use multiple companies?)

Apogaea Media and Publications (AMP)

The most active function within AMP at Apogaea is setting up, managing, and returning the radio equipment. Radios are mission critical at the current location given nearly no cellular phone coverage and the large area of the property. Set up went well. Powering the repeater using the landowner's radio tower facility eliminated the need for a generator and simplified set up. The channels had all been pre-programmed to allow different departments to communicate on their own and allow hailing channels to remain chatter-free. While there were a few minor exceptions, most radio users respected the public nature of the radio signal and followed check-out, check-in and operational protocols. The after-strike radio return didn't run as smoothly as desired. Radios were not kept together and were not secured as carefully as they should have been for return, but they all ended up being accounted for and returned without incident and this should be something we can plan to tackle more smoothly next year.

Another function of AMP includes providing a channel for updated information in the event of an emergency. The current Incident Response Plan has specific communication roles in the event of an emergency that should be reviewed carefully during the planning process to ensure we have support for this function in the event of an incident.

Images in this afterburn report were shot by volunteers who shared their work for the archive for official use for use under a creative common. Subjects provided their consent when the photos were taken.

<https://www.flickr.com/photos/127610864@N04/albums/72157669823867167>

Suggestions next year:

The Radio Lead should move under BAMF next year since it is a Civil Emergency and communications band. The radios are issued from the BAMF HQ, so being a part of that department would help staff the command post and delegate supervision of radio equipment BAMF personnel. That said, DPW needs radios to be one of the first things to function and one of the last things to break down so DPW will remain a critical stakeholder for radios.

Creative Art Team Support (CATS)
(art funding)

CATS is a diverse cross-section of the Apogaea population dedicated to maintaining a community that cultivates interest in and pursuit of art, music, and artistic expression.

\$42,600.00 art grants, 22.4% of total budget.

Not all of



Suggestions next year:

Let us know our budget as early as possible, ideally as soon after the event as possible. That way we can get large funding round open as early as possible.

We've discussed early grants for Effigy, Temple, and big money--this would be really helpful, and I believe the board has already agreed to it.

Bureau of Apogaea Medical and Fire (BAMF)

Suggestions next year:

Dividing BAMF duties between several leads in 12/24 hour on call shifts worked well. This was a new approach and seemed to be a move in the right direction. Because it was the first year, it was not without its challenges. Roles will need to continue to be honed and refined. BAMF notes next year we should do a little bit more cross-work with Rangers, such as sharing a common dispatch to make the best use of limited resources. BAMF also recommended reviewing Event Medical familiarity with the risks of common festival medical issues, especially around festival drugs.



Photo credit: Ken King. BAMF and Medical teams, along with the local paid fire team.

BAMF reported they received good support from the Board to put the tools and resources in place to have everything we needed to provide for a safe event.

One challenge in with the placement plan was that BAMF had about half the space they had expected. BAMF volunteer camping were placed behind other camps away from BAMF which made logistics more difficult. Planning more space for BAMF camping will help build the core team and culture of BAMF volunteers. BAMF reported having had a good internal after action debrief with staff. There were

volunteers who have been part of BAMF in the past that showed interest in volunteering again. It seems that the community has been repairing some of the issues which have been present in the past and the mood is improving. BAMF leaders would like to reach out to as many past volunteers as possible by email early next year to invite them to volunteer again for BAMF.

Another goal for next year is to continue to improve communication and responsiveness with both department leads and camp leads, as well as finding ways to spread the load so we get more breadth of institutional knowledge and less burden on the select few "in charge."

Overall management of and coordination with the local fire crews and Apo community in response to the Stage 2 fire ban went very well. Having all the fire art in one central place made management much easier. Inspection protocols were clear and well communicated, and the incident commander, Ken King, made a concerted investment in the relationship with the local fire chief, his team, and the local political leaders.

BAMF's planned budget was inadequate given the added measures resulting from the Fire Ban, including an on-site tanker truck. We were around \$3,500 short, but overall the team worked very hard and capably to keep as much to budget as possible.

Event Medical Report

The below report was provided to Apo by the Event Medical Specialists team.

Apogaea 2018 After Action Review Medical & Safety Topics by Event Medical Specialists

Expected Outcomes

1. Provide rapid festival style medical care to those in need during the event.
2. Minimize negative situations for all Apogaea participants who come in contact with the medical team.
3. Effectively utilize and assign resources within the ICS system and BAMF organization
4. Treat and release patients when possible while providing accurate medical advice to patients so they can make informed decisions for themselves.
5. Interface positively with Apogaea staff and empower medical volunteers to learn and assist the medical team.
6. Minimize impact on Trinidad emergency resources.

Reality of Outcomes

1 & 2: Patient care goals were met. All patients were treated and the proper care was provided. Patients with injuries or medical issues that were referred to a hospital for further care were assisted in choosing a destination hospital and transport mode to get there. Several patients expressed satisfaction in the level of medical care offered at the event.

The patient load was below the expected load and the medical system was not stressed. This is consistent with the system design of being able to care for a critical patient/s while maintaining readiness for additional incidents.

3: All communication and medical equipment needs were met. Upon request DPW was also kind in providing a 2 row UTV, which is essential to the medical team for transporting patients outside of the BAMF area while allowing a medical provider to accompany the patient in the back seat while the driver has ample space to operate the vehicle safely and quickly. It also allows for transport of a critical patient to the gate if an air ambulance transport is needed. After noticing camps and art installations encroaching the helicopter LZ we quickly realized that the front gate area would be best for an air ambulance evacuation. The UTV was also utilized in passing out cold water to participants throughout the festival grounds during the heat of the day including replenishing the front gates water supply after hearing they had run out. This allowed many people access to hydration while away from their camp and quite possibly allowing people to avoid medical attention later while spreading the reminder to constantly hydrate.

4: No ambulance transports were needed this year. Radical self-reliance reigns true at Apogaea, although we support the most minor requests and issues with pleasure when requested.

5: The EMS staff welcomed all Apogaea BAMF volunteers and appreciated their help in the medical area. We suggested to the BAMF lead that the Stonewall fire volunteers could come and make small trauma go packs. They did not end up doing so, although fire did not respond on any medical calls so that was not needed.

6: Trinidad Ambulance was not needed for this year's event. 3 people ended up going to Trinidad hospital via POV. Which I believe is a smaller number than the previous years.

Positive Executions

- Medical system performed as planned, providing a homogenous level of care all hours of the event.
- All patients received the necessary care, while eliminating the need for any unnecessary ambulance transports.
- No life-threatening injuries or illnesses occurred.
- The sanctuary was used once although it was not for a green-dot situation.
- BAMF staff was for the most part, helpful and knowledgeable.
- When BAMF command staff and the BAMF medical lead were not available, EMS staff was able to answer radio traffic and walk in questions when needed in the BAMF command area.

Opportunities For Improvement

During the beginning of the event there were multiple small issues and miscommunications that arose within the BAMF management. Some of which did not involve the medical staff.

1) The allocated space for the BAMF headquarters was unknowingly encroached on by another camp, which caused a shift in the BAMF blueprint that concluded with frustration on both sides. A pre-agreed upon blueprint of exact camp and BAMF space outlines with measurements could eliminate this problem in the future.

2) There was also initially a shortage of hands to help with infrastructure setup during work-weekend. The sanctuary trailer arrived late in the day which caused the setup of the BAMF infrastructure to be delayed. Setting up and breaking down the infrastructure is a hard and strenuous job which can easily fatigue any person, including our staff who is mainly there to provide emergency medical care if needed. This is slightly concerning due to the potential need of immediate medical support. More communication between DPW, BAMF, and volunteers could eliminate this in the future as well as having the setup and take down crews able to commit to the entire build and break down to allow the medical provider/s to stay as physically and mentally ready as possible to carry out any type of medical care that is needed, unfatigued.

3) There was a miscommunication about when ALS providers were specifically going to be on site. When arriving Wednesday morning it was communicated to the BAMF lead that the rest of our crew would arrive Thursday around noon. This was understood without concern. The next morning the BAMF lead was clearly frustrated with the timing that had previously been discussed, stating that he expected them to be on site starting Wednesday at midnight. The BAMF lead and BAMF medical lead were both frustrated because of this misunderstanding. This was confusing due to our previous conversations about arrival times. We apologized for the miscommunication and attempted to expedite their arrival, although there was no time to spare for a quicker arrival time. Our 2 ALS providers arrived midday on Wednesday, which did not affect any patient care or lapse in medical coverage. In the future specific documented clarification and communicated agreements of expected start times and dates for each provider level will eliminate any confusion.

4) It was communicated to EMS by the BAMF medical liaison and the BAMF lead that all medical and patient decisions were going to be made by the EMS staff only. This was followed by small requests specific to patient care which contradicted this original plan of action. To maintain BAMF's goal of having professional and legal medical care the contracted medical professionals should be allowed complete freedom to make these patient care decisions according to our legal protocols and professional medical opinions. Following through with agreements made before the event are important. We can always change practices if something is not working, though for Apogaea's protection, and consistency of care, delegation of medical hierarchy should not be something that changes abruptly for no specified reason.

5) At first only 1 radio was issued to the medical staff. After 1 more was immediately requested we were allowed to borrow an extra and were told that medical will not have access to anymore. It was communicated at that time that a radio for each medical provider was necessary for many reasons. It was stated that in the past we have been split up at the same time due to multiple patients. After no follow up on obtaining 2 more radios, at a later time an EMS employee without a radio went to check two more out from someone else. In order to provide the best medical care possible and safety for our providers, proper and unrestricted communication capabilities is a must. Especially when there are ample resources available. It is very important that all official medical providers have access to the tools which allow us to communicate appropriately and perform our jobs quickly, accordingly, and independently if necessary. With there only being 4 medical providers on site with the ability and proper legality in place to assess and treat patients at an EMT level and higher, this was an absolute necessity. We were glad that we eventually had access to enough radios and also that this did not create a shortage of radios.

Editorial:

By Kyle Van Buskirk & Chris Wentz :

This was our third year at Apogaea and each year there has been very different BAMF and medical management styles and procedures. I believe it has become better for the patients and the participants each year, although there is still room for improvement within the chain of command. There was verbally expressed concerns with a few BAMF staff members about the contracted medical and the confusion at which level volunteers can contribute to medical situations. It was communicated that the BAMF medical volunteers are an absolute necessity and are very valuable. Although unless working under current medical direction their legal scope of practice is limited. Any professional medical provider knows this restriction when helping anywhere outside of their career employment. The majority of BAMF and participants of the festival were very grateful to have hired medical to provide consistent 24hr/day professional medical care. We heard great feedback and appreciation of our presence as a separate entity throughout the weekend. We know that at every event there will be individuals which are injured, ill, and in need of rapid quality medical care. We believe that in order to provide the best medical care for the participants, having a dedicated consistent and legally licensed entity is the best route, and we are very happy to be able to provide that to an event we love. Each year we have become more trusted by the community, and we look forward to continuing that pattern of trust and service. We see where improvements can be made within the communication and chain of command and we will look to make internal changes so we can elevate our performance irrespective of any outside structural changes. We very much appreciate the Apogaea organization trusting us with the health of attendees, and will always strive to improve our level of execution. Thank you all for another rewarding year!

The outstanding incident response plan is attached in the Appendix.

Center Camp

Unfortunately, we were not as effective at providing a hand-off from last year to this year's center camp lead who soldiered through to do the best he could regardless. While not necessarily ambitious, the basic function of center camp as a place to meet and hang out went well. Ad hoc help came from DPW, board, and some amazing volunteers who were resourceful and creative. They created some instructions for what to do to make coffee, and generally coffee, hot and cold water, and condiments were available (and free) to anyone who wanted some. The mood around center camp was positive, with some fun, relaxed, and very cool workshops and conversations.

A few suggestions for next year:

- Older incandescent lights should be replaced by LEDs, preferably one of those small boxes that projects, to make setup much easier.
- Clamps for fabric instead of knotting it onto the bigtop - very hard to remove.
- Need new dry erase markers and white board eraser solvent!
- Need a new Center Camp lead (this year's lead has volunteered to manage Café)
- Find the volunteer book.



photo credit: John English

- Improved communications regarding workshops. (e.g. WWWW guide)
- Consider recruiting leads for art and decoration, performances, and cafe leads.
- Supply trash bags and trash service for center camp.
- Maybe we might consider having Center Camp managed by a theme camp?

Communications

Apogaea usually publishes a WWWW, publishes volunteer schedules and provides a means to track who shows up for their shifts, publishes the survival guide and posts news and upcoming information on a local white board. While it came together in the end, we'd like to support this process better this year. We might consider reviewing the emergency response communication plans and make sure it's in sync with the incident management plan.



photo credit: Daniel Gonzales

Department of Mutant Vehicles (DMV)

The DMV was managed successfully with the lead and 2 assistant leads. No other volunteers were necessary. They inspected 5 vehicles this year and plan to make Apogaea Mutant Vehicle license plates to give to each MV inspected. The Missouri regional burn did that this year and seems like a great idea.

Finance

There are number of recommendations for improving financial management process.

- Define a formal fiscal year to standardize year-on-year reports. Our treasurer suggests October 1st.
- The reported income was less than budget, but not lower than expenses.
- Costs have been at or below expectations for most departments. Only BAMF went slightly over budget due to steps needed to mitigate the fire ban restrictions – most significantly leasing an on-site tanker.
- A renewal of the Finance Committee was proposed. The committee had existed before “Nopeagaea” (the cancelled 2015 event), and should include the treasurer, a board member, and a respected member of the community. The purpose of the committee is to provide oversight over budget planning and spending, and to occasionally audit organizational finances. The main commitment is 1-2 days in fall to plan the event budget to propose to the board. The board plans to initiate this starting with the 2019 event planning cycle.

Fire Conclave (Fire Performance)



photo credit: Agatha Bogucka

Despite the imitations of the Fire Ban, conclave was able to put on a good show. Apo did not allow fire eating this year after negative feedback and concerns regarding the safety of the performers. Conclave beefed up safety protocols, to ensure performers were safe, had appropriate training, safety equipment, and were completely sober for the performance.

Artistically they took a new approach, including an integrated narrative, costumes (with masks, LED lights and poles), and music. The event was shorter and incorporated a wonderful fire marionette.

Gate

Employing a professional security team, (Peaceful Security from Nederland), worked well again this year. Apo had previously paid for a local resource during the first year at Valdez who turned out not to be reliable.

Gate plays a critical role in restricting access to the event to valid ticket holders, vendors, landowners, and other legitimate needs. They check incoming traffic for tickets,



signed waivers, and help check that participants are prepared with adequate shelter, food and water, and first aid kits.

2018 was a transition year, with some lessons learned. Suggestions include:

- Ideally Gate should have standardized check-in list that lists names of attendees and where they are camping to assist in evacuation. At the very least a more accurate head count of souls on-site would help in planning emergency response.
- Expanding Gate coverage during work weekend and early entry would take pressure off DPW to manage access and persons on-site.
- Extending Gate coverage later into the evening is popular given the long drive.
- Gate had more shade this year which was nice, and the streamlining of the tiny human form went well.
- Transportation for volunteers to and from Gate could be improved and 2 shuttles are recommended if we are stay at the same land next year. If not, a better managed schedule for the shuttle would help.
- A recommendation for better signs and traffic management will help ensure clear instructions that stopping at gate during each trip into the event is mandatory.
- Additional cones would help better direct traffic and hold our lines when Gate gets busy.
- DPW spent a more time than was ideal on Gate support. The Gate lead would like to be more self-sufficient once the basic structure is set up. Gate will consider managing more of the infrastructure (generator, gas, lights and radios) next year.

Grill Gang

Grill Gang is a camp that helps feed hungry DPW and others working during Work Weekend and key volunteers during the event. Grill Gang has a budget and works hard for months preceding to event to prepare quality meals. One suggestion for next year is to get headcount for Work Weekend attendees sooner to allow enough time to prepare.

Greeters

Greeters staff a tent at the entry point to welcome participants and help transition people from being travelers to being participants. They reported being understaffed during Friday afternoon and were overstaffed for Saturday and Sunday. At the current location a loud and unpleasant gas pump was distracting. They suggested having sound to mask it next year.

Note that we need a new Greeter Lead next year as this year's lead doesn't plan to continue.

Hugs Uniforms and Gifts (HUGS) (formerly known as volunteer appreciation)

The following report shared by Terri Beach, HUGS lead (with light edits)

"I am responsible for communicating with every department Lead regarding what their needs are for giving thanks/gifts to their event volunteers, uniforms, etc. I put out a mass email to all of Ignition to receive ideas of what they would like to see as gifts for themselves for being a member. I research and negotiate with vendors and artists to get the best prices on items that need to be ordered or created, handle the ordering, inventory and storage of all items. I contact each member of Ignition individually regarding special gifts they are eligible for, for stepping up and serving 2 years as a member of Ignition. I

personally met with every Lead pre-event at Work Weekend or before to give them the swag that they give to each of their event volunteers. Scheduling and setting up shop for disbursement of gifts to give to Ignition at the event. I follow up after the event to try to get Ignition members their swag if they were unable to get it at the event and set up stations at events throughout the year and sometimes plan with individual members to meet up one on one to get them their gifts.

“For the most part I'm self-sufficient in my role and department. Which puts a lot on my shoulders but seems to work best. Kind of a 1-person show. I have tried adding additional people to help me, but it seems to take longer to get them in gear than to just do it myself. Because I have created and developed this department, my experience I gain each year helps me through the next year to handle things better and more efficiently.

“As in years past, having a place that works well for me to set up shop to hand out the swag to the Ignition members is always a bit tough. I must haul all my stuff (many boxes/tubs) to a booth each day back and forth because I feel it would disappear if I just left it in the booth. 2 years ago, I had my own car to be able to do this, last year I didn't have a car so asked DPW and shuttle service to help me and unfortunately all I got was a bunch of negative feedback, which really hurt my feelings because all I'm trying to do is make people happy, not pissed off. I need to figure out a permanent location to set up shop and a secure place to keep the gifts.

“Other issues are Leads and Ignition members not responding to emails. I do not have time or feel the need to find out what each person's preferred email is. If they are on Ignition, they should have an Ignition email and they should be paying attention to those emails, whether it is from me or anyone trying to communicate regarding Apogaea business. I have deadlines that are implemented to be able to order items and get them on time and if I don't hear back from Leads, etc. that hinders my progress and the possibility of getting gifts in time.

“As stated above I'm working out a way to set up shop and have a safe place to store the gifts, I'd like to discuss this in person with the board. Possibly give me CC access for when I do the ordering I don't have to wait for the Treasurer. He has been great, but I somewhat feel it can be a total interruption in his day to have to stop and pay a vendor. Sometimes deadlines are so tight because I have had to wait on art or to hear back from Leads, etc. that it puts me to the last minute to order items and if they don't get in at the time, it's SOL. Have a printable version of the Org Chart would be awesome for my department.”

Info Booth

Needs better information (printed) and a map

IT Department

Apogaea's IT department consists of three small teams, each responsible for different tasks: the main website, volunteer database, and the art grant system. The main Apogaea website is a WordPress blog used for sharing information about the event to the public and promoting events related to Apogaea like board meetings and volunteer appreciation potlucks. The volunteer database is an open source project custom built for Apogaea which is now also used by several other local Burner events including Denver DECOMP. The database has a granular permissions system which allows department leads to create and manage their own shifts, communicate with their volunteers, and generate printable reports that are used on site. The art grant system is another open source project custom built for Apogaea which allows the CATS team to dynamically create questions for artists and criteria for judges to score them. As the

questions and criteria the CATS team uses to grade potential art projects varies year after year, they have full control of these options through an administrator interface.

Outside of the Burner community, the volunteer database has also been picked up by Loving Spoonful, a Canadian food charity which uses the database to manage volunteers at their community gardens and food kitchens, preparing meals for the needy. They found the project via a Google search and reached out to our team for help setting up the project on their own servers. As open source projects, anybody in the world can use Apogaea's software and we're excited that other people are already benefiting from our work.

Land Search

Apogaea continues to be attentive to the choice of location for the event. Having been forced to move from Bailey due to changing politics in the area highlights the importance of flexibility and maintaining options. Last year we investigated hosting the event in Elbert county. The land we considered had some good features, but we also heard concerns from the county commissioner and neighbors regarding traffic and noise for the size of the event we wanted to hold, and we eventually ruled it out. The evaluation of this option slowed down our agreement on dates and location which we'd like to avoid in 2019. This year we're looking at Hummingbird Ranch under Campi's leadership. It has some very positive features, but if we move we'll need to change the date of the event. Here are some highlights:

- The land is located around 2.5 hours south of Denver (about an hour shorter drive from Denver and an hour longer from Santa Fe).
- From reports from those who have been there, it's a wide and beautiful place with a considerable amount of infrastructure, room to grow, friendlier to art cars, and has a lot of other nice features.
- But there are also some catches. It will also be more expensive, potentially more restrictive in terms of fire art, and is not available to us until after the summer solstice.
- The earliest dates for the event in 2019 would probably be June 26th-30th.
- Moving would mean shifting budget priorities, focusing on growth, and moving the event around 3 weeks later in the summer.

Placement & Sound

Placement handles the placement of theme camps, art, and departments (that need space). They create flagging maps and coordinate flagging, assist with creation of event map, street signs, and work with



photo credit: John English

IT/Website team to create online directory of theme camps, art, departments.

This year we had 44 registered theme camps, 27 registered art installations, 8 mutant vehicles, 61 registered events, and 8 registered center camp events.

Suggestions for near year: There was less than ideal coordination between placement and the sound lead and unfortunately the sound lead couldn't attend the event and we didn't find a replacement. Also, while in the past we're

divided up registration lead and placement, both fell to the same lead this year. Next year it will be

helpful to consider policy and support placement in the open camping areas. There were a few cases in which open campers set up camp in the middle of access ways.

Rangers

The Ranger team reported that deploying dirt rangers throughout the community, establishing and building rapport with the local paid fire response team staged in front of the HQ structure, and good preparations for emergencies as they arose, went well. The leads were punctual and shift changes went smoothly.

Ideas for next year include changing the schedule so the khaki shifts and ranger shifts don't change at the same time. This would allow more time for khaki debrief at a different time than the general shift change. They had trouble with coverage at times, including Friday and Saturday graveyard shifts. Since the site is spread out, transportation was a challenge for Rangers since they needed to cover more ground. The use of Gators, especially for Rangers with limited mobility, was considered mission critical.



photo credit: AnDrew Brislin

Ticketing

Dana Shierstone has handled ticketing exceptionally well, with clear guidance on policy and competent management of the process. As she will be stepping down this year we're in great need for her guidance and advice for her successor. This was Dana's second year so this time she fully understood the process. One bump in the road that was noteworthy was that Ticketfly shut down sales due to a data breach during our final sale. Dana was able to find another ticket vendor quickly and had been saving the critical data so there was no impact to the event.

The volunteer incentive program went well. We have a policy that if participants sign up (and show up) for 2 volunteer shifts this year, they will get a directed ticket and discount next year. A significant number of participants thought this would be a free ticket, so this could perhaps be made clearer on the website and in communications.

In addition to Ticketfly shutting down and our data being unavailable for about a week before the event, the ticket scanners don't work effectively unless they are connected to the internet. For these reasons, Dana recommends we use Brown Paper Tickets, but we will need to figure out how to make it a multi-day event in their database.

Other Notes:

- 1180 tickets were purchased through Ticketfly for a total of \$161,984.89
- 114 tickets were purchased from Brown Paper tickets for a total of \$17,100.00
- Total ticket sales were 1,294 and income from sales was \$179,084.89.
- Attendance was lower than anticipated (last year 1,420 tickets were sold)
- Revenue was below budget of \$200,000.
- We had nearly 100 requests for theme camp tickets and only 50 allocated, will need to set aside more next year,
- Much lower than anticipated requests for tickets by departments.

Ticket Design Contest

Apo has a ticket design contest each year, Winner gets a free ticket to the event.



Only one submission we received in 2018. The contest was posted on our usual channels, but we received complaints from artists that the window for submissions was too short. Because we had already announced the winner it didn't seem fair to revoke it, but in 2019 we recommend that the submission window be longer and send multiple announcements.

Volunteer Department

Overall Volunteerism was up, but more were needed in key areas.

ACTION: Create table report on volunteers needs (and actuals)

Youth

The youth lead was new in 2018 and set up a few events for kids during the event. Below are a list of published kid-friendly activities:

- Family board and card games available for public use @ Izzy's Gaming and IT Camp—in open camping (All day)
- Family Meet N Greet with Baylee Barber @ Alan & Mercedes' Camp—in open camping (5:00 p.m.-7:00 p.m.)
- Friday Family Craft-ernoon, Beading, & Baked Goods - @ Camp Sparkle Hugs—in open camping just above Glitter Kittens on Bank shot road. With Kathy Bailey Starch (noon-2:00 p.m.)
- Balloon Sculptures! - Kid-friendly, family-friendly, everyone welcome! Stop by the Acculturation Center and watch the balloon magic happen! (2:00 p.m.-3:00 p.m.)
- Family Glow-Go Dance Party with Rose Ashes (and potential surprise DJ!) - @ Alan & Mercedes' Camp—in open camping (7:30 p.m.-9:30 p.m.)
- Family Superhero/Sci-Fi Movie Night - @ Dab Bar Camp—in open camping. With "Doc" Mark Edwards. (10:00 p.m.-)
- Family Yoga Class - @ Izzy's Gaming and IT Camp—in open camping. With Rachel Anne Money (10:30-noon)
- Color Theory for the Vertically Challenged (Face & Body Painting) - With Stewart Eastep and family. @ Center Camp. (11:11-)

- African Drumming - Come learn basic African hand drumming! This is a family- and kid-friendly workshop. Bring a drum or bucket and a smile, with Harry/HT Tec. @ Center Camp. (2:00 p.m.- 3:00 p.m.)
- Ninja Circus Training Camp for the Whole Family - Acrobatics, circus props, and martial arts weapons! With Rose Ashes. @ the Effigy. (3:30 p.m.-5:00 p.m.)
- Bye Bye Potluck Picnic Brunch, Group Cinnamon Roll Hug, and Apogaea Family Photo - @ the Young Burners Indoctrination, in open camping (10:30 a.m.)

Other areas of discussion and suggestions for improvement next year

ADA Support

A few ADA-specific highlights:

- We had an introduction from Ramps to Heaven that helps mobility-impaired participants ride art cars.
- There was a suggestion for Placement to dedicate some flatter camping areas for ADA participants, especially with an aging burner community.
- We frequently get requests for clarification regarding service animals
- We should check CNA and BORG policies regarding ADA policies for inspiration

ICE Delivery

Ice delivery has been difficult for all three years Apogaea has been held in Valdez. In 2017 we rented a refrigerated truck to store the full event's ice needs and unloaded it into a few freezers daily for distribution (\$3/bag, self-service honor system). This year we were unable to procure a truck (long story), and the vendor delivered 3 freezers that stored 1.5 tons of ice. This requiring that the freezers be restocked by the ice vendor. The location is too remote for the ice delivery vendor to guarantee delivery without other orders in the area. We got lucky this year but would have run out of ice on Saturday afternoon otherwise. Other possible solutions: The landowner reported that he owns an unused refrigerated truck. Apogaea could buy more freezers and could work more aggressively to gain commitments from the ice vendor for structured deliveries. Another solution includes working with local vendors in Trinidad to produce ice for pickup by Apo leads.

Other ideas

A few suggestions and ideas that didn't fit obviously somewhere else:

- A Community Reporter has been valuable in the past getting information out to the community. Telemetry has done a great job publishing what they get, but they don't generate content.

- Many in Trinidad don't know about the event. Posting information in Trinidad, including how to get tickets and encouraging local participation, would help. There was even an Art Car event in Trinidad a few weeks before Apogaea with a lot of crossover interest.
- Helping get new volunteers engaged with a Welcome Email with info about the org and their role would help them hit the ground running.
- Onboarding in general needs to improve. We've had a lot of leads quit without succession plans so this is a great area for us to improve.
- Documenting processes and creating manuals for how to do the jobs and what works will help folks not have to reinvent and improvise as much! Engaging with the leads to write things down should help - ESPECIALLY for ticketing!
- Support for leads goes past preparations. Having some help during the event may help cope with stress and burnout. Creating a Fluffer lead role was proposed some time ago and might be a good idea to try.
- We had a drone lead and published policy, but we had folks show up during the event with drones and didn't know how to register them on-site. Some printed guidelines for drone operators regarding how close they can fly to crowds and fire art would be valuable. Perhaps providing a badge with rules could go with registration?
- Lamplighter shifts should be added to the vendor database by the lead this year, and the lead may need a little more leadership support planning to reach their full potential.
- Because we were not sure about whether car camping would be allowed by the fire chief until very late in the process, we should clarify our parking plans and contingency plans for easier communication and deployment.
- Publish event end time in survival guide.
- update timeline completely to reflect up to date best practices
- Open the vendor database earlier in the event calendar
- Join Colorado Nonprofit Association (<https://www.coloradononprofits.org/>) to benefit from support resources such as training for leaders.
- Post deadlines for the Survival Guide and WWW, and encourage earlier review of both
- Update website to reflect correct ticketing policy info for kids under 12. Policy states they do not need to purchase a ticket or preregister, but they do need to register at gate.
- We don't have a well-established or published press pass policy. This should be considered in 2019 planning.
- Need full leadership for center camp and work weekend crew or don't do it
 - Ticketing manual
 - Document what we do for vehicle insurance



Conclusion

Overall the event went well. There were no medical transports, no major incidents, and we were able to recreate a little piece of the playa in Colorado with fire art and conclave. Relations with the neighboring community and interactions with the landowner, fire chief, and local officials went smoothly, with only a few minor hiccups. Having been the 3rd year at the current location, there were few surprises. Now that we're past the event and about to kick off the 2019 year we are looking back at a good 2018 event with good ideas for how to do it better next time. The organization is financially sound and some of the hard feelings from turbulence in the past years seem to be continuing to heal.

Summarizing action items from this report:

August: This month we're setting the stage to update our bylaws with a few adjustments for clarity and efficacy, move on some of the financial ideas, and perhaps continue the dialog about land. The new board will be comprised of 4 of the 6 members of the 2018 board, with likely one new member elected for a total of 5. (bylaws require a minimum of 3). Our first order of business is to start recruiting leads and planning the 2019 budget.

September: Next month we would like to vote on the bylaws updates, start on the 2019 budget, and possibly decide about the land.



photo credit: John English

Appendix

2018: Incident Response Plan (Authored by Ken King)



2018 Apogaea Event
Action Plan (1).pdf