



2019 Apogaea Afterburn Report

with a summary of the organization 2020-2021

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Version 2

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About Apogaea

Apogaea is the regional Burning Man event that takes place annually in early June in Colorado. Founded after Geodesika folded, Apogaea was officially kicked off in 2004 and has become one of the longest-running Burning Man regional events. Colorado is home for many burners, including those who go to Black Rock City every year and those who are only focused on regional events. According to 2018 Census, Colorado was tied for 5th most attendees after California, New York, Washington, and Nevada. Burners bring the love home for to participate in several official and unofficial Burning Man events including Burnal Equinox, Denver Decomp, Decom: Boulder Dust:off, and others.

Apogaea Inc. is a Colorado-based 501(c)(3) nonprofit corporation (ID: [20041146098](#)) dedicated to the advancement of the arts and is faithfully guided by Burning Man principles. The organization is composed of a board of directors, four officers, a Colorado Burning Man Regional Representative, the leadership team known as Ignition, and event-specific leads known as Sparks. 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.

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 and strive to create a safe all-ages environment for all participants.

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/documents-legal-info-bylaws/>

2019 Leadership Team

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

Officers:

- President: Erik Vogt
- Vice President: Scott Strohmeier
- Secretary: Kristen Vogt
- Treasurer: Jordan Shierstone



photo credit: Agatha Bee, 2018.

Board of Directors: (year term ends)

- Kristen “Fancy Pants” Vogt (2019)
- Erik Vogt (2020)
- Scott “Shutterbug” Strohmeier (2020)
- Tim “Buttercup” Cordova (2021)
- Ron “Commodore Ron” Tanawaki (2019)

The bylaws in use in 2019 specify that the board should be comprised of at least 3 and up to 9 members that serve 3- year terms after which a one-year sabbatical of is required. Note that as of January 2020 the mandatory sabbatical was removed, but board members must re-apply for another 3-year team. For more information on the new Bylaws please see below.

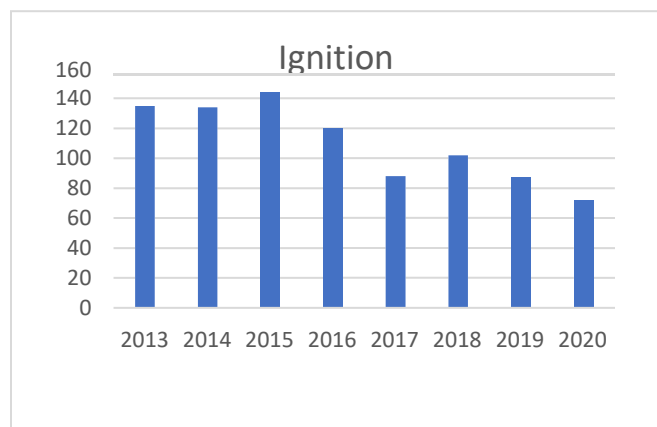
The board meets monthly. In 2019 the Board usually met in Denver, although alternative locations have been used in the past. Since early 2020, the board has met on-line using Google Hangouts. This has allowed for a broader group who can attend but has also made some aspects of meeting more challenging given the limits to on-line meetings.

Group	Kristen	Erik	Scott	Tim	Ron
Departments	CATS	Regional Contact	Rangers	Gate/Ministry of Conformity	Info Booth
	Grill Gang	DPW	External Comms	Parking	Lamplighters
	Ticketing	BAMF / ICS	AMP	Greeters	Survival Guide
	Telemetry/IT	Fire Safety	Historian	Land Search	Acculturation
	Survey Monkey	DMV	Center Camp	Volunteers/HUGS	Onboarding
	WWWW	Finance	Cafe	Cat Herder	

Org Structure

The event is planned and managed by the members of Apogaea. They are an all-volunteer team known collectively as “Ignition” that handle operations including budgeting their department’s needs, recruiting volunteers, managing team functions 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 ignition leads have a role in the organization throughout the year and often attend board meetings, but the demand for this varies greatly by department. Some ignition roles, like historian, and press outreach, operation largely on their own and engage with their contacts with the board as needed.

Ignition Membership



After every event, Ignition leads are asked to fill in a good form known as an Emer Report. The questions in Afterburn reports can be found in Appendix A – 2019 Afterburn Questions.

Of the 25 individual leads who submitted Ember reports in 2019, 20 indicated a willingness to continue in their leadership position next year, although some departing leads did not complete an Ember report. A 10-15% attrition rate is health and sustainable in most organizational structures, so this was a little higher than we hope. The 2017 attrition rate had also been a concern. The last two years have been generally stable, resulting in a better experience for volunteers and participants but we can do more. An important focus in 2019 was to document key processes and nurture a healthy hand-off and transition process and culture. This document also helps capture the feedback from the afterburn reports and key insights to assist future Apo events as well as other regionals.

Apogaea Departments

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

Regional Contact (RC)

The 2019 Apogaea Regional Contact was Steve Maruska, a.k.a. "Birthday" (birthday@apogaea.com), with additional moral support and valuable advice and assistance from Bob Meydenbauer. Although he was unable to attend the event, Steve always provided ready and accurate advice and a 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 2019 main event was held from 9 am on Thursday, June 6th through 6 pm on Sunday June 9th. Early Entry started on Wednesday, June 6th and was available to individuals needing more time to set up (especially artists and volunteers). Event volunteers had access to the land from May 30th through June 14th for 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 a 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 neighbors over the past 3 years due to nuisances such as dust and vehicles parked on private property. Each year we strive to encourage our participants to minimize impact to them by maintaining a low speed during entry and staying off adjacent land and private driveways. That said, no major escalations were reported in 2019.



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. The landowner allowed us to power the repeated from a substation already located on the hill. Radios are considered mission critical by DPW during setup through breakdown, and incident command (especially BAMF and Radios) also rely on 2-way radios.

The lower flat areas of the land tend 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. As in previous years (2017 and 2018) we've designated differentiated zones for different demographic groups such as "Kidville" and a "red light district" intended for adults. In addition, DPW had a separate area called the "the ghetto" in Zone 3 where they camp and kept valuable (and potentially hazardous) equipment.

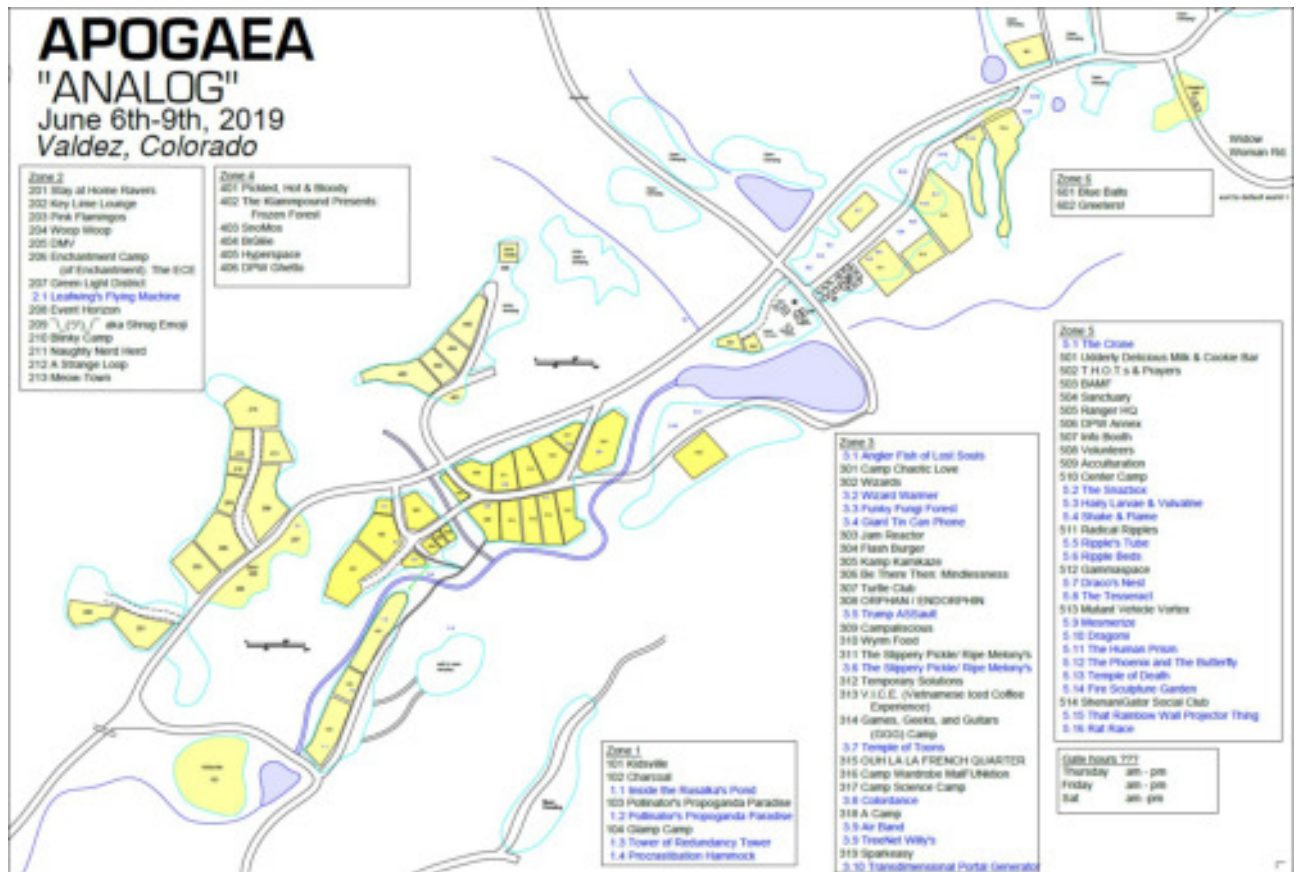


Figure 2: Placement Map by Bravo

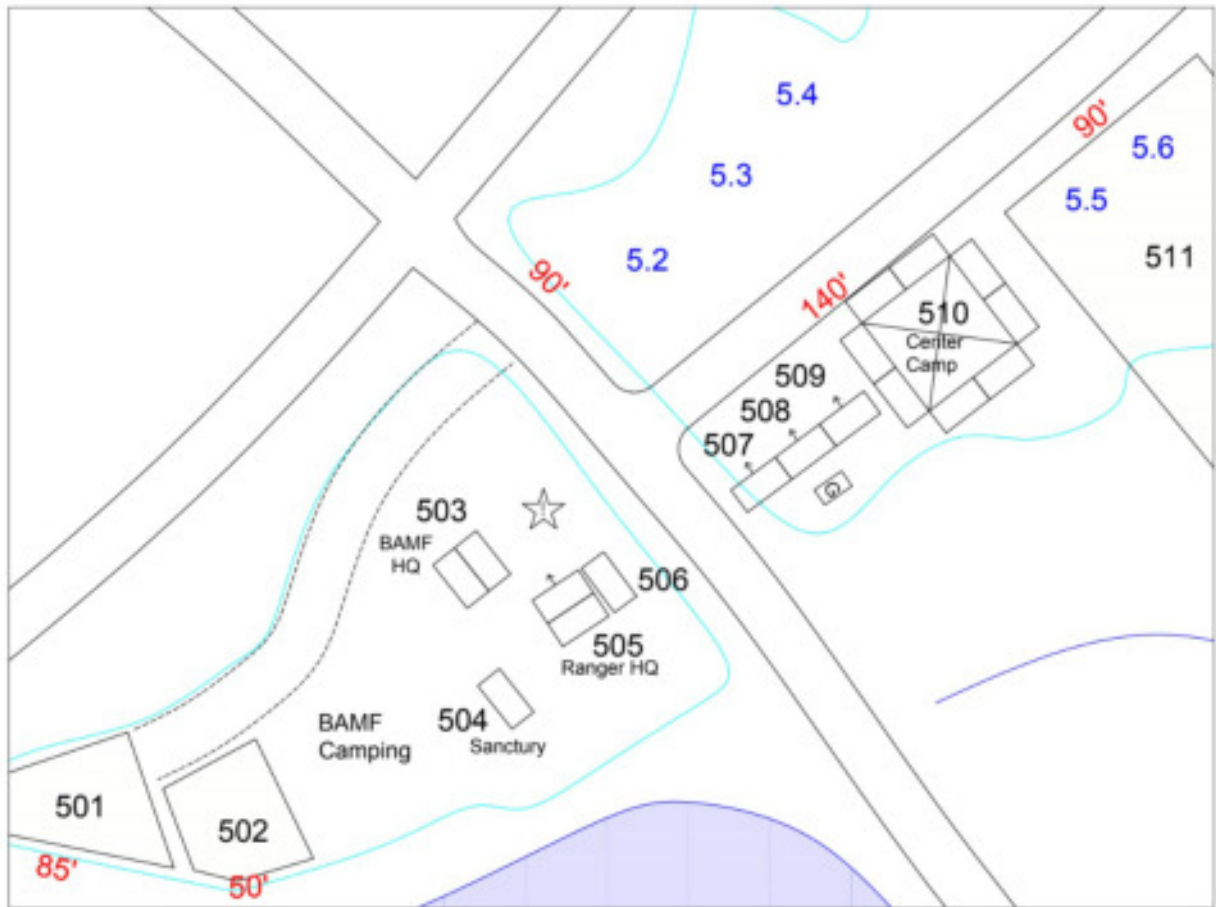


Figure 3. Headquarters including emergency services and Center Camp

The nerve center of the event was in Zone 5 and included Center Camp, BAMF, Medical (Groove Medical), Ranger HQs, and tents for info, volunteers, acculturation, and, in case of extreme fire hazard, an area scraped of any combustible materials that hosted the effigy, temple, and many fire art installations. It is positioned to be at the crossroads of the two major access roads as to be easy to find by participants, law enforcement, emergency transport. The Stonewall Fire crew, staffed by two rotating crews of 3 volunteer firefighters each and equipped with a brush truck, 2 water cisterns, and their fire-fighting equipment. This team was located adjacent to the BAMF HQ. Volunteers, InfoBooth was located in tent 507. Having all critical functions including Rangers, BAMF, fire crews, medical teams, made this area the logical center of operations for the event.

Discussion: Location, Location, Location

2019 was the 4th year in a row that the event was held in Valdez, and the location has grown on the community. While the distance from Denver has been a complaint compared to the previous location in Bailey, CO, but it has advantages and the community has worked together to mitigate some of the disadvantages. The area can hold a larger group than Bailey, has few neighbors, and the organization has a good relationship with the landowner and residents including established suppliers. Trinidad has seemed to embrace the concept of being a regional arts center and hosts other related events such as an art car parade each year. Availability of volunteers, especially those who support work weekend and must make the round trip 2 times or more, has remained a challenge. 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, Groove 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”).

Some of the ways the community has mitigated the location:

1. Extended gate hours on Wednesday and Thursday to give participants more time to arrive.
2. A “cash for gas” program to support transport of art.
3. We’ve negotiated with the landowner to keep our cargo on site rather than hauling all 3 trailers from Denver and back.
4. Explored options to be more flexible for volunteers to stay on the land between work weekend and the event.

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

There is a wide range of opinions about the land itself. 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 several hills to get a bird’s eye view of the event.

Negative aspects include the noise from the natural gas production equipment, and many consider them an eyesore and potential health hazard. 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). However, researching land for the 2019 event illustrated that other options also have downsides including added costs, challenges getting permits, and proximity of unfriendly neighbors.

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 keep these roads clear, and do not allow parking on the road by art cars. Also, it was important for fire safety reasons to ensure parked cars were not concentrated in large groups.

Placement found homes for 44 registered theme camps. 61% camps requested directed tickets be provided and 25% registered flame effects including ‘poofers’, propane art & spin performance. Registration to provide the option to provide input on their sound preference from ‘1’ for quiet to ‘5’ for loud. Most requested ‘3’. Registration also provided an option for maturity level from ‘1’ for ‘Kidsville’ to ‘5’ for ‘adult XXX’. Most camps requested 3 or 4 placements. Half of camps registered amplified sound of varying degrees, and 61% of camps requested early entry.

Attendance & Tickets

Apogaea had a contractual and permitted population limit of 2,000 and budgeted 1,400 tickets. Actual ticket sales were 1,402 (up from 1,295 in 2018). Ticket sales were managed through [Burner Tickets](#), an “event ticketing solutions for burners, by burners”. Sales went smoothly and we closed the sale at midnight on June 3rd. This year we tried a different approach. Since it seemed unlikely that we would sell out, we simplified the ticket sales process. We opened ticket sales on March 14th at 7pm MT for \$150 and left them open until the event started. However, in order to help protect purchasers who may buy tickets and discover they can’t go, we increased ticket prices to \$225 two weeks before the event. As with past years, discounted tickets are available to volunteers at various levels and scholarships and specific day tickets were available for visitors (e.g. wedding attendees who don’t wish to attend the whole event, etc.). Full price directed tickets are made available for volunteers and theme camps to ensure ticket availability for key positions.



Total tickets sold by type

Ticket Type	# Tickets	Amount	Revenue
General Admission	1139	\$ 150	\$ 170,850
General Admission Late tickets	36	\$ 225	\$ 8,100
Directed Group	63	\$ 150	\$ 9,450
Directed Group sale, registered theme camps	34	\$ 150	\$ 5,100
Ground Control	24	\$ 30	\$ 720
Ignition	50	\$ 50	\$ 2,500
Scholarship and Youth	18	\$ 80	\$ 1,440
Sparks	24	\$ 100	\$ 2,400
Fire and Medical critical volunteers	12	\$ 10	\$ 120

Art Contest winners	2	\$ 1	\$ 2
Total tickets sold	<u>1402</u>		<u>\$ 200,682</u>
Total Codes used for DGS and discount tickets	227		
General Admission Tickets	1175		
Total Ticket sales	1402		\$ 200,682
Art donations (collected during the ticket sale)			\$ 2,048
Total from ticketing system (donations plus tickets)			<u>\$202,730</u>

According to our Volunteer Database (at <https://volunteer.apogaea.com/> and developed by one of our Colorado Burner community) we had 314 unique users listed in the volunteer database as of June 4th represent approximately 22% of the number of tickets sold. There were 227 DGS and discounted tickets. Certainly, many signed up for shifts during the event that are not tracked in the Volunteer DB.

Gate tracked incoming participants much more effectively this year. Actual attendance throughout the event was estimated to be 1,302, including 1,249 adults, and 53 children. Since children are free and assuming there were not tickets sold for them, it looks like around 90% of tickets sold were used at gate.

In addition, roughly 90 attended the work weekend to set up, (May 31 – June 2), and a small number of individuals remained on the land between work weekend and the event.

Incoming traffic reported by the 2019 GATE crew by day:

- Wednesday (6/5): 286 early entry burners
- Thursday (6/6): 795 burners, 430 vehicles
- Friday: (6/7) 145 burners
- Saturday: (6/8) 76 burners who only had a little time.

Note that vehicles were only counted on Thursday, but that data point gives a decent count on our busiest day and suggests an average of 1.8 people per car. Using that data point, that suggests that we had over 700 vehicles on the property. This is helpful information for fire response crew among others. We plan to count cars more accurately in 2020.

There are voices in the community that have expressed various opinions about the headcount. Some want to see the event grow, others like it as it is. As always growth comes with challenges with the level

of volunteerism needed. 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.

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.

Apogaea continues to encourage inclusion by offering a range of ticket types to meet different needs, 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. In the past 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. This year our outreach champion reached out to the local newspapers, including the Huerfano World Journal in Walsenburg and the Trinidad Chronicle News. The former has already published an article about is the Chronical News. The article is included full in [Appendix B](#).

Finances

The budget for the 2019 event was based on 2018 revenue \$175,966.94 and our total expenses were just under this at \$174,135.46. We spent \$41,365.60 in art grants, \$2,000 in charitable gifts making our total philanthropic contribution 43,365.60 (25% of total expenses). Event costs were \$95,525.82 (55%) and total administrative and financial operating costs (including the Black Swan fund and insurance) totaled \$32,849.81 (19%). Breaking down the event fees, land use fees (\$25,468.33) represented 15% of total expenses, equipment rentals (including portable toilets, vehicles, carts/gaters, and radios) were \$21,837.72 (13%), and Emergency Services (BAMF) cost \$17,502.11 (10%).

Despite having lost approximately \$11,665 in equipment due to a break-in theft from our storage a few months before the event last year in the year, we were still able to contribute \$10,000 to our “Black Swan” fund in 2019 and recognize \$41,806.04 in net income. This puts us in a strong position financially and will give us the option to increase art grants and charitable spending in 2020 and beyond.

The Black Swan is our contingency fund for use in the event of a major unbudgeted expense and was initiated, after the cancelled event in 2015 (a.k.a. “Nopeagea”) due to the delay in the cancellation insurance payment. We now have \$70,000 in this contingency fund which is likely to cover most costs of a future late cancellation event given estimated total event costs around \$95k. Note that we expect some outstanding major expenses in 2020 that are not included in the 2019 P&L report including a new tent for center camp (\$5k, we had opted to not replace it for the 2019 event), and the 2019 Burner Tickets fees (~\$1,402 or \$1/ticket. Apparently, they forgot to invoice us until this month).

Below is the P&L report as of November 6th, noting of course that not all expected reimbursement requests have been received. We always expect a few more expenses still to be reimbursed.

2019 Profit and Loss Report (November 6th, 2019)

Income			Expenses	
Bank Interest	2,167.87		Administration & Management	
Ticket Sales	196,537.27		Bank Service Charges	\$ 50.00
Total Income	\$198,705.14		Government Fees/Licenses	\$ 10.00
			Insurance	
			Directors/Officers Insurance	\$ 1,994.00
			Event Insurance	\$ 3,248.00
			Liability Insurance	\$ 2,106.00
			Property Insurance	\$ 992.00
			Total Insurance	\$ 8,340.00
			Office Supplies	\$ 55.91
			Mail / Postage	\$ 174.94
			Professional Fees (Taxes/Legal)	\$ 1,026.50
			Program Expenses	
			Meeting Expenses	\$ 446.80
			Volunteer Appreciation	\$ 1,009.33
			Total Program Expenses	\$ 1,456.13
			Uncategorized / Miscellaneous Expense	\$ 70.93
			Special- Theft Recovery	\$ 11,665.40
			Black Swan Fund	\$ 10,000.00
			Total Administration & Management	\$ 32,849.81
			Software/IT/Website	\$ 2,124.05
			Communications	\$ 270.18
			Total Software/IT/Website	\$ 2,394.23
			Event	
			Art Committee	\$ 554.79
			BAMF	\$ 198.77
			Fire	\$ 11,994.00
			Medical	\$ 5,309.34
			Total BAMF	\$ 17,502.11
			Center Camp	
			Center Camp Cafe	\$ 137.14
			Ice	\$ 1,358.49
			Total Center Camp	\$ 1,495.63
			DPW	\$ 12,255.64
			Equipment Rentals	\$ 300.00
			Motor Pool	\$ 10,808.12

			Porta Potties	\$ 7,000.00
			Radio Pool	\$ 3,729.60
			Total Equipment Rentals	\$ 21,837.72
			Quartermaster	\$ 361.83
			Storage	\$ 56.67
			Total Quartermaster	\$ 418.50
			Total DPW	\$ 34,511.86
			Gate & ASS	\$ 5,074.15
			Grill Master	\$ 3,768.27
			Lamplighters	\$ 70.82
			Land Development	\$ 10,000.00
			Land Use Fees	\$ 15,469.33
			Permits & Permit Process	\$ 185.99
			Placement	\$ 682.38
			Tickets & Wristbands	\$ 1,111.02
			Transportation	\$ 2,153.22
			Volunteer Appreciation	\$ 2,940.94
			Volunteer Coordination	\$ 5.31
			Total Event	\$ 95,525.82
			Philanthropy	
			Art Grants	\$ 32,254.00
			Big Money	\$ 3,996.00
			Cash 4 Gas	\$ 5,115.60
			Total Art Grants	\$ 41,365.60
			Charitable Donations	\$ 2,000.00
			Total Philanthropy	\$ 43,365.60
			Total Expenses	\$ 174,135.46
			Net Operating Income	\$ 41,806.04
			Net Income	\$ 41,806.04
			Budgeted	\$ 175,966.94
			Under/over budget	\$ 1,831.48

Applying the 10+1 Principles

Radical Inclusion:

Apogaea 2019 continues a long-standing policy of encouraging volunteers by offering an opportunity to earn a reserved or discounted ticket dependent on their volunteer participation level. We offer discounted and directed tickets exclusively for volunteers first. 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



Photo credit: Pixel Nicole

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.

Our art grant program is open to anyone who wants to apply for an art grant and is readily accessible on Apogaea's website and we continue to increase our outreach to new artists. 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 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.

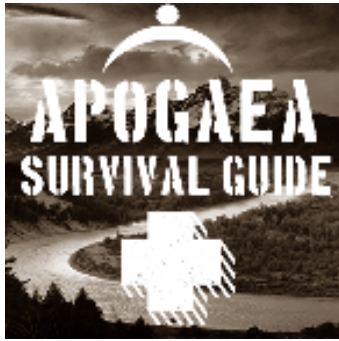
Gifting: Apogaea supports a gifting economy before and during the event. Theme camps located throughout the event gifted a wide range of art, food, drinks, activities, and experiences throughout the event. Outside of official "theme camps", participants gifted their time, talents, and art to the community. 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 spend \$2,000 on charitable giving including gifts to the



3 Photo Credit: Brant Moore

Sheriff's Department and Stonewall Volunteer Fire department. The board will vote on a Burning Man Project contribution in the March board meeting.

Decommodification: As with previous years, the only thing for sale at Apogaea is ice at Center Camp on a cash-based, honor system. The cost in 2019 was \$5/bag is intended only to generate revenue that meets.



Radical Self-Reliance: Apogaea has always been held in the mountains and that often involves some rough terrain. The land has no amenities, water, food, or mobile phone service, and the land is roughly 15 miles from the nearest commercial establishments in Trinidad. During 2019 participants endured heat, a few torrential downpours that included significant amount of hail, 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. 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 is 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



Photo Credit: Pixel Nicole

prior to the event. Each year department leads and their volunteers build and completely unbuild everything at the event. Apogaea encourages each department to actively recruit community members to get involved. Based on the volunteer database data 314 people signed up for shifts before the event, accounting for roughly 25% of all attendees. Ignition reported around 200 volunteers total in the Afterburn reports. In addition, and significant (but unknown) number of volunteers signed up on-site to help. These shifts tended to be directed to Gate, Greeters, and other more flexible roles. The departments that reported fewer volunteers than needed included DPW, BAMF,

and Rangers – all critical departments. Encouraging incentives for these teams is highly recommend for the 2020 event.

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 carried liability 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 medical services (Groove Medical) and fire fighters (Stonewall Fire) 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 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 handling delicate issues discreetly, including reports of inappropriate behavior, harassment, and abuse, and engages with the community and other regional events to maintain and improve healthy balanced policies. This team met in preparation of the 2019 event and shared recommendations with the board.

Burning Man Project 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 \$600).

This year 24% of the event's ticket sales went to (\$42,000) were ear-marked to fund artistic projects below \$600. CATS promotes funding widely across all many communication channels reach members of the community, local communities, and other regional networks.

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?

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 (BAMF) handles safety and medical personnel during the event. The bulk of our medical needs were contracted to a local emergency service company, **Grove 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. Financials information is posted publicly on our website as it becomes available 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 2019 Apogaea donations and policies for donation percentages relative to the operating budget are being discussed and will be approved at the March 2020 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 Project? 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.

About the 2019 Event – Department Reports

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

Acculturation

Burner Tickets builds some acculturation into the ticket purchasing process, and we provided acculturation support in the Infobooth tent. Feedback suggests that people feel if the event goes slowly and there are a reasonable number of vets around to educate newcomers, that the newcomers learn from their peers. In addition, the principles and rules are articulated in the [Survival Guide](#) and posted on the website. That said, we had a tougher cleanup than expected and this should be an area of focus in the next event.

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 2018 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 to a storage facility in south Denver after the event. The 3rd was had been 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. A few months before the event the trailers were broken into and we lost what the Quartermaster believes was around \$10k in equipment including generators, tools, grill gang cooking gear, the main

tent, and various other items. We could not find another location by the event, so after the event we received permission from the landowner to leave the trailers on his land through the year.

DPW continues to struggle with insufficient engagement and volunteer support from some of the other Department Leads, and some DPW leads suggest that communication and available volunteers dropped from 2018. Other departments sometimes leave equipment for DPW to pack for them. Since we knew we were leaving the trailers on-site (a long drive from Denver), all leads were strongly encouraged to do a solid inventory before storing anything in the trailers. Department Leads supervised loading

DPW also arguably has one of the toughest assignments at Apogaea and we need to prioritize support for them, including more focus on attracting and retaining 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.

The DPW lead put enormous effort into documenting DPW processes into a 37-page handbook that should form an invaluable support to future years. His afterburn comments deserve to be shared in their entirety:

What worked well

Our kick ass volunteers worked well. DPW requires such a large time commitment it really takes special people to dedicate 2 whole days for set up and strike. We need to be able to recruit enthusiastic people to help us, and any way we can make it easier for volunteers to work with us then the more help we will get. This year, as in many past years, the Grill Gang has been awesome enough to volunteer to feed us and the board has paid for that, and out of a sense of fairness the DPW Leads have taken it upon themselves to pay for food to serve to our DPW Crews at the end of Apogaea, but I think that if it is fair to pay to feed people during set up, then we should offer the same benefit to people who volunteer two whole work days (or more) to help us tear down. (FYI I also think that BAMF and Rangers should have similar access to benefits provided by their department. Or possibly some sort of kitchen sharing situation.) And just to be clear, I think that during the event All DPW volunteers should plan to feed themselves, but when they are working 6 -8 hours days in the heat for no pay, the least we can do for them is feed them. So for 2020 DPW will plan on asking for budget funds to include this food benefit that has been overlooked in past year budgets.

What could have gone better:

DPW Leads redesigned major parts of our infrastructure basically on the fly and with little time to spare. The only way we could have prevented this was with a better/ more secure storage location. We have been lucky previously to not have suffered any losses, but this has been a wake up call. We need 2 prongs, (1) insurance, which I believe we now have, and a solid physical storage location. Considering the (alleged) loss of the rental vehicle from the land, the security is in question, however in general it is considered to be safe.

Oh, the main thing that didn't work well, was all the empty job Roles throughout Apo. SO MANY EMPTY JOBS!!! This needs to be Apogaea's main focus in order to survive. We need to recruit active members to be participating. We also have a few jobs that are staffed in name only, but the person has little active involvement lately. We need a greater culture of volunteering. How do we tell new people this? Volunteer coordination and Acculturation need to be funded and actively promoted. The board should fund each of these departments in order for them to be able to get the attention of and attract volunteers.

Radios

Radios are mission critical at the current location given nearly no cellular phone coverage and the large area of the property. Set up went smoothly, and 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 although recording who has which radio did not work effectively without a dedicated Radio lead (our Radio lead couldn't make it this year). The Radios were not kept together and were not secured as carefully as they should. We ended up returning all the radios but apparently lost several antennas and a battery.

Apogaea Media and Publications (AMP)

In 2019 AMP focused on helping make sure photographer policies were followed and coordinating storage for photos of the event. 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. There is an undated 23-page manual documenting recommended best practices for AMP available for general information and instructions.

2018 Photos <https://www.flickr.com/photos/127610864@N04/albums/72157669823867167>

2019 Photos: were not uploaded to Flickr as per previous years, but were shared via various private means after the event.

Apogaea in the News

Five quirky summer festivals that are quintessential Colorado

<https://theknow.denverpost.com/2019/05/22/quirky-summer-festivals-colorado/211846/>

Apogaea: Official Burning Man event set for June 9-1

By Eric John Monson, News Editor

The Chronicle-News

http://www.thechronicle-news.com/arts_and_entertainment/apogaea-official-burning-man-event-set-for-june/article_f503df54-cbac-11e5-9020-6f0af8da3063.html



"Temple of Death", Art and photo Mitch Hoffman

Creative Art Team Support (CATS) (art funding)
CATS (Creative Art Team Support) is a diverse cross-section of the community that volunteers with Apogaea year-round by managing the grant process and artist support for Apogaea, Inc. A Conflict of Interest Policy is in place to help ensure that when actual or potential conflicts of interest arise, the organization has a process to follow. Anyone interested in discussing art and Apogaea is invited to fill out an application to join CATS.

For more information about CATS:

<https://apogaea.com/about/the-organization/art-department/>

The 2019 CATS report, including art financial summaries can be found [here](#), or
(<https://docs.google.com/document/d/1BZ9FEz6oUqCBE BxHjp6AHqEOXOmFlcEcEgpB3WnfuXo/edit?usp=sharing>)

For more information, contact cats@apogaea.com.



Effigy: Photo Credit: Andrew Wyatt

Bureau of Apogaea Medical and Fire (BAMF)



Grove Medical (<https://groovemed.org/>) worked out very well. Not only did they coordinate all medical activities, they coordinate our people (burners) into an insured medical group under medical direction. Stonewall Fire (<http://www.stonewallfire.us/>) also worked with us again in the relationship worked very well. Both are good relationships worth preserving for the future.

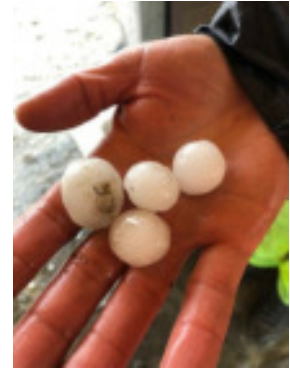
Creating a common dispatch with Rangers at times worked well and should consider expanding this practice in the future. A more blended dispatch with rangers would help solve some of the staffing issues for both groups.

It was difficult for and unsustainable for the two leads to be on call the entire event. We should have at least 3-4 leads at minimum to cover the event.

BAMF also struggled with set up and tear down without enough staff. That is beyond the scope of Grove Medical. The main lead also requested a fourth structure with shared space with Stonewall Fire crew would be beneficial. This would help create a more social interaction for all BAMF and contractors.

Center Camp

Center Camp was low key this year, as we had lost our main tent. DPW came up with an improvised solution but was not waterproof, so when it hailed just before the event the scraped ground turned into a mud pit and it didn't dry out for the rest of the weekend. Lesson learned, a full-sized tent is worth it and are planning to acquire a new one for 2020. Center Camp had everything they needed and just needed to buy coffee, teas, apple cider, chia, hot chocolate, coffee mate, sweetener. We had had a large and small coffee maker, an insulated urn to store coffee, two 5 gallon water storage urns, two tables. There was fabric and lights and pillows and blankets.



Communications

Apogaea usually publishes a WWW, 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.



Photo Credit: Rolf Kirby

Department of Mutant Vehicles (DMV)

The DMV was managed successfully with the lead and 2 assistant leads. No other volunteers were necessary. They inspected vehicles this year and distributed stickers for Apogaea Mutant Vehicle "license plates" to give to each MV inspected.

Overall the Apo DMV does not license or approve vehicles, but provides help distribute guidelines for safety and helps educate mutant vehicles of the rules of the road.

Fire Conclave (Fire Performance)

Conclave was put on another great show despite challenges. Conclave reported that the coordination with BAMF was spectacular, as always. The Fire Marshal was super friendly and amenable to what they had in mind. Milk stepped up and did an awesome job DJing for us and helping us get all the speakers hooked up. There is an idea proposed to broadcast sound next year on a local FM transmitter. This will allow us to channel the vibe through art cars and any other sound system that can tune in.

Challenges as reported by the Conclave lead including an arrangement for sound equipment that fell through just before the event resulting in the lead having to borrow thousands of dollars of speakers from at the last minute. The lead strongly recommended that future conclave leads come up with a Plan B for sound during the burn.

The workaround involved using two borrowed stacks linked up with the Octopussy sound system and that worked great but recommends using a microphone for the announcements since the megaphone may not be loud enough. Overall, it was stressful for the lead, but it was an outstanding performance.

Gate

Employing a professional security team, (Peaceful Security from Nederland), worked well again this year.

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.

2019 went smoothly except for a snafu with not having enough waivers on one day that was resolved within a few hours.

Before Gate was set up, there was a sign posted that the gate would remain locked and checked on every 30 minutes to bring people in and someone stationed with a clipboard and names of people who were scheduled to arrive that day. That worked well.

Recommendations for next year:

1. Next year work directly with placement to draw a map of gate and measure everything out.
2. Work more proactively with communications to DPW work weekend Lead and Structure Lead.
3. Improve the procedure for work weekend volunteers:
 - a. Make it easier for volunteers to get into the event without repeating check in after gate is set up.
 - b. Ensure every person checks in and reduce traffic back to gate for the main event.
4. Maybe get rid of the WW codes and have a list of volunteers and if they checked in recorded on the list. If you're not on the list you don't get in. Period.
5. Improved signage
 - a. NOTE: We already have an old sign that could be used.
6. Stitched numbered wristbands with corresponding tiny human form numbers. We have been using a Sharpie marker that can be hard to read.
7. Maybe stitch the numbers on all of wristbands and then our spreadsheet can correspond with their number if they are found unconscious they can be identified for medical purposes.
8. Super bright awesome wristbands. Fancy ones!!
9. Extra artsy collector tickets. Because art.
10. LED backlit signs for Apogaea entrance only
11. Decent sound system at gate. Obviously not so loud that it hinders gate procedures. But enough to make it a little nicer for the volunteers while they wait for cars to come up. The gate at our current land is very secluded from the event (one mile away) and volunteer shifts are 4-6 hours.
12. Customized high visibility vests for volunteers to wear for safety purposes and to make us all look more cohesive and legit. (\$15.99 each) this solves our issue of having to buy individual t-shirts because they can be used by every gate person. Not every person needs to be wearing one. Just whoever is near the traffic. Especially at night.
13. Our own battery charging station for the radios.
14. More efficient counting methods for vehicles/people
15. Load of gravel or something like that under each gate tent. Or flooring.

16. Two hour night time gate power shift to relieve the day crew and get the last bit of people in!

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. Also, Grill Gang needs a level camp area to work in. The grills and serving tables need to be level and it took hours to level them last year.

Greeters

Greeters staff a tent at the entry point to welcome participants and help transition people from being travelers to being participants. They did not submit an Ember report and seem to be understaffed.

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

The following report shared by Terri Beach, HUGS lead (with light edits), from last year. More or less the same for this year.

"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 is 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

Info Booth appreciated having a big map for the event. The lead felt the booths was set up later than preferred on Thursday morning. There were acculturation info that was missing, and the lead spent time looking for the timeline posters just to find out they had been set up inside Center Camp. There could have been better coordination with the Volunteers Booth.

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 and recognizes the impact of changing politics. Last year we investigated hosting the event at Hummingbird Ranch (location Sonic Bloom) The land had some good features, but it was going to double our land costs, add load to key departments such as DPW, and there were some concerns about timing given that the land would not be available until AFTER Sonic Bloom which would push Apogaea later in the summer. That location is still an option for future events but will not be considered for Apo 2020.

Notes on Hummingbird Ranch:

- 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.
- Costs would be based on the number tickets sold.

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

This year we had 44 registered theme camps (same as last year).

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 generally went smoothly, although as always, they could use more volunteers.



photo credit: Andrew Brislin

Volunteer Department

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

Other areas of discussion and suggestions for improvement next year

ICE Delivery

Ice delivery has been difficult (again). This year, like last year, we rented a refrigerated truck to store the full event's ice needs and unloaded it into a few freezers daily for distribution (\$5/bag, self-service honor system).

Conclusion

Overall the event went well – better than any year so far in Valdez. The weather, although we had to endure some brutal hail in the days ahead of the event, was cool and wet, allowing more flexibility in fire art and we were allowed to set up some burn barrels for wood. There were no medical transports, no major incidents. We had a brief rumor that there was a shooter targeting the event and one participant who was apparently under the influence. The local police were called to the event for both incidents. The shooter scare, while never substantiated, illustrated that this risk is an unfortunate reality for all events to be prepared for.

Overall, the feedback after the event was overwhelmingly positive. The fire art and conclave were conducted well with only a few minor hiccups. Relations with the neighboring community and interactions with the landowner, fire chief, and local officials went smoothly. Having been the 4th year at the current location, there were few surprises.



2020-2021 – New Bylaws and the Covid Years

New Bylaws

After several years of discussion, the board approved updated Bylaws. The changes were discussed many times over the course of a year of discussions and Ignition had many opportunities to ask questions. The following message was sent to Ignition by Erik Vogt summarizing the changes after the bylaws were approved:

During the last board meeting (Jan 5, 2020), the board unanimously voted to update the Apogaea bylaws. These changes are intended in good faith to clear up ambiguity and make the organization easier to operate. We started this process a few years ago and involved input from our lawyer and several other friends of Apo lawyers who contributed good insights. To help you know what we changed I offer this unofficial synopsis.

1. The organization changed address.

Rationale: maintaining a physical PO box required onerous burden to keep track of the key and visit a specific physical location on a regular basis. This resulted in significant delays receiving mail (and significant hassles handing ownership from one board to the next). We've switched to a virtual physical mailbox that scans our mail for us. (It's awesome).

What Changed: ARTICLE II Section 1: New address: 1312 17th Street Suite 586 Denver, CO 80202.

2. Clarified functional lead vs department lead.

Rationale: We generally use the term used to describe leads.

What Changed: ARTICLE IV Section 2: Throughout the document we changed "functional lead" to "department lead". We also clarified what constitutes "Ground Control", a Burning Man Liaison, and the job of department leads. Please note that department lead positions (still) officially terminate on Oct 31 unless re-ratified. We also added this: "Returning Ignition and Ground Control members indicate to the Board intent to return for an additional one-year term prior to August 15, so recruitment for open positions may begin as soon as possible after Board elections conclude." Why? To try to focus our attention on confirming returning leads as early as possible so we know who we need to recruit and have as much time as possible to do so.

3. Clarified communication options.

Rationale: It's the 21st century

What Changed: ARTICLE IV Section 2 (and other places) The old bylaws specified that some things needed to be in writing we clarified that this can be via e-mail (a.k.a. known to lawyers as "electronic mail")

4. Clarified various requirements for meetings

Rationale: Not a super exciting topic here, but we tried to be realistic about what we expect to do. For example, having the official annual meeting before Sept (rather than May), and getting rid of some verbiage about members demanding meetings with at least 10% of the votes, etc. As far as I'm concerned if anyone makes a good case for a meeting other than the monthly board meetings the board should do something to accommodate it or you should fire all of them.

What Changed: Bunch of stuff in ARTICLE V. Too much to summarize easily, but if you want I can give you a walk-through.

Eligibility for Nomination to the Board.

Rationale: We felt it was important to tighten eligibility to individuals who had attended at least one event, have been involved, know what the 10 principles are, and hasn't bailed out on us previously (unless we've had a "come to Jeeps" meeting and worked it out).

Eligibility for Nomination as Board of Director. Any person submitting an application for nomination for the Board of Directors or Officer election must have attended one Apogaea event or served as a member of Ignition or Ground Control for one year prior to the Board nomination. Application materials must indicate

the applicant's understanding of the 10 Principles and 'Burner' culture.

Former Board of Directors Members or Officers who failed to complete a previous term must be approved as a nominee by the current Board of Directors prior to nomination to a new Board term or Officer position.

Former Board of Directors Members or Officers alleged to have committed fraud or financial malfeasance related to their service to Apogaea, Inc., regardless of whether their previous term was completed, must be approved as a candidate by the current Board of Directors prior to nomination to a new Board term or Officer position.

Eliminated board "sabbatical" and added clarity around sacking board members. Also added a few other minor things about snail mail or prohibiting votes over the phone. This is intended to make being a board member a little easier if they live far from Denver. I'm not saying you shouldn't come in person if you can, but this should make it easier.

Rationale: Term limits for board positions are very rare (I've had more than one jaw dropped from the non-profit leadership space on our 3-year term limits). Also, I believe it's in the best interest for our organization to have more stability in oversight. The original purpose of the limit was to help ensure new blood, but the reality is that it's more difficult to find board members who complete their terms than it is to need a graceful means to avoid a few tough cookies overstaying their welcome. We tried to address this in 2 ways. One by eliminating the "sabbatical" and the other to clarify how to boot bad board bozos.

What Changed: ARTICLE VII Sections 4, 6 and 7. Basically, once a board member has completed their term they may seek re-election or be appointed to fill a vacancy. If they manage to survive being asked to step down informally and formally at least the members can choose not to vote them in to another term

The new bylaws can be found here: <https://apogaea.com/documents-legal-info-bylaws/>

COVID 2020-2021

The 2020 event was canceled due to risks introduced by the novel coronavirus. The Board opted to allow the landowner to keep the \$5,000 down payment without challenging it as he was generous enough to allow us to leave our three cargo trailers on-site. Art Grantees were allowed to keep their grant money, given in many cases they had already started construction of art projects, but we asked them to commit to bringing the art to the next Apogaea when it returned. Ticket fees were refunded less the PayPal processing fees. This required many hours of work given that each refund had to be processed one by one.

The Board and community discussed the 2021 at length. The community was generally divided evenly, with many members expressing their willingness to do what it took to support the event. There were two core aspects of the final decision. One core issue was that several major department leads not only refused to attend, but felt that proceeding with the event during the pandemic would lead to lasting damage to the Apogaea and Burning Man organization reputations and credibility. These leads were long time members of the community and effectively stated that they would neither participate in the '21 event and would probably withdraw permanently. Second was the uncertainty regarding the permit. Given that we could not be certain the permit would be approved until the event, and could be revoked at any time even if it had, it would be impossible for planning to proceed.

Appendix A – 2019 Afterburn Questionnaire Questions (collected through Google Docs)

1. What is your name?
2. Which department are you with?
3. What is your title / role?
4. Describe your role
5. Would you like to continue serving in this role next year?
6. What worked well?
7. What didn't work so well?
8. Include any statistics (or a link to your department's report, etc.) you would like to have included in this year's Afterburn Report.
9. How many volunteers did your department have during the event itself?
10. Was this too many or too few?
11. Do you feel you had enough tickets to staff your department?
12. Did you turn volunteers away from any shifts? If so, why? (Example: work already completed, too many other volunteers for the task, activity cancelled)
13. How many of your ignition/sparks Directed Tickets were given to people who had worked with your department in the past?
14. What was your "flake rate" for this year? (# shifts people no-showed)
15. What were your crunch times and what were your down times?
16. Did your department have enough volunteers throughout the year and during the event to adequately support the population size (1,400 participants)?
17. From a scale of 1-5 how much do you prefer to stay at the current location or move to another property?
18. Current population comments
19. How would you rate your performance this year?
20. How can the Board of Directors or the Apogaea organization better support your department?
21. If you would like to collect anonymous feedback about yourself or your department, paste the form URL here.
22. Any other burning thoughts you'd like to share?

Appendix B – Apogaea in the news – The Chronical-News, Jan 2020

Apogaea Burning Man Festival seeks applicants for artist grant funding

Garrett Watson The Chronicle-News January 24th, 2020.

Every June in Valdez, several thousand people gather to celebrate art, performance, sustainability and radical inclusion and self-reliance at Apogaea, an official regional Burning Man event in Colorado. During the four days of the festival, artists from around the states gather to practice their freedom of expression in a variety of different ways from painting to propane (fire) art, painted art, lighting art, and theme camps that pull viewers into different worlds. Building on the idea of creating unique interactive spaces, this year's theme is portals.

To help draw in artists and support their expression, the festival offers numerous grants to both experienced artists and those who are just beginning their creative journey.

"We have two rounds of art grants," said Chelsea Trinka, a member of Apogaea's Creative Art Team Support (CATS). "We have our big money round for artists who maybe a little more experienced in doing installation art or a large-scale piece they may want to take to other festivals. These tend to be really core pieces in the event and things that really make an impression on people on a larger scale. Those get funded up to \$6000."

"Then we have a smaller round, which is our seed round and this is a round where we're really trying to encourage new artists or those who have never considered themselves artists," Trinka said. "That round provides grants up to \$1200 with the idea that it can be great funding to create something new."

Trinka said there were several goals the team has established to make the festival more than just about music.

"A lot of the goals behind the grants are to make funding art a priority of the event so that it's not just a music festival and becomes more participatory," Trinka said. "Our

grants are the single biggest budget item in the Apogaea budget. Over 25 percent of our budget goes towards our grants and can be anything from performance art to painting, to a sculpture, or something to climb on, or propane art for fire effects or light art.”

“Another goal is to encourage people who maybe haven’t been to a Burning Man event to participate,” said Trinka, “and create art to bring different perspectives, flavors, and aesthetics to the event.”

Lawrence Phipps, Apogaea’s public outreach spokesperson added that the event is an opportunity for burgeoning artists or creative people to find their style of expression. Sometimes, Apogaea serves as the springboard for artists to go on professionally.

“This is where people discover themselves as an artist,” said Phipps. “It’s an interesting thing where you see people have an idea and start and pursue their passion and many of them are working to establish themselves as full time artists. This is a place where artists can actualize their dreams.”

Phipps also expressed that he would love to see more Trinidad local artists contribute and take advantage of the grants they offer.

“Trinidad clearly presents itself as an arts community with a lot of history and legacy as well,” said Phipps. “We would love to extend the invitation to other creators in Trinidad and the Las Animas and surrounding areas. I’m not sure if many people in Trinidad are aware that these grants are available to them, but we would love to make ourselves more visible to the locals.”

For anyone who has never applied for a grant before, Trinka said it shouldn’t be anything to be scared of and that CATS is available to help anyone who asks.

“We have a lot of support for people that are applying for their first grant,” Trinka said. “There’s a lot of resources we’ve written on our website that shows them how to write a great grant, what information to include, questions that we ask and we also have a

dedicated part of the team called the Creative Art Team Support (CATS) that are thereto answer any questions about the grant. Ultimately we want to see artists be successful.”

Anyone with questions regarding the grants available for artists is encouraged to email the CATS at grants@apogaea.com. The big money grant round is open until January 31with the seed money grant round opening on March 1.