2018 AFTERBURN REPORT
BURN IN THE FOREST #15

July 12th-15th, 2018

Cheam Fishing Village on the banks of the Sto:lo (Fraser) River, British Columbia, Canada.

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July 12th-15th 2018 marked the 15th annual installment of Burn in the Forest at the Cheam Fishing Village in Agassiz, British Columbia. This was our fourth year working with the Cheam First Nation. We continue to work with KLAR (the promotion company that manages our relationship,) and this year saw a change in leadership at the band, and the creation of CEI-Cheam Enterprises Inc., who is also managing the propoerty. Our partnership is still evolving and remains mutually respectful. KLAR brought their "Jam Camp" sound stage again this year. This year they collaborated with members of our community to further integrate the experience.

The 2018 Production Team consisted of some new faces. Many of the Producers and Associate Producers from 2017 returned. The Production Team continued with the leadership structure set up in 2016 of Systems, Ops (formerly Flow), Info, DPW, Volunteer, Curation, and Safety pods, consisting of one producer and 1-2 Associates. This year we added a dedicated Chair position.

The production team kicked off in November with the annual retreat and discussed desired and necessary pod and production changes.

Throughout the year we saw the continuation of the policies and procedures carried through from 2017. Some notable changes to this year's event:
- Capacity for this year's event was increased to 1500 participants, up from 1250 last year.
- An On site Best Practices Document was collaborated on and formulated.
- In light of our regional struggles with forest fires, we decided to be more transparent to the community about how burn decisions are made and checked this against the 10 principles.
- We started using a new project management tool, called Basecamp.

QUICK INFO

Even mix of veteran and new Production Team.

July 12th-15th2018

1524 Attendees.

$26,995 in grant funds.

39 Theme Camps.

6 Sound Camps.

59 placed art projects.

3 registered mobile art projects.

0 serious injuries.

1 death.

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• We made a 5-year plan for BitF- to be checked in with each incoming team on a yearly basis.
• We hosted an induction for associate producers to welcome them into the team and bring them up to speed on what was discussed at the retreat.
• We used Dustcovery- our official Decompression in 2017 to build up momentum and excitement by having a vote for the theme of Burn in the Forest. The winning theme was Robot Overlords, which dovetailed with the Big Burn theme of I, Robot. Having this established earlier allowed artists to create work that was in line with the theme.

The event itself:

• We worked harder to increase accessibility at this event and consulted with key community members. This was the most accessible BitF ever.
• With added participants, we saw an uptick in incidents.
• The execution of our planning and integration of more participants was a resounding success, but a bittersweet one at that. This year we had one fatality– prominent and beloved community member Patrick Stauch died at Burn in the Forest 2018.
• The production team, community members, and safety team's response to this tragedy was commended by the EMT professionals who came on site. If ever there was a test to the viability and preparedness of the team, this was it. While we are devastated to have lost one of our own, we can say with confidence that our community member received the very best care, we were prepared, and our safety plan was viable. The production team was able to come together to manage a very tough situation, and the community itself worked together to support each other.

Burn in the Forest 2018 : FINAL REPORT

Team title:	Systems
Report Author:	Caleb Wardell
Role:	Producer

Approx hrs work/wk										
Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
10	12	10	8	12	10	4	4	5	4	5

My most critical interfaces:
Systems intersects with every pod. As procurement falls under systems interaction with DPW, Volunteer, OPs, & Curation more critically than others. Interacts with OPs critically as deliveries take place. This year the budget was also done by Systems, leading to critical interactions across all pods early in the year, however this is not necessarily a recurring theme.

What Worked:
Website - The website was able to perform its normal functions, and besides some issues with regards to forms, on a whole it performed adequately. A website overhaul is likely needing for 2019, and plan is to bring on a "Website" or "Tools" lead for next year. **Email Addresses -** Having dedicated email addresses for each lead and producer was done this year, as well as linked into Basecamp, and for the most part continued to work. An improvement was seen since previous years, with people using their personal emails less or not at all for BitF business. **Data Management -** We continued to use google drive successfully and would recommend continuing to do so, however as dedicated email addresses were set up this year for all producers and leads, the 'hosting' of the google drive should be done under Systems in order to ensure continuity. **Basecamp -** We moved to a new project management tool. It seems to be able to handle everything we need it too. There are some concerns and improvements to be made with regards to both its feature set, but also on how we as a team use it. More on that in next section.

What Worked:

Procurement - Things seem to have gone pretty smooth for procurement this year. There were a few hiccups as some vendors tried to contact me when I was traveling, instead of Make_Do and he seemed to have some difficulties making contact with some vendors.

Other notes. Various teams provided feedback, requests, comments, etc. In no particular order:
- Whites. Comments were made to consider an alternate vendor to Whites. This can be done.
- Possibly there are things (e.g., tables) that GVIAS could purchase and could be reused at other events, instead of being rented every year.
- Generators. Everyone's favorite topic. DPW indicated we didn't actually use all of the generators rented. Clearly a topic for DPW and whomever will do power planning. From what I understand, the voltstack's worked well and there may be a desire to use more next year. Although the voltstack's are not the most cost effective - dollarwise - they do have advantages over generators; reduction of noise pollution being a common one. If we want to continue to use a more green approach I would recommend looking for alternate vendors to voltstack. My sense is we paid them a premium and can do better.
- Several people asked to look into getting cloth wristbands instead of the plastic ones we use. I looked at the Medtech site and some are available but more costly than plastic.
- More than a few people asked if we could have hand washing stations next to the portos. Doing so would no doubt incur additional expense but this can be looked into.

GVIAS credit card - Having a GVIAS credit this year helped take some of the burden off of leads, so that they didn't have to foot the bill upfront for things and then have it be reimbursed. Making sure that the relationship between the GVIAS board member who holds the credit card and the vendor (via procurement) is important. Having a credit card on file with the vendors allowed us to also get payment terms, so we don't have to be in advance for everything.

Insurance - Overall cost of insurance was up by $1,000 due to a slight increase in the insurance mill rate and also because we increased our attendance from 1,200 to 1,500.

In response to requests by members of our community and production team, we asked our underwriter (through our broker) whether they'd be ok with us allowing drug testing onsite. Previously, KLAR had not been receptive to this, however this year they felt that it was appropriate (in future years, it'd be good to ask Cheam not just KLAR this question). Our broker understood our reasoning, however the underwriter had not heard of this before and didn't think that it was a good idea as per our insurance. We felt that since other local festivals allowed testing that we might be able to as well, however we discovered that their insurance underwriter was different and the reason we are tied to the one we are is because we burn shit. Beacon, our underwriter, is the only insurance company who will provide us with insurance that will cover off our effigy burn. Other festivals who use testing kits do not use

What Worked:

Beacon as they don't burn, but they can have testing kits covered. This will be something we will have to continue to have a conversation about, but we will be unable to move underwriters unless we choose not to burn.

Ticketing - Ticketing seemed okay with the removal of the extra registration step. We also added more bandwidth to better handle the load. There was a small snafu with selling two tickets due to the code allocation not being configured correctly. This was alleviated in the OMG sale with priority given to those who had been affected by the ticket issue in the main sale. There was still many additional tickets leftover for others.

Subsidy Tickets - This year we added a submission element to the subsidy tickets, and that seemed to work fairly well?

Cost Control - Overall the process was relatively smooth this year. There were very few instances where cost control had to follow up for incomplete receipts or a missing Reimbursement Form or approvals.

Onsite Power - This was the first year that KLAR had available onsite power, and it was very helpful and used successfully by artists and some sound stages.

Onboarding - Bringing on a new producer, Constantin felt that when we was tasked to do things, he had all of the support he needed and detailed documentation on how to do everything. However a lot of the time he wasn't completely sure as to what he should be doing, this was most evident to his during production shifts

What Needed Improvement:

Basecamp usage - We need to optimize the way we use basecamp. Todo's were underutilized if at all. Additionally, more structured trained could be provided for those that are not comfortable with Basecamp.

Directed Tickets - Need to be given to the band as well, as we should be able to identify who can come in beforehand.

Multiple Tickets from Quicket - There was a small snafu that lead to people only being able to buy a single ticket, but not two as originally intended. This was worked around by giving those affected individuals first chance in the OMG sale. Everyone affected that still had a desire for tickets was able to get one in the second sale.

Procurement - As per last year's feedback, if the production team could gather and solidify their requirements earlier, say before May, that would make procurement easier. As usual, there was a lot of gyrations with vendors as requirements changed. It's understood that there will always be changes but I think as we settle in we are getting a better and better idea as to

What Needed Improvement:

what our basic requirements are. That should help going forward.

Additionally, As we seem to have lost a fire extinguisher, we need to to a better job next year keeping track of what we pick up as well as what we drop off, which I don't think has been happening.

Cost Control - Things we may want to consider for improvement next year might include streamlining the process between Cost Control and the Treasurer (often found it difficult to keep track of things and what had been issued payments and what had not - maybe a shared file to track payments?)
-and also maybe some changes to the Reimbursement Form process...Cost Control did not have access to the main template people were using, and there were some changes to the coding this year that were not on the form that most people were using, which meant to use the drop down for the coding Jill had to enter the new codes over and over again.

Maybe we should name the form with the year in the title so it is easy to see which version people should be using?

KLAR contract - The execution of the contract with KLAR took longer than usual this year. There was some discussion between KLAR and Cheam about a 3rd party renting either part of or all of Cheam Fishing Village (CFV) on an extended contract basis. Eventually this fell through for 2018, however it is something that needs to be monitored and the conversation with KLAR should start in late November or early December for next year's event. The 2019 producer should work in coordination with the GVIAS President to have this process underway so there is not delay in the contract being executed.
In addition, to having the contract finalized sooner, we will also have to make sure to review the permit that was put into place by Cheam First Nation less than 1 week before our event in that they required a $30,000 bond as well as a permit fee. The permit fee was picked up by KLAR, however we will need to consider budgeting for next year, as we would assume that KLAR would not pick up the cost of the permit then. A copy of this has been place in Systems-Contracts in the google drive and we should have have a couple of different parties review it prior to just signing off on it for next year, namely sound. This should be done in conjunction with a GVIAS board member.
Lastly, KLAR has a contract until October 2020 to organize events on the land on an event by event basis. This contract was signed by Darwin Douglas as Director of Cheam Enterprises Inc (CEI), however the permit that was put into place this year was from Cheam First Nation, which may or may not supersede the CEI. We will continue to monitor this situation. In order to ensure we have our options open, we understand that there is a committee being formed that includes Simon Hunkin and Arthur Goldsmith to evaluate other potential locations for BiTF and we will keep informed of their developments.

KLAR Directed Tickets - For the most part, the directed tickets being sent to KLAR worked well, and there was no swapping of names on the list. Although there was a few "exceptions"

What Needed Improvement:
that caused some grief. As these seem to be the same people year to year, it would be advisable to get those people on the list to prevent these issues. Additionally, as there was a new permit group and the band has new leadership, this caused confusion on both ends. This was a result of the new family still getting organized, and nothing can be done from a production standpoint, save forgining and maintaining a relationship with the new leadership. **Website forms -** There was a form or two that didn't work as it was supposed to and while it was troubleshot on the go, a review of this will have to be done in order to make sure that it doesn't continue to happen. It was likely associated with security as well as attachment types. This will be addressed in the website overhaul.

Comments:
Caleb will be taking the lead for Systems for 2019, and Brodie is stepping down/out. Hopefully Constantin returns as Associate Producer and will be mentored into the System role in the long term. I believe Joel/Make Do will return for procurement. Arthur's team will return for ticketing. Not sure if we truly need a data management lead anymore as with google drive it kind of gets taken care of by itself now. Jill to return as Cost Control?

Burn in the Forest 2018 : FINAL REPORT

Team title:	Ops
Report Author:	Big Tuna
Role:	Ops Producer

Approx hrs work/wk										
[The approx number of hours per week of work that you performed]										
Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
6	8	15	15	15	15	25	8	57	24	10

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

Curation- Curation and Ops were really in sync this year. Ops worked well with Placement to consider how to make the increase of participants work safely, especially from a vehicle/ parking/ driving perspective. This partnership needs to continue-- and expand. We also saw an opportunity to define a new role: infrastructure, that could work on Operational concerns. This would be subject to space in the storage locker, etc.

DPW- DPW had a brilliant idea to add add a DPW/Ops liaison this year, but unfortunately that person wasn't on site for the most critical piece-- which was staking out the site pre-event. Unfortunately this is also where our team ended up really needing this assistance, as our hosts did not have the field mowed for when we got on site, which meant we had to send 10 volunteers home on pre-event Sunday, and then, in the end, we had only 2 people taking care of this in high heat and many mosquitoes. This really highlights the need for more synchronicity between Ops and DPW. The liaison could be helpful in communicating and promoting understanding between these two teams (Ops and DPW) in the future, and I think that these teams should work towards this. One suggestion is that in the following year, this person could fall under Ops, so they know what is critical, and what needs to happen and the timeframe it needs to happen in. Regardless of whether or not they are under Ops, it's imperative that this person is on site for the staking of the site.

Systems- Worked fairly well together this year but there is still dubiousness when working with KLAR. Moving forward, I suggest that Ops has access to a Systems producer or Associate for all of Thursday. It's just so resource heavy to

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

need to speak with Systems and then have to manually find a specific person in the middle of the event. Ops needs System support because of the nature of what needs to be decided, especially when dealing with the band. Not having this person easily available took up a huge amount of my time on site, literally having to drive around looking for Brodie or KLAR (neither on radio) because those were the only sources of information that I could use. This is nobody's fault, but something to note for next year.

Volunteer- Working with Tabitha was seamless again this year, she really gets the team and really gets how we work. The Ops producer next year will really need to prime Tabitha's predecessor to ensure this continues.

Safety- We worked well with safety ensuring that our process worked for them, and that we were providing placement that aligned to their safety plan. I think there was far more synchronicity this year than previous and it felt like a well-oiled machine. Security, as with every year, was a great support at Gate.

What Worked:
[What I would recommend to be carried on in future years]

- **Addition of roads and naming them** was a success, made us safer, made it easier to park RV's. I think this should be kept in future iterations.
- **The Production area being centralized**-- everyone knew how to get a producer or find a producer quickly. Having Mama Bear's Cave there, DPW, safety etc. meant production team members were easy to find when needed.
- **Having a better accessibility plan.** We did better this year, but we can do better next year. More people who require accessibility considerations are coming to BitF. That's great.
- **Forms.** Using forms to compile lists and have individual participants acknowledge the rules made parking and early entry work better than it ever has. The key to the forms is they MUST be set per individual and people cannot sign each other up on the forms or it totally defeats the purpose.
- **KLAR allocated tickets-** alleviated some confusion.
- **Opening early to catch the theme camps** etc. We were up and running by noon on Tuesday. This worked really well- this time it was ~700 through on Thursday and we had a good chunk already having arrived beforehand. We had no trouble handling this load.
- **EA list- checking against it,** establishing protocol. Same with the in and out list, really was able to establish protocol.
- **Associate Producers** knew how to help and problem solve on site, with the increase of issues at Gate, I had a lot of help from Dany and Blue and that really made it easier.
- **Glad to have the extra delineators** this year, helped mark off areas.
- **Ops party** at the greeters station was great, well received and really fun. It's a great way to say thank you.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

- **Field needs to be mowed pre-arrival on site**, not having this set everything back and made it a mad scramble, having it mowed late released tons of mosquitoes in the hot sun, as we were scrambling with very limited numbers to get everything staked out by two people. If there is a way to have this in the contract with financial penalty, I would look into this.
- **Still wish that the signage** was up by Monday/Tuesday latest, obviously the field being pushed back, pushed back DPW this year, but still it would be helpful, and should be a goal for next year.
- **Relationship between DPW and Ops** needs to improve. It would help to have both understanding and united as to what the goals are from each perspective. The liaison between the two teams will help but I believe the person needs to spend more time with Ops in this case and it is imperative the person is there for staking out.
- **KLAR/ BAND/ Location-** seeing an uptick and frequency of anger and aggression at the Gate. We had 2 separate occasions of extremely drunk people driving into our event after being told no-- one blowing straight past the security guards and driving past the Boobs and Berries party. (ie there was a high concentration of our participants all in the same place at that time.) That person couldn't walk straight and was slurring his words. This does not bode well for the location and this was someone who we PAID to be onsite on Saturday. He later on came on site and threatened us and our event. I've been doing this for 3 years now, and as we've gotten better security there has been bigger interest and demands from the locals. We have to figure out how to mitigate this, I'm very concerned about this at this site. I think a deeper conversation needs to happen regarding this.
- **Dissemination of the info to Theme camps,** I can tell you that many theme camp leads did not impart the info that was sent to the rest of their teams. So that piece will need to be reworked IMHO, probably into forms so that each and every individual has to sign acknowledgements. I had people say "there was a lot on the form so I didn't read it."
- **From the parking team:** Every year the lot is very hard to manage and since we have the bikes we generally do all the work ourselves on Thursday and Friday evening. Without someone actively monitoring, people don't park along the lines and start to spread out. Nex year, we propose getting a lot of traffic cones (they seem to be about $0.60 vs the $3.50 delineators) and marking out the parking lot like a mall. Then we wouldn't have to monitor the lot. If the lot stayed the same as this year we would need about 150-200 cones. Then we stress the importance of parking properly at the entry and then hope for the best. If it doesn't work then we'll request more volunteers to help the cars park.
- **A lot of team leads mentioned being overwhelmed and having issues with Basecamp** this year. I think that producers should be the source of all info for them so that it's filtered, otherwise there are tons of conversations and if they haven't been on BC in a while they get overwhelmed.
- **KLAR's camping, bringing their dogs,** dogs wandering around wild because dogs freaking out in really loud music. I think that this should also be included in the contract with financial

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

- penalty.
- **Confused about data and power this year at Gate.** There seemed to be issues and I'm confused as to why. We do need several devices on hand, perhaps we need to secure how or who can use them, that's fine, we can have a strategy but super confused as to how a few phones being charged was such an issue for power?

Comments:
[Anything Else?]

After 3 years of being on the production team, Big Tuna has decided to step down from being Ops producer. She is happy to mentor and assist the incoming producer and associate producers with the creation of a handbook she has been working on and should be complete by October.

Tuna is interested in taking on the role of Chair with some revamping of policy. She will draw something up if this is of interest to the team.

Recommendations overall for next year's Ops team:
1. **Light up the field roads**: allocate funds from signage budget next year to lighting up the field roads.
2. Make and label roads again since it helps with safety, traffic, etc.
3. **Keep production area centralized.** It makes producers easy to find when needed.
4. **DPW/Ops Liaison role either falls under Ops**, or the person works directly with Ops to ensure they understand what is needed. They absolutely need to be there for staking and pre-event to ensure that things get finished.
5. **If at Cheam: the field must be mowed prior to arriving on site**. I recommend there is some financial penalty written into the contract if not. This is the second year in a row that liberties with the site were taken and we I think this needs to be explicit in the contract.
6. **Ops producers should use forms** to get individuals (not teams, not team leads) to sign off and acknowledge policy. This made a HUGE difference in workload for the Ops team.
7. **Ensure that the band has ticket allocation the same as KLAR**, if we remain at Cheam. Ensure that the band knows that this is a ticketed event and that people can only get in with a ticket. It is a huge amount of work to manage the amount of locals who try to get in, or drive in, or sneak in, and having the ticketing apply to all members of the band will save hours of work for the Ops team.
8. **I highly recommend moving to a new site.** If between SVC and Cheam, I'd say Cheam, but I really really feel uneasy about the general vibe we are getting, YOY, at Cheam. Behavior of locals who are trying to get in is increasingly malevolent, and I fear for our participants' safety at several points in the event. Ie drunk driving and our inability to deal with that also.
9. If we stay at Cheam for another year, to have a paid, trusted band member on site at Gate who can deal with issues during Gate open hours. This role could be shared by band members, but it would REALLY help the situation for Ops.

Comments:
[Anything Else?]

10. **I recommend that Ops producer is actually a two person role.** I have ideas on how that role should work and will write that into my handbook that I'm compiling for the next producer. It's just too much work to be sustainable for one person.

11. **On site I recommend combining Parking and Onsite placement as one station**- there are too many stops currently.

12. **Parking- at some point we might want to look at a paid or "registered" model for parking to gain better control or accountability with how participants are parking.** Currently we have no recourse to participants who don't want to follow our parking rules. We have no idea who they are, or how to reach them.

13. **Accessibility: we did better, but we can still improve on this.** Recommending an accessibility team lead, could fall under OP, but in general someone who can talk to this better than us. **Also, I recommend we be ready to have power for accessible (wheelchaired) camping, or a generator. It may help us to have an accessibility lead on the Ops team, and I will discuss this further with the incoming Ops producer(s) who will decide this.**

14. **Fabric wristbands,** provided they are affordable.

15. **We need to revamp and really use our website properly** if we are going to be making that the central point of information- at this point, I think most are confused about where to get information and what is accurate.

16. **Land acknowledgement-** we should find a way to acknowledge the land we are on to all participants to show effective allyship and trust to our hosts. A sign at Gate could do this/ a signage throughout the event. This will build trust with our hosts and is one of the most important ways to show effective allyship with First Nations.

17. **Using the ticketing system** to impart info and designate things like EA, Parking etc. Apparently Quicket can assist in this manner and it would be quite helpful if it can.

18. **There will need to be something around people who wait until the last minute to make their plans.** They are writing in and freaking out demanding answers on Wednesday, Thursday night. This is a very small, disorganized part of the population, so it wouldn't make sense to change policy to accommodate these people. But there perhaps should be a way that we can communicate an end to communications on the revamped website so there is clarity that after a certain point they need to come to the gate to get information.

19. **Potential paid band member at Gate**: the host. This could build trust and help us with being clearer. If the band member can explain to other members whether or not they are in, it may come better coming from one of their own than settlers who are occupying their land. This is a large financial commitment, understood, but could really pay off for us, our relations, and safety concerns.

20. **Gate hours/ etc.:** each year it comes up "we need to keep Gate open later" and "we need to let people know that the Gate is staffed by security after hours." I feel the need to STRONGLY ADVISE against this for several reasons; it is usually people who have little to no experience at Gate that suggest this.

Comments:
[Anything Else?]

a. Reason 1: it burns volunteers. There are so few people that need this currently, and the minimum to have at Gate to do this, would be at least 2-4 to keep it fun and manageable, and all the shifts would need to be rejigged.
b. Reason 2: Gate hours should only be expanded if there is a need-- 5 individuals at any given time does not constitute a need.
c. Reason 3: Ops goes back to the Gate to let people in on locked gate evenings, and communicates to the community about their needs through various channels to sort out things like ferry times, etc.. pre-event, people are let in, even at midnight.
d. Reason 4: It's not that safe to have people arriving past 10pm in the dark, especially in the field, and whenever you keep the Gate open later, people arrive later. Therefore, by communicating that people can come later, we are creating a need for ourselves. By having the Gate officially open later, or it communicated that it's open later, we are literally growing our risk and encouraging driving at night.
e. Reason 5: It is almost always the case that those arriving late and "freaking out that they might not be able to get in" are people who have planned poorly. We still get them in, but we don't want to encourage it by any means. Radical self-reliance must be practiced at any festival, to ensure you can get in. BitF should be no exception.

Burn in the Forest 2018: FINAL REPORT

Team title:	Safety
Report Author:	Mars Wright
Role:	Producer

Approx hrs work/wk [The approx number of hours per week of work that you performed]										
Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
5	5	10	10	20	30-35	30	30	30	30	50

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

Systems, Volunteers, Ops, DPW

What Worked:
[What I would recommend to be carried on in future years]

Placement of Safety Team - our spot this year worked a lot better than in previous years. (We need significantly more shelter in that spot though, listed under needs improvement)

Safety hub worked really well. ["Safety Hub should be staffed 24/7, and I cannot stress enough what an important resource this was. Please do this again next year." - Andrew Ranger Lead]. Positive feedback from many leads and volunteers.

Layout of entire safety team [sanctuary/medics/rangers/safety hub] as well as the volunteer hub and also having DPW very close by made a huge difference in the overall ease and flow. This allowed everyone to focus upon their own responsibilities whilst maintaining communications and awareness.

Safety Team as a Pod – Overall all of the leads and groups were very professional and coordinated among the teams very well.

Rangers: Andrew did a great job managing all things Rangers. All of our rangers did exactly what rangers are there for, which can be overlooked/unappreciated when its going well.

Sanctuary: Sanctuary was larger this year, and well used by many folks. Monica did a wonderful job as lead and also helped out significantly post-event with the aftermath of the fatality incident.

What Worked:
[What I would recommend to be carried on in future years]

Temple Guardians: 1st year with Guardians at BitF; Little Woo and her team did the best they could despite flooding and a constantly changing situation around effigy/temple burns and so forth. Everyone rallied, and went with the flow. Volunteers showed up for their shifts even when the temple was inaccessible and continued to be guardians in the general area.

Fire Safety: The fire safety team worked hard to deal with flooding and all of the changes, planning, re-planning, moving of effigies/temples, communications with the artists, volunteers, fire chief, band, production, and all of the community as best as they could. The choice to burn the temple was a community effort. The effigy crew asked for, and received the help and support they needed. The burn itself went off without incident.

Security: Edie's security team was well organized, highly effective, and really good at what they do. They honestly make everyone else's job easier and less stressful just knowing that they have their jobs covered well.

Vol Coordinator: Heather was a great Volunteer coordinator, easy to work with and available to us. The volunteers we had were all great and supportive and solid.

Art Safety: Artists seemed to be more clear on the intent of art safety, not as 'policing' their art but as helpful additional advice and support. This is vital to the entire vision of the Burner Community; we are ALL "US", not "them"; if/when any of the safety team appears [or is perceived as being] "them" communication breaks down, trust and openness is lost, and people don't ask for help or clarity or reach out, and they tend to get defensive or feel misunderstood and/or excluded etc. We need to continue to support our artists as much as possible and remember that as we become more and more "official" [more rules/paperwork/liability/etc] we will also need to support all of our community so as that to step into the next stage as a community.

Management of Incidents: Incident management in general, and in particular for Sunday's fatality, went well this year. We had a larger number of reported incidents, but as we've noted previously, this is likely more to do with strong encouragement for incidents being reported, as opposed to an actual spike in incidents occurring.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

Onsite Adjustments in Safety Production: On call Safety Production Recommend to have a main safety producer/assoc producer on call, plus one (i.e. only one person truly off at any point; or recommend have 3 assoc prods).

-if GVIAS is intended to consult on ongoing incidents than we similarly recommend them to be on-call with a schedule of whom the single person on duty at a given time is; and that schedule must be known to safety so we can call upon them. They should not be in a dual role.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

On-call for our safety leads - as planned they had someone else act as point person on their night off. this should be an expectation so there's always someone above the shift lead for major decision making. Recommend TGs get shift leads to manage schedules.

Theme Camps: Someone from safety should do a walk through of all major theme camps by Friday to identify any major issues.

Recommend art safety team to be transferred to Curation; our pod should just be groups that deal with incidents in some way.

Summary of Incidents:
67 total treatments by medics, but only two individuals on a total of 4 occasions actually required treatment (as opposed to assessment) for substance use.

Recommend for Safety Plan and Conduct Committee to work to develop protocol / plan for over-indulgers, and other potential 3-strike scenarios -clearer guidance on when and how to remove someone from site. Needs to take into consideration whether the person is capable of packing their belongings, and/or driving - the plan just to send them to Agassiz in a taxi proves quite problematic on the ground.

Sunday Night party and safety: A not insignificant number of people, who are not engaged in teardown, remain on site to party on Sunday afternoon/evening. Apparently this has been going on "on the DL" for years, but resulted in significant incidents this year. Review this practice at prod team level, and plan for more safety coverage (inc increase budget) if no real effort to curtail.

VolCor: Not all of the producers or leads had the correct access or knwoledge for how to use the system, or whether/how to use it for communicating with volunteers directly. We understand that there is a guide underway from the volunteer pod, and that should help a lot.

Safety Hub Needs to be staffed 24h, and separate from Safety Production on Call. Or from other producers - it was not manned properly at night, several complaints of showing up with no one there. This was a problem several times, but notably on Burn night when it wasn't staffed and there was an incident to deal with.

Safety hub can also be a place for safety production to also work from - have actual space for that - and sign-in of off-duty volunteers who may be needed for critical incidents.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

Safety Hub needs clearer markers/signage- and somehow reduce confusion between us and Volunteer Hub, which is particularly problematic when Vol Hub is closed, but also Vol Hub should know what we are and provide clarity on sending people to us when they are open. Onsite Changes/Handovers need improvement of info flow from one team to the next. Unsure if Safety Hub can be revised to help facilitate this, but there was confusion among production as to current status of things...

Safety Zone adjustments: We need better shade. Strongly recommend that that alluminet be purchased along with poles etc to suspend it from (Safety to work with DPW on specifics).

Critical Team Member Registry: Production, GVIAS, Key rangers (incl Khaki), LEAL, Medical, etc
-There should be a master map of producers/assoc, onsite leads, and key personnel - available in HQ.
Also recommend for us to have some sort of a clip on tag for people's tents/campers, some sort of symbol like a star so it super clear if its being approached in the middle of the night that youve got the right people. Consider some sort of subtle tent/camp marker for these people so if we need to shake a tent in the middle of the night we have the right one.

Production Team Decision-Making Restructure: Safety Producer and both associate producers recommend that the Production team consider restructuring generally - need head producer (or empowering Chair in the same capacity) to stop infighting and holdups to decision making.

Deadlines: All pods should actively reflect on deadlines both within their team and in other teams they interface with, as to whether deadlines are reasonable. For instance Safety's signage needs were really not possible to be anticipated by the deadline for asking for new signs - this is just one example though, this issue seemed to come up a lot.

Safety Burn Night Plan: This needs to be addressed more clearly in the written Fire Safety plan and any adjustments from previous years need to be planned for in April/May, rather than close to the event, so that impact on other teams and pods is minimized. One other comment from this year's burn was a need for a few egress paths for participants who are overwhelmed and want to leave.

Production COI: In situations involving serious personal conflicts between production members and other participant(s): we need to deal appropriately with conflicts of interest. If a production member has a personal problem with a participant, they should: a) disclose it to production - at least Safety if not others, but we need to know in order to inform/deploy rangers and/or security appropriately; and b) if there is an issue between that production

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

member and that person on site at bitf, the production member needs to step back and let other production/safety team members that aren't involved in the conflict intervene instead.

Teardown: Safety was still working from our area when teardown was underway, and this was an issue last year as well. If we could be basically last on the teardown list it would help us to continue managing incidents while closing up shop (obvs this also is impacted by how we handle the Sunday night issue)

Budgeting: Safety asked for numerous changes to our budget to reflect learnings from 2017, but when we went to make further adjustments to 2018's, we were still working with the original version that didn't reflect our changes made earlier in the year. Revisions need to be incorporated, or otherwise no need to ask us for revisions in Jan/Feb - we spent a lot of time figuring out what we needed adjusted and that time was wasted if the budgets won't be updated to reflect our costs.

Comments:

Strongly recommend not to lengthen the event next year. We are at the maximum of our capacity from safety team's perspective, we feel it would substantially increase risk to the event to work with the current # of available volunteers and try to extend another day. This was seen in the burnout of most of production members by Sunday and the difficulty of managing the Sunday afternoon/eve issues as a result. The Ranger team did a good job of summarizing this for their team, and we feel this represents how it would impact our other teams as well:
" As I understand it, part of expanding the event to 1500 people was to see whether the levels of volunteerism increased to match the 25% increase in attendance, and whether we could use that to justify making a longer event. At least as far as Rangers were concerned, we did not see a proportional increase. Our total shifts worked number in Volcor is a lot higher, but that was due to the unscheduled service of 20+ Rangers during the Sunday morning emergency, which I added to Volcor afterwards to recognize their contribution.

- In 2017, we filled 68 of 76 Dirt Ranger shifts and had 13 Khaki shifts, from a total of 71 unique volunteers.
- In 2018, we filled 76 of 96 Dirt Ranger shifts (having increased the number we were aiming for, proportional to the increased event attendance) and had 13 Khaki shifts, from a total of 73 unique volunteers.

As you can see, we didn't get anywhere close to our 25% increase in volunteers (we had 3%) or Dirt Ranger shifts walked (we had 11%, mostly driven by more people taking 2+ shifts).

Adding an additional day to the event would add another **24** 4-hour Dirt Ranger shifts plus **four** 6-hour Khaki shifts to the schedule. While I'm sure that a few more of our Rangers would take additional shifts if the event were extended, we would need a significant boost in

recruitment in order to adequately staff Rangers - in addition to filling the existing gaps in our schedule that we had in 2018.

That said, according to the preliminary feedback from our post-BITF BC Rangers survey, out of the 21 responses so far, 16 of them said that a longer event or multiple burn nights would make them either 'more interested' or 'definitely' willing to take one of our crucial Friday or Saturday night/graveyard shifts. But whether we would get

While it is possible that a longer event may result in more volunteerism, I still retain some doubts, and my recommendation is that Burn In The Forest keep its 72-hour duration for next year."

Burn in the Forest 2018 : FINAL REPORT INFO

Team title:	Info
Report Author:	Luisa Deziel
Role:	Producer

Approx hrs work/wk

[The approx number of hours per week of work that you performed]

Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
10	**15**	**15**	**20**	**20**	**24**	**35**	**15**	**10**	**25**	**10**

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

We interacted the most with Systems, Ops & Curation for information gathering & dissemination. We also interacted with Volunteers (logo, schwag, etc) and Safety fairly regularly. We had some needs from DPW but they were minor.

What Worked:
[What I would recommend to be carried on in future years]

- The Facebook group specific to 2018 worked well again this year.
- Town Hall went quite well.
- Moving the date up for the WWW was excellent and meant that they were printed in time to get to DPW for transport
  - Cutting down printed copies to 800 was also good and saved money
- Sending info emails to art projects and camps was useful and could be even smoother next year
- Having Bonkosa be the go-to for the WWW was helpful.
- Deciding on the theme in the Fall/Winter worked well
- Having a predetermined, gazebo'd area for our meetings this year was great.

What Needed Improvement: [What I would recommend be changed/upgraded in future years]
 ● Need to have a concrete plan for the website. There was confusion as to who was managing this between Systems/Info. Can be improved upon.   ○ Next year Info should follow up with each pod to review the website and make sure their sections are updated in a timely manner ● The Survival Guide needs to be completed sooner

Comments: [Anything Else?]

FACEBOOK/Website
- The Facebook group specific to 2018 worked well
- The website work needs improvement as mentioned above

WWW and Survival Guide
- WWW draft should be sent to theme camps/workshop leaders to proof before going to print - this is actually a lot of work and didn't happen this year either (was on suggestions from 2017). WWW team may need to be two people and includes the Survival Guide instead of being two separate sections

AMBASSADORS

- More emphasis on the 10 Principles
- Would be good for the Ambassadors to have a 10x10 pop up with a table and jug for ice water next year
- More Acculturation posts pre-event to help get noobs and everyone on board with LNT and respect for art and camp pieces

MARKETING/REGIONAL STATUS

- In the past it's automatically been squishelle
- I'd like to offer this position out to the community for a chance to get a new logo

Burn in the Forest 2018 : FINAL REPORT

Team title:	DPW
Report Author:	Kelly Worms
Role:	DPW CO PROD

Approx hrs work/wk

[The approx number of hours per week of work that you performed]

Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
0	3	2	3	3	4	4	10	50	30	24

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

all pods, to match needs and wants to set up infrastructure

What Worked:
[What I would recommend to be carried on in future years]

DPW camp will continue and grow. Site prep, site setup, transport, LNT all worked well.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

Looking for a dedicated power lead, and a stronger tear down lead. Expand Transport department. Create QM role

Comments:
[Anything Else?]

With the continued need for transportation to grow. Transportation departments will need two 5 ton trucks going forward. To be able to transport all the production equipment, Temple, and Effigy. Transportation needs a better idea earlier on of what the requirements are going to be. At this point I'm planning for two 5 ton trucks for next year. One will rent for a week. One we might do a one-way drop that we may extend to a week, dependant upon the burn no burn decision. We need to give temple and effigy a

Comments:
[Anything Else?]

 With the continued need for transportation to grow. Transportation departments will need two 5 ton trucks going forward. To be able to transport all the production equipment, Temple, and Effigy. Transportation needs a better idea earlier on of what the requirements are going to be. At this point I'm planning for two 5 ton trucks for next year. One will rent for a week. One we might do a one-way drop that we may extend to a week, dependant upon the burn no burn decision. We need to give temple and effigy a clear direction on how much of a truck and they have available to them. Clarity and struck deadlines for transport. Which affects our ability to book volunteers. Centralized pick up sites.

Clarity on who is going to kick everybody off site and what the rules are around that. The medical and security issues that happened after the event officially ended fell upon DPW to handle.

Rules for the locker. What goes in there, what belongs in there, what happens the stuff that doesn't belong. We need to be able to have a functioning storage facility. We don't have one right now.

A new position for DPW will be a quartermaster. The quartermaster will be the single point of contact for locker access and will attend every locker opening to ensure all other groups keep a locker in nice and tidy shape.

Radio accounting needs to be tighter. People who do not need radios shouldn't be issued. Example is our power lead. Also if DPW is responsible to return the radios. DPW will pick them up.

DPW will have a duty roster during the event.

Burn in the Forest 2018 : FINAL REPORT

Team title:	CURATION
Report Author:	JAMZ! (James McKenny)
Role:	BITF 2018 Curation Producer

Approx hrs work/wk

[The approx number of hours per week of work that you performed]

Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
8	8	10	15	15	15	20	8	5	20	3

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]

In order of most critical:
1 OPS
2 INFO
3 DPW
4 SAFETY
5 VOLUNTEERS

- Also - Art Grants Committee (not a production pod)
- And also: The community at large

What Worked:
[What I would recommend to be carried on in future years]

-A realistic budget for the scale of Effigy and Temple, and centre camp infrastructure given the increase in size of the event population, and in recognition of the potential for an extended event.

-Equalizing the Effigy and Temple budget in order to foster an environment where we can include *both* large-scale art pieces.
**Recommendation - consider additional criteria or policy or an additional vote of which piece to burn should we only be able to burn one piece

-Placement Process: This is a VERY difficult task and it is not well understood by the production team, GVIAS, or the community in general. I urge future producers and Curation Pod members to carefully think about any changes they want to make to this process because

What Worked (cont'd):
[What I would recommend to be carried on in future years]

of the amount of thought and consideration, weighing alternatives and compromise required to execute this sensitive task. It is a science and an art, and it's not perfect and it can't be perfect.   It is imperative that this process remains CLOSED to the community and it not an open meeting where anyone can just give their opinion. We can invite more transparency into the process, sure, but on placement day, the POD needs to focus and work hard to execute this challenging task and it is too risky to open that meeting up to anyone else. Emphasis on *letting us do our work, please.*

-Sound Policy and sound zones for the most part.

-Opening up the POD for better interfacing with other PODs.

-Online voting for Effigy and Temple - and videotaping the Town Hall for the community at large to dial-in and view

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

1. Liaising with Grants Committee on dates - overhaul the entire grants process, actually.
2. Grant restrictions on spending granted monies on transportation - This absolutely stifles out of town artists (i.e. artist from Vancouver Island, the interior, etc.) from participation. Go research how much it costs to rent the smallest U-Haul for 1 week (tip: it's at least $500) and then reflect on why GVIAS caps the % to 10% for transportation costs. So for a $1000 grant, only $100 can be spent on transportation.
3. Overhaul forms - start fresh with a clear perspective instead of relying on what was done last year and trying to improve on it slightly. Liaise with other PODs to ensure that the forms we produce actually capture the needs of other PODs who work with information that we collect.
4. Art Grants and BiTF Forms to actually sync together.
5. Review and overhaul the Directed Ticket process, and allocation. Establish more criteria and adjust the award process to meet the needs of the community, recognize the difference between what some groups require (i.e. art, sound stages, theme camps.)
6. Cap the size of theme camps - we are creating a situation where they are growing too large to be able to place them.
7. Switch up the placement of theme camp who have long held the same general area or exact location.
8. Engage with Leaders of camps, art, and sound stages earlier to establish relationships and attempt to avoid feelings of entitlement.
9. Switch up some of the team leads - invite new blood to the POD and welcome additional voices
10. Lining up dates with other pods, double checking dates, and having them properly communicated through the various channels.
11. Fostering new Sound Camps and recognizing the risk of not having decent sound camps at the event.
    a. Our reliance on Peter Blitz and private funding and what happens if he decides not to bring Puck's Palace one year
12. Art Cars - This needs to be seriously developed
    a. Grants
    b. Safety process
    c. Tickets

Comments:
[Anything Else?]

-Consider communication channels and over-communicating. I felt personally overwhelmed by the amount of communication, emails, conversations, and then meeting about the same topics. Recommend running the meetings more strictly and being mindful of time.
-I don't think everyone needs to know everything about each POD, the production meeting are becoming inefficient with more people adopting Basecamp usage

Burn in the Forest 2018: FINAL REPORT

Team title:	Volunteer
Report Author:	Laura Yates
Role:	Volunteer Group Production

Approx hrs work/wk										
[The approx number of hours per week of work that you performed]										
Dec	Jan	Feb	March	April	May	June	July	Build Week	In Event	Post Event
2	4	10	10	10	10	10	12	6	18	22

My most critical interfaces:
[What pods did I (or should I have) interact with the most / most critically?]
This year the Volunteer Coordinators carried out the bulk of the communications with each of the teams that needed volunteers, and a few had volunteer coordinators who were doing the job for the second year, so the need for the producer to communicate directly with the Team leads of those pods was limited. The pods that needed more interaction this year were Safety and DPW. Safety had both a new volunteer coordinator this year and a few new team leads, so there was more oversight needed. Overall the bulk of interactions were with the production team, and the volunteer team.

What Worked:
[What I would recommend to be carried on in future years]

1. Volunteer Coordinators: Having the team of coordinators on the volunteer team, with each being responsible for interacting with one or two (pendant on size/volunteer needs) production groups. Having one person responsible for the flow of information to volunteers, and for ensuring that it happens in a timely manner has a huge impact on volunteer's experience, and overall organization of volunteers at the event.

2. Basecamp: Overall more people on the entire production team were more regularly utilizing basecamp and that had a positive impact on workload at the production level (for me/the ass prods) because we were able to keep an eye on what was going on without having to do as many check-ins with the coordinators. There were a couple of hiccups where some teams were relying more on email or "pings" which meant blind spots, but this was corrected. I think it's really important that we continue to use this tool, or one similar to it, which allows easy oversight of the various teams within each pod, and allows the possibility of fewer in-person meetings.

3. The Chair position: An important part of the overall team structure, and definitely should not go without this role, the entire team (including the chair) should have a shared understanding of exactly what the chair's role, responsibilities and obligations are at the commencement of event planning.

4. The Participarty was a grand success this year, and was revenue positive! I think the format and goal of the event is great and served to both get seasoned BitF goers jazzed about the coming event and bring in new folks who were curious, help them meet community members and get them jazzed and even more excited about attending the event and ready to give hours to it. The Scavenger hunt was great (thanks Lauren!). I recommend having a teeny bit more structure with respect to a Welcome/Close.

5. Vol Hub: Definitely a keeper, there were quiet times, but people were stopping in at all hours for relevant volunteer-related reasons. We may want to revisit the hours of the hub for next year and after some more feedback from Volunteers/participants.

6. LNT team development: As someone who cares a lot about waste reduction vs. waste management I think the LNT Leads are awesome and have a lot of energy and really good ideas. They would be well served by having some dedicated thought put towards how we can help ensure LNT has the people they need at the end of the event.

7. Board Liaison.

8. Two associate producers for the volunteer team, having the production groups split between two people with either of them able to fill in for/relieve the other and capable of helping the coordinators when necessary worked really well this year, and allowed the producer to delegate more.

What Needed Improvement:
[What I would recommend be changed/upgraded in future years]

1. Logo: Needed sooner. Was discussed at the wrap meeting that a BitF theme be chosen at Dustcovery again this year and then a call out for logo submissions happens shortly after that, to be chosen early in the new year, SWAG earlier can be started earlier. When SWAG comes close to the beginning of the event, distribution becomes more challenging. It would be ideal to have the large production team related swag ready for the All Team Leads' Meeting. Logo will hopefully be ready early in the new year and be updated on the website/social media when planning for the coming year's event commences (or close to)

2. Onboarding: New team leads need to be onboarded in a way that clearly outlines not only what their role and responsibilities are, but the wherefores, why and how of the interface of their volunteer coordinator and volunteers for their team. This does need to happen in a very clear way from the volunteer coordination side of things, but also needs to come from the team leads' own producer, who is their direct report and who they look to for ultimate approval on most things related to their team.

3. Production Schedule: The team would benefit from a discussion about what parameters should be observed when creating the production team schedule, well in advance of the schedule planning. With emphasis on creating a schedule that allows people to balance enjoying the event and uphold their commitment to be in a suitable state for their production shifts, taking into account that team members may have to work on the Monday. - the shift in emphasis that i feel is important is to one of safety/emergency response (ensuring any one team member's shift arrangement allows them the space for the personal care that they need to be sober and well-rested enough for production shifts) over having Producers/Ass Prods on shift when issues related to their teams are most likely to arise.

4. Following from the above: The production team would benefit from continuing to explore how to not become siloed, so that all the pods have a good working understanding of what the other pods are doing and the important decisions that affect how things are implemented on site, so that the producer of each pod does not need to be called every time an issue arises.

5. For the sake of organizational knowledge, and bringing people "up through the ranks" (Succession planning, etc.) there should be more of an effort to include team leads as (and enable them to be) important and knowledgeable members of event production, with an understanding of the event's onsite processes that extends beyond their own team.

6. Commitment to Basecamp: Commitment from Prods/Ass Prods to ensure that their team leads are using Basecamp, and are either checking it on a regular basis starting in Feb, or set up to receive notifications and understand that they need to respond. The input needed from most teams is not significant at that point, but what feedback is requested is important for the volunteer team to be ready with schedules and information for volunteers when ticket sales start.

7. Early review of team schedules: Serious consideration given to schedules and volunteer roles in Feb/early March at latest.

8. Final, final schedules for Team Leads and volunteers during the event need to happen by the end of May. Commissary needs to be final, final by the beginning of June (depending on when the event falls).

9. Final comms for volunteers and on site information needs to be communicated to the volunteer coordinators 2 weeks before the event minimum. Over the past two years there was an overwhelming number of requests made of the volunteer coordinators in the week before the event - which is crazy stressful, and also terrible for information transmission to vols and for recruitment.

10. The production team needs to continue to develop a transparent and documented process for selecting team members.

11. There should be a feedback process in place for the production team to provide feedback on their personal experience before the end of next year's event, including what body that information will go to, how it will be relayed back to the team/board, and actioned.

Comments:
[Anything Else?]

The array of skills and experience on the current production team is fantastic. The exercises we did in the past year's retreat were well thought out and of great value. It would be fantastic to continue to build on that, and for onboarding of new folks to include it so that any production team is starting from shared foundational goals for the event.

BURN IN THE FOREST 2018 FINANCIAL REPORT
Preliminary

		2018 Actuals
2018 Budgeted Ticket Revenue		$233,440.00
Less: GST Collected		$11,116.00
Ticket Revenue (ex. GST)		$222,324.00
Less: Stripe Fees		$5,934.00
Less: Quicket Fees		$5,809.20
Net Ticket Revenue		$210,580.80
Less: Expenses		$124,795.64
Less: Grants Awarded		$26,994.89
Total Expenditures		$151,790.53
Net Return to GVIAS		$58,790.27

Pod Expenses	2018 Actual
Systems	$62,976.38
Flow	$1,992.40
Safety	$22,790.23
DPW	$5,985.32
Volunteer	$15,930.96
Info	$1,585.15
Curation	$8,976.45
Chair	$4,558.75

Expense categories and inclusions
Systems includes: venue rental, gators, radios, toilets, permits, & insurance
Flow includes: gate, greeters, parking, placement, signage, wristbands
Safety includes: fire safety, rangers, security, medics
DPW includes: generators, power, LNT, transport, wood, fuel, site visits
Volunteer includes: commissary, swage, volunteer BBQ, Volcor
Info includes: meeting venue, WWW, printing
Curation includes: centre camp, effigy, fire show, mapmaking
Chair includes: honorarium, misc. production expenses, retreat, software