



# **Freezer Burn 2022, Phoenix Rising**

## **AfterBurn Reports**

Completed: January 2023

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# Freezer Burn 2022 Event Information

Number of Tickets Available	1000
Number of 2020 (paper) Tickets sold	433
Number of 2022 (online) Tickets sold	555
Number of VIP Tickets	4
Number of Attendees	916
Number of Registered Volunteers	312
Number of Registered Art Pieces	20
Number of Registered Theme Camps	36
Number of Art Grants awarded	56
Total \$\$ awarded for Grants	\$43145.00
Effigy Burn	Yes
Temple Burn	Yes
Number of Burnable Art projects	2
Number of Art Cars	3
Number of registered stages	5
Annual local donation made to	Ponoka Family & Community Support Services ( <a href="#">PFCSS</a> )
Donation amount	\$1000.00
Donation to Burning Man Project	\$1000.00
Donation to LEA	\$22227.28
Freezer Burn Financials are posted to the LEA (League of Extraordinary Albertans) website, but will not be available until post-event wrap up has been completed. Event Financials can be found <a href="#">HERE</a>	

# A guide to reading this AfterBurn Report

In an attempt to make the AfterBurn reporting easier and efficient and to standardize the responses in preparation for publication on the LEA website, a Form was created for all of our volunteer Leads and Co-leads to fill out. This Form helps outline their roles and responsibilities, their volunteer team coordination, and also allows for suggestions on future improvements.

Please note that we also leave a portion open at the end of the document for some questions that are considered confidential between the volunteer and our Production team members. We will not share these questions on this public document.

The Form layout is as follows:

AfterBurn Report
<p>Thank you for the gift of your time and expertise leading a crew. Without volunteers like you, our events cannot happen. The purpose of this form is to standardize the AfterBurn responses in preparation for publication to the LEA (League of Extraordinary Albertans) website.</p> <p>There are two parts to this report: Part A and Part B.</p> <p>Part A is for general comments and simple feedback and will inform the content to be published on the LEA website in whole or part. Any names provided in Part A will be redacted and replaced with "Participant".</p> <p>Part B will give you the opportunity to provide feedback for Producers' eyes only and will not be for public viewing.</p> <p>AfterBurn reports are due no later than August 15th 2022.</p>
<b>Part A: For publishing (this information will be for public viewing)</b>
<p>*In Part A of this report, please keep all comments general and to the point. Please keep any concerns simple and productive without specifying participants by name. Remember the human; keep it constructive.</p>
What was your position?
Did this position have a co-lead? If not, does it need one (or more??)?
<b>Pre-event: Lead responsibilities &amp; tasks</b>
<b>1. Timeline</b>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.

<b>Pre-event: Lead Responsibilities &amp; Tasks</b> <b>2. Budget</b>
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?
Did you find the budget approval process complicated?
<b>Pre-event: Lead Responsibilities &amp; Tasks</b> <b>3. Materials</b>
What materials did you need to acquire to fulfill the responsibilities of this lead position?
When did you need them?
How did you acquire the materials needed?
<b>Pre-event: Lead Responsibilities &amp; Tasks</b> <b>4. Volunteers</b>
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?
What was your scheduling process?
How did you mentor/ train volunteers?
Any additional comments regarding pre-event responsibilities & tasks?
<b>During the event: Lead Responsibilities &amp; tasks</b> <b>1. Duties</b>
What did you and your Co-lead (if you had one) do on-site during the event?
Any additional comments regarding responsibilities & tasks during the event?
<b>Post event: Lead Responsibilities &amp; tasks</b> <b>2. Materials</b>
Are there any materials that need to be replenished before next year? Please provide details.
Are there any repairs to infrastructure needed before next year?
<b>Post event: Lead Responsibilities &amp; tasks</b> <b>3. Volunteer Performance</b>
Did you have enough volunteers?
What was the average length of a volunteer shift?

What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)

Did you find the process of assembling your volunteer crew complicated?

**Post event: Lead Responsibilities & tasks**

**4. AfterBurn Report**

Look at you! Getting it done! Thank you very much! Remember to keep feedback in this section simple, productive, and non-specific with respect to naming participants.

What worked well this year?

What were any issues that arose with leading the position that you wish to become part of the public record?

Solutions: How do you feel the above issues might best be fixed?

# Producer AfterBurn Reports

## Production Team - Cadillac

What was your position?	One of four Producers.
Did this position have a co-lead? If not, does it need one (or more??)?	Mentee's would be nice, but alas, not this year (I guess that was Me).
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Our production team was divided, and we worked alongside the different team leads to build the foundation pre-event. I myself worked alongside the DPW, Signage, Parking, FB-FAST, Sound Marshal, Placement, Perimeter and Website teams to get everything together. As a Production team, we met once per week for at least two hours (starting in November and Ending in July). We hammered out all the details and discussions, the collaborations and updates, the ideas both good and bad in these meetings. From there we had our breakaway tasks to complete with the teams that we are working with.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	With so much uncertainty, yes. I think we made it work not knowing whether it would be a sell out or not. We didn't think it would, so we had to be very conservative at first with our budgeting but with ticket sales higher than anticipated (still not a sell out) we were able to then provide quite a bit more funding to our regional artists and the teams as needed. I think we tried to ensure all ends were met (within our budget and policies) to ensure we met our financial obligations. Myself included.
Did you find the budget approval process complicated?	Hahahahahahahahahahaha.... no. Actually, no. My interaction as a Producer was with essentially our Finance team, and our Finance team is top notch. I'm really happy with how they made things work for us. I feel that our community is privileged to have a financial team like ours; I have heard of many communities that do not, and they are the ones that do not last. No complaints.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	VOLUNTEERS! Yep, You guessed it. My answer is of course volunteers. Many hands make light work, and this year as Producers, we had our hands going every which way. It may be that not a lot of people really "felt" it. But then it happened, and people got out to see one another, to smile at one another and to be all friendly and what not. It was good (or at least I thought it was good). I really felt "at home" among the gang(s), even rushing around in a producer frenzy while on site. So yeah; I'm hoping that people caught the spirit and will volunteer even for one

	shift somewhere; that would be more than welcome.
When did you need them?	ooooo....yeah.... well, we needed some teams fully loaded long before the event started, and others were short handed prior to the event as well. We could have used more volunteers even 2 weeks before the event. Earlier would of course have been better, but that 2 weeks in those last call-outs would have really helped.
How did you acquire the materials needed?	Blood sweat and tears? We have amazing community members who really go above and beyond. I know it sounds corny, "It wasn't Us, It was You (our volunteers)".
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Oh goodness. No clue. But I would say there was a good number of new volunteers present this year. I worked alongside 8 different teams, and from all those teams combined, maybe 25-30% were new to our event?
What was your scheduling process?	We did have our weekly meetings as mentioned, which I guess would be part of my process, but otherwise I just ensured that all the teams I was working with were ready to go by the start of the event. It took lots of collaboration with many different people to start with, but when it came down to it, It was up to the Leads themselves to schedule their own volunteers. I assisted however I could with differing levels of involvement, but most teams I was working with nailed it.
How did you mentor/ train volunteers?	As a first time producer returning to host after two years of cancellation? I myself didn't have a plan to Mentor anyone, but I was certainly scouting for people who may have the desire to get involved. As for training, here is the meat. I love documentation and "protocol" so to speak. I love handing someone documentation and saying "here you go" and then help guide them based on that information. So I did feel I spent a lot of time updating old information, and even comparing what had been done in the past. So yes, lots of time, but I did try to ensure that all teams I worked with had documentation that would help. Some teams I worked with made my life easier, and they themselves put in a lot of time into creating lasting documents that will help this event grow safely.
Any additional comments regarding pre-event responsibilities & tasks?	I haven't even mentioned the time on site with a team of DPW volunteers in early June! It was a lot of fun! We dug dug dug until the evening light, then had a great campfire at the farm! We finished up our work the morning after, moving gravel and pounding the last posts, and Voila! We had ourselves (one sweet) pathway that connected the Grove with the Field! Despite it sounding like a lot of work (which yes it was), it was a really good time. Would suggest work detail anyday!



Did you and your Co-lead (if you had one) do on-site during the event?	I worked closely with the team leads on site, and worked to meet any challenges that really came up. I was there for early entry, so I did have my hands in a lot of the DPW and construction of the town. When the event started, it was really: running errands, getting tools, building this, building that, signs, oh wait, faster, tools, build build, downstairs, upstairs, meeting, errands, eat, eat, sleep (questionable), do it again! It really is hard to explain. It takes a lot but it is interactive, dynamic, and enjoyable. I dig it.
Any additional comments regarding responsibilities & tasks during the event?	I'm thankful we had our team of volunteers. Really am.
Are there any materials that need to be replenished before next year? Please provide details.	Yikes. I've deleted my intro about 5 times already, so I'm just going to go for it. We need the community spirit replenished before next year! I know it's out there, but everyone needs to bring it all together now. (corny!!)
Are there any repairs to infrastructure needed before next year?	Hahahahahahahahaha! Oh dear! I could tell a funny story about carports right now and share it to the world (evil grin), but alas, we do need some repairs done to infrastructure. Some of it is definitely not new and some of it is damaged. I spent a good hour or two pre and post event constructing full container length 2x4 braced shelves for all the materials we have and it was a good time to look at everything within the Ccan. A Lot of old items left in it from previous years got pitched, and also looked at existing things.
Did you have enough volunteers?	Yes? No?
What was the average length of a volunteer shift?	I left on Tuesday morning. LNT stayed longer.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	132
Did you find the process of assembling your volunteer crew complicated?	Yes; we didn't have enough - but let's not dwell on that. I just got curious and did some math. Lets just assume here that our weekly meetings were 2 hours each; based on our notes we had 32 meetings. so 64 hours (minimum). Then, at the event, I myself was scheduled for 68 hours on Radio over 5 days. So essentially, if our meetings were all the same duration, I spent more time volunteering at Freezer Burn than I did sitting in 8 months of Zoom planning meetings! Neat! (DOES NOT INCLUDE MY COMPUTER TIME)
What worked well this year?	Some of the Leads I worked with really stepped up and ran with it. They put in a huge amount of work, and really have

	my gratitude and respect. Our community has some really strong individuals I hope I get to work with again.
What were any issues that arose with leading the position that you wish to become part of the public record?	Person-power was always the biggest struggle. At times, I myself was keeping my eye on more than one other email account to ensure all our volunteers were being contacted. I know everyone is busy, but these emails have become second nature during crunch time.
Solutions: How do you feel the above issues might best be fixed?	Only something I can express to our next leads.

## Production Team - Partytime

What was your position?	Production
Did this position have a co-lead? If not, does it need one (or more??)?	It has 4 co-leads
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	We met on a weekly basis to plan and organize the event. There was a lot of coordinating between teams.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	Yes. It's supposed to be.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	None
When did you need them?	N/A
How did you acquire the materials needed?	N/A
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	We need about 250 to 300. Rough estimate, I'd say about 30% were new
What was your scheduling process?	Pre and post event - weekly meetings On site - We did 12hour shifts and split them amongst the four of us to have a lead and backup. There was always a Producer on shift
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	N/A
Did you and your Co-lead (if you had one) do on-site during the event?	Kept everything running, solved on site issues
Any additional comments regarding responsibilities & tasks during the event?	N/A
Are there any materials that need to be replenished before next year? Please provide details.	N/A

Are there any repairs to infrastructure needed before next year?	Probably. There always is.
Did you have enough volunteers?	Never enough.
What was the average length of a volunteer shift?	12 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	1000
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	N/A
What were any issues that arose with leading the position that you wish to become part of the public record?	N/A
Solutions: How do you feel the above issues might best be fixed?	N/A

## Production Team - Trashy

What was your position?	Producer
Did this position have a co-lead? If not, does it need one (or more??)?	You could say that, 3 of them
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Planning and coordinating teams. Booking the out houses, Porto potties and inspiring the leads to recruit volunteers.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	A laptop
When did you need them?	The October before the event
How did you acquire the materials needed?	I had one
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	4, 2 new 2 returning
What was your scheduling process?	Talked about what days we all wanted off and worked around that
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	Nope
Did you and your Co-lead (if you had one) do on-site during the event?	All the things
Any additional comments regarding responsibilities & tasks during the event?	Nope
Are there any materials that need to be replenished before next year? Please provide details.	No
Are there any repairs to infrastructure needed before next year?	The tent at gate

Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	12
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	250
Did you find the process of assembling your volunteer crew complicated?	Challenging not difficult
What worked well this year?	Our communication and our groups compatibility
What were any issues that arose with leading the position that you wish to become part of the public record?	Not that I can think of
Solutions: How do you feel the above issues might best be fixed?	Na

## Production Team - Zuul

What was your position?	Producer
Did this position have a co-lead? If not, does it need one (or more??)?	Has a team
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	We took a break for August. Yeah, that was it. Tasks: Build the box so the participants can come play in it. Encourage volunteers.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	It's hard to say what sort of odds and ends will get lumped into the Production budget, but so far its been sufficient.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	A whole lot of patience. And wine.
When did you need them?	Pretty much constantly.
How did you acquire the materials needed?	Boxed wine is my favorite.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Four Producers, three returning.
What was your scheduling process?	Standing weekly meeting.
How did you mentor/ train volunteers?	See how they do in Team Lead roles.
Any additional comments regarding pre-event responsibilities & tasks?	Its always more than you think and Production will eat your life if you let it.
Did you and your Co-lead (if you had one) do on-site during the event?	One of us was on radio at all times, ideally two. We solved problems.
Any additional comments regarding responsibilities & tasks during the event?	Nope
Are there any materials that need to be replenished before next year? Please provide details.	More boxed wine.
Are there any repairs to infrastructure needed before next year?	Not Production infrastructure.

Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	About 11 months.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	35000
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Everyone was pretty considerate to each other.
What were any issues that arose with leading the position that you wish to become part of the public record?	A few people thought they were too OG to play by the rules we do have.
Solutions: How do you feel the above issues might best be fixed?	Self awareness?



# Individual Team Reports

These reports have been provided in response to the Producer call out using the new google form after the event. They have not been edited, save for formatting. The words are of those who wrote them. We have however redacted names of individuals used and replaced with Lead or Co-Lead.

***THE FORM QUESTIONS ARE IN THE  
LEFT COLUMN***

***VOLUNTEER RESPONSES TO THE QUESTIONS ARE  
ON THE RIGHT***

What was your position?	
Did this position have a co-lead? If not, does it need one (or more??)?	
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	

Please also note that not all of our volunteer Leads had the opportunity to complete this AfterBurn request, but we are happy with the work they were already able to offer us. Thank you to all of our volunteers for your continued support.

The Form responses, by team are as follows.

## ARTery/ Art Grants/ Art Grant Financials

### ARTery Co-Lead

What was your position?	ARTery CoLead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, this year. <name removed> was the CoLead Mentor. I do not believe that a CoLead for this position is required. The ARTery lead and the Art Grants Lead work well together as the team.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	In the very early part of the year <name removed> and myself got together to go through the timelines and resources for the ARTery and Art Grants. The timeline was very short as the event timeline was very short this year. We pushed to get the forms updated and online, sourced a new Art Grants Lead (<name removed>) and then worked with her to finalize the layout of the grant streams this year. From there we all worked with the Art Grants financial team to define the amounts for each grant. We assisted in reviewing the grant submissions, reviewed the art grants contracts and continued to support the artists when they had questions or concerns.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes, this years budget was sufficient. However, there will be adjustments for the 2023 year
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Not this year. However, there will likely be programs that will be required for the 2023 year.
When did you need them?	N/A
How did you acquire the materials needed?	<name removed>(Art Grants Lead) acquired a free trial of the contract program needed this year but we will need to look at options for the 2023 year
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	This year there was myself (ARTery lead), <name removed>(Art Grants Lead), <name removed>(ARTery Mentor), two Grant reviewers and two Photographers  Myself and <name removed> were new volunteers to our positions
What was your scheduling process?	Regular Zoom Meetings and email

How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	All processes will be reviewed and updated for the 2023 year.
Did you and your Co-lead (if you had one) do on-site during the event?	Assist artists if required
Any additional comments regarding responsibilities & tasks during the event?	N/A
Are there any materials that need to be replenished before next year? Please provide details.	No
Are there any repairs to infrastructure needed before next year?	No
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	Pre-Event Approx 10 hours per week for 10-12 weeks
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	200
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	The addition of online docuSign contracts
What were any issues that arose with leading the position that you wish to become part of the public record?	The shorter timeline getting forms online, application reviewing, wording on the forms and on the website, participants not completing their art grants, unclear budgets in applications.
Solutions: How do you feel the above issues might best be fixed?	Lengthen the timeline to start the art grant application process, Even more defined way of reviewing art grant applications, review and reword ALL art grant streams, The Art finance team needs to be included in the original acceptance letters, create a sample budget template for artists to follow for their applications.

## Art Grants Lead

What was your position?	Art Grant Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Technically <name removed> was my co-Lead but he stopped helping as soon as he gave me the account password. Next year there will not be a co-lead.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Reading, compiling, and evaluating Grant applications, creating and sending out contracts to artists. Worked with Art Finance regarding grants.. Worked with Artery Lead to create a plan for next year. Kept in contact with artists as needed to answer questions. Sent reminders to the artists regarding receipts submissions. Forwarded questions to appropriate depts. Worked with Placement Lead regarding art placement.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I wasn't aware we had a budget until after the event. I didn't spend any of the budget.
Did you find the budget approval process complicated?	I wasn't involved in this process.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	I arranged a free trial of DocHub for the signable contracts. We will need to pay for that next year.
When did you need them?	We will need it as soon as the applications close so I can create the artists contracts. Probably February?
How did you acquire the materials needed?	Applied online.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Including the Artery lead and her co-lead, and myself, we had five. Only the Artery Lead and myself were new.
What was your scheduling process?	Regular zoom meetings and email contact
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	We are going to be updating the processes for next year.
Did you and your Co-lead (if you had one) do on-site during the event?	Assist artists as required. Discussed Art placement with Placement Lead on site.
Any additional comments regarding responsibilities & tasks during the event?	N/A

Are there any materials that need to be replenished before next year? Please provide details.	No
Are there any repairs to infrastructure needed before next year?	No
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	There is no average length. This isn't that kind of crew.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	200
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Switching to signable contracts. The Artery team in general.
What were any issues that arose with leading the position that you wish to become part of the public record?	There were some issues with getting information from grant applicants but this wasn't a big concern. Also the grant application form and information need to be revamped to reflect new policies.
Solutions: How do you feel the above issues might best be fixed?	Changing the grant applications and processes will hopefully alleviate many issues. We are also implementing new email processes regarding Art Finance which should help with receiving information from applicants.

## Art Grants Finance

What was your position?	Art grant finance
Did this position have a co-lead? If not, does it need one (or more??)?	This position had a co lead
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Collecting signed art grant contracts. Using excel spreadsheets to input data pertaining to art grant financials. Process grant finance submissions, validate receipts, cross reference purchases with approved requests, ensure accuracy on submissions, create cheque requisition forms, create a final grant package for a streamlined submission, Emailing grant recipients.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Na
Did you find the budget approval process complicated?	I dont personally find it complicating because I deal with this directly. However, this process confuses alot of people and I think a website is the way to go.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Na
When did you need them?	Na
How did you acquire the materials needed?	Na
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	2 people both returning
What was your scheduling process?	Just process grants on a first come first serve basis and kinda just switch off work
How did you mentor/ train volunteers?	Na
Any additional comments regarding pre-event responsibilities & tasks?	Easy peasy
Did you and your Co-lead (if you had one) do on-site during the event?	Na
Any additional comments regarding responsibilities & tasks during the event?	Na

Are there any materials that need to be replenished before next year? Please provide details.	We just need a good website!!
Are there any repairs to infrastructure needed before next year?	Website website website!
Did you have enough volunteers?	I think so?
What was the average length of a volunteer shift?	1-3hrs a night processing grants on a first come first serve basis
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	20
Did you find the process of assembling your volunteer crew complicated?	Na
What worked well this year?	Implementing "snip n sketch" to create grant packages
What were any issues that arose with leading the position that you wish to become part of the public record?	Na
Solutions: How do you feel the above issues might best be fixed?	Na

## Centre Camp Team

### Centre Camp Co-Lead

What was your position?	Centre Camp Co-Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Definitely best to have a co-lead who is there for the duration. (I did not)
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Sent an email to all previous year's volunteers to see about interest. Followed up with them. Figured out placement with help of producer and placement team. Created signage. Correspondence with WWW lead. Shopped for material to create ambiance and such.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	It would be better to have the tent separate. Perhaps \$750 or even the \$1000 where half is not taken up by the tent.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Coffay, filters, tie downs, a tent (sourced by <name removed> and set up by DPW!), chairs for around the fire, art by participants (<name removed> made the space extra nice), extension cords, sign lumber/lighting/etc, used my art project 10 principle and consent banners (can belong to centre camp), poles for such.
When did you need them?	The weekend before the event is best.
How did you acquire the materials needed?	Talking to people and going shopping in person and online.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Let's say 20.
What was your scheduling process?	Send out a schedule to everyone who had expressed interest. Let them all know beforehand to keep an eye out for it. Be sure to get emails so we could communicate as needed.
How did you mentor/ train volunteers?	I tried to be there for the beginning of a number of shifts. Let volunteers know that knowledge can be passed on to the next volunteers. People who volunteered with Centre Camp are generally really responsible.
Any additional comments regarding pre-event responsibilities & tasks?	Communication with people is crucial. We also went down the Sunday before and chopped wood, visualized the



	space.
Did you and your Co-lead (if you had one) do on-site during the event?	Made sure supplies were there. Restocked. Tried to be sure to greet volunteers. Give onsite general instructions on the space. Let things be and let people do their volunteer thing.
Any additional comments regarding responsibilities & tasks during the event?	Watching the fire was important. Having someone to set up fore keepers beforehand really helped for during the event.
Are there any materials that need to be replenished before next year? Please provide details.	Coffee! Filters, propane, firewood.
Are there any repairs to infrastructure needed before next year?	Bring 3" screws, need chairs for around the fire, need a camping stove, kettle, solar setup...
Did you have enough volunteers?	Yes :)
What was the average length of a volunteer shift?	3 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	100
Did you find the process of assembling your volunteer crew complicated?	No. Volunteer Coordinators were chill. We found volunteers. They found volunteers. Friends found volunteers. We could do better at a back and forth process next time (for the coordinators' sake)
What worked well this year?	Pretty well everything. We brought backup coffee and that wasn't enough, which is fine because that means more people were there. The fire was great. Volunteers were most all excellent. Having lost and found was helpful for participants. The art in and around Centre Camp was wonderful.
What were any issues that arose with leading the position that you wish to become part of the public record?	We need to bring more coffee and more water. Also tea!
Solutions: How do you feel the above issues might best be fixed?	Plan for more people.

## Communications Team

### Communication Lead

What was your position?	Communications Lead
Did this position have a co-lead? If not, does it need one (or more??)?	No
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Writing Polar Bear Speaks / researching content for it; Updating the website with blog posts consistent with PBS, social media, etc.; Updating social media feeds with relevant news; Posting things by request for others to help recruit volunteers; Redid the site map for the Greeters; Reformatted and updated the Survival Guide
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	No budget allocated
Did you find the budget approval process complicated?	N/A
What materials did you need to acquire to fulfill the responsibilities of this lead position?	None - already had all tools due to my profession
When did you need them?	N/A
How did you acquire the materials needed?	N/A
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	None - did on my own
What was your scheduling process?	N/A
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	Timeline for activities was not pre-planned, no examples from previous years of expected schedule or dates to 'hit' for information.
Did you and your Co-lead (if you had one) do on-site during the event?	Assisted with an overnight Producer shift on radio
Any additional comments regarding responsibilities & tasks during the event?	Enjoyed having a year of volunteering in advance, and not as much at the actual event.

Are there any materials that need to be replenished before next year? Please provide details.	N/A
Are there any repairs to infrastructure needed before next year?	Website is not very effectively organized, and not designed for laypeople to maintain. Would highly recommend going to a WIX style - easily maintained (no code) approach, with better structure.
Did you have enough volunteers?	N/A
What was the average length of a volunteer shift?	N/A
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	40
Did you find the process of assembling your volunteer crew complicated?	N/A
What worked well this year?	Great team of leads and producers!
What were any issues that arose with leading the position that you wish to become part of the public record?	Website not as effective as it could be. Would be great to have an Instagram account to reach younger Burners in the community.
Solutions: How do you feel the above issues might best be fixed?	Rebuild the website on a simpler back end platform; create an Instagram account

## Conclave Team

### Conclave Lead

What was your position?	Conclave lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, it does if the team is split between cities
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruiting 2 months before. One rehearsal a week for 5 weeks. Prep for the show. Some meetings about the plan for the evening of the fire show.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Sufficient. Could use more to cover rehearsals.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Rehearsal space, and fuel.
When did you need them?	Rehearsal space for 5 weeks before, and fuel for fire rehearsal and performance.
How did you acquire the materials needed?	Requested use of space at Fuse33. Purchase fuel from Canadian Tire.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	About 30. Only a few were returning.
What was your scheduling process?	I set rehearsals for Mondays, and those that could attend were part of the show. The Edmon crew had a few of their own rehearsals.
How did you mentor/ train volunteers?	During rehearsals I gave each team autonomy. I gave feedback to help the choreography process.
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	Prepped site, carried fuel and safety gear to performing area. Set perimeter. Final rehearsal.
Any additional comments regarding responsibilities & tasks during the event?	No

Are there any materials that need to be replenished before next year? Please provide details.	No
Are there any repairs to infrastructure needed before next year?	No
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	Each rehearsal was 2 hours. 2 hours on site for final rehearsal.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	40
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Living with a producer
What were any issues that arose with leading the position that you wish to become part of the public record?	Communication challenges with the conclave team.
Solutions: How do you feel the above issues might best be fixed?	More concise and specific information shared with the volunteers.

## Conclave Co-Lead

What was your position?	Edmonton conclave organizer and performer, sanctuary volunteer, media
Did this position have a co-lead? If not, does it need one (or more??)?	Seemed like everything I was part of was well organized.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Organizing Edmonton conclave performance
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	<name removed> took care of that.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	I did not. <name removed> was able to acquire everything we needed no problem.
When did you need them?	Day of conclave
How did you acquire the materials needed?	<name removed> did.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	I believe I had 8. The majority were new.
What was your scheduling process?	Chaotic
How did you mentor/ train volunteers?	Set up practices and assist in choreography
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	Organize the conclave performers. Work a sanctuary shift. Shoot photos.
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	Fuel again for conclave

Are there any repairs to infrastructure needed before next year?	Not as far as I know
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	Sanctuary was 6 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	1234567890
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Everything that I was part of worked very smoothly.
What were any issues that arose with leading the position that you wish to become part of the public record?	No
Solutions: How do you feel the above issues might best be fixed?	N/A

## DPW Team

### DPW Lead

What was your position?	DPW Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Sort of? Details later, but yes, DPW is a two person gig.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	<p>Securing Volunteers and trying to get an accurate picture of the sea can inventory were the largest concerns for pre-event planning. Visited site in late May to assess site restoration priorities. It was decided that the restoration of Sparklepony Trail was going to once again be a temporary solution as the state of the railings and boardwalk on the other trail were in much worse repair. The prevailing opinion was to build some kind of retaining wall to prevent the hillside from slumping further onto the pathway and to use some of the soil removed to repair the undercut by the river.</p> <p>Budget was approved with a small boost towards the signage budget to reflect the newer and much improved wooden signs made by Signage crew. Also secured a quote for generator rental that came in a bit lower than original estimates.</p> <p>Site Restoration Upon reviewing the cost of pressure treated lumber that would be necessary for any kind of retaining wall on the hill side, the scope of the project was downsized as the costs had climbed much higher than anticipated. The decision was made to widen the path to 4' across to allow two people to walk side by side for the entire length of the path. Additionally the railing would be extended to follow the entire pathway from beginning to end. The increase in width would be accomplished by cutting into the hill itself and in lieu of attaching railings to a boardwalk the decision was made to rent an auger to get posts anchored into the ground to provide much greater stability. Additional wood was purchased for the railings and more posts were installed along the existing railings to shore them up a bit. Once this was all accomplished 7 buckets of gravel were installed over the path including water channels for drainage. This was all accomplished by 9 people over 2 days. I would consider this a legacy project as this pathway should require minimal maintenance in the coming years,</p>



	though during the event I did notice that the gravel was quite compacted so more gravel could be added.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I thought we were quite good on budget. Summer has increases bumped our numbers a bit but we were close otherwise.
Did you find the budget approval process complicated?	No.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Generator rental, Xmas lights and building materials for the pathway.
When did you need them?	End of May
How did you acquire the materials needed?	Purchased on CC
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	I had 5 volunteers for Tuesday Early Entry, another 3 came in on Wednesday. I had 4 more for maintenance and a few of those came back for Tear Down. All but one of my volunteers were on DPW for the first time.
What was your scheduling process?	As my shifts are largely all day, it's whoever shows up gets put to work.
How did you mentor/ train volunteers?	It's DPW. We learn by doing. I generally teach the more enthusiastic volunteers and make them team/task leads so they can show others.
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	During the event there are maintenance shifts of porta refill and generator refill. Other than that the last big push is on Tear Down when everything is taken down and put away.
Any additional comments regarding responsibilities & tasks during the event?	See additional comments.
Are there any materials that need to be replenished before next year? Please provide details.	Placement needs supplies.
Are there any repairs to infrastructure needed before next year?	Lights were repaired this year. A few of the buckles on First Response tents need to be replaced. The gate tent needs replacing completely.
Did you have enough volunteers?	No. Definitely need more for Set up and Tear Down.
What was the average length of a volunteer shift?	Not Applicable

What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	150
Did you find the process of assembling your volunteer crew complicated?	Somewhat.
What worked well this year?	First Response tents again stood up to some extreme weather. Additional storage racks built in sea can vastly improved and sped up tear down.
What were any issues that arose with leading the position that you wish to become part of the public record?	For the second FB in a row we inherited and were expected to store materials from other teams without being told or asked until halfway through Exodus. Golf Carts need to be on site on Tuesday morning. Portos should arrive Tuesday afternoon. An art project was placed on Sparklepony with the intention that it would light the path. IMO it was insufficient.
Solutions: How do you feel the above issues might best be fixed?	Decisions being made to add materials to the sea can for storage must come through DPW. Any future light projects on Sparklepony should come through DPW. Also any projects there should supply their own power.

## Effigy Build Team

### Effigy Build Lead

What was your position?	Effigy lead
Did this position have a co-lead? If not, does it need one (or more??)?	No
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	<p>Artistic planning to solidify and create an effigy that could stand and burn with the previous 12 Freezer Burn effigies was my number one focus. It took a tremendous amount of strain and anxiety to face this challenge.</p> <p>I would wake up panicked every morning for months on end... even prior to the build. In a way this is the kind of artistic challenge and energy that I live for so I feel very blessed for the opportunity.</p> <p>Finding a space to build took a lot of focus. The build site I found was about 45 minutes away from my house so had to be strategic with supply runs, and build days.</p> <p>I found it was hard to find committed help, but when I needed extra hands folks stepped up.</p> <p>Money wise it would have been awesome to be able to have been paid in advance for supplies.</p>
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes.
Did you find the budget approval process complicated?	Not at all.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Effigy build supplies
When did you need them?	Needed to buy supplies as I went with the build.
How did you acquire the materials needed?	Golden spike lumber for the legs, I got cull crane plywood from Windsor plywood, Princess auto for hardware, Home Depot for other supplies
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	I had 4 new people help out through the build. Glad to have experienced helper like Loren to help with the lift.

What was your scheduling process?	I would go out every weekend and some week nights to build.
How did you mentor/ train volunteers?	Explained the artistic vision to helpers, then guided them to complete their tasks.
Any additional comments regarding pre-event responsibilities & tasks?	<p>Tough year for volunteers.</p> <p>Example of Harvey's law where it takes 3 years for a Playa project to be running smoothly.</p> <p>We were set back by 2 years of inactivity which took away from people's energy to contribute. It was also 2 years less of people being invested in their project or team.</p>
Did you and your Co-lead (if you had one) do on-site during the event?	<p>Lots of checking on the generator to make sure the Man's heart beat/lights was still going.</p> <p>Raising the arms was another epic on Fraya challenge.</p> <p>Effigy burn LNT</p>
Any additional comments regarding responsibilities & tasks during the event?	Need generator tech haha
Are there any materials that need to be replenished before next year? Please provide details.	One of the concrete blocks is slightly crumbled by the hook, don't know if that affects the functionality .
Are there any repairs to infrastructure needed before next year?	<p>Probably not, but I'm not 100% on the blocks.</p> <p>They're prob fine</p>
Did you have enough volunteers?	I made due. I enjoy the building process so like to take on a lot of the work individually which worked with the smaller pool of help.
What was the average length of a volunteer shift?	When I had people out to build I kept their work to 4 hours.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	300
Did you find the process of assembling your volunteer crew complicated?	Yes
What worked well this year?	I brought my Dad to FB. It rekindled our estranged relationship and now we're back on track family wise. I really needed his help to raise the arms and having the memory of us wrestling them up together is one I'll hold

	<p>tightly in my treasured memory jar.</p> <p>The Man fell in 19 mins 48 seconds... sitcom length. This is the same amount of time the engineers at BRC attempt to keep the Burning Man standing. Long enough to have a deeply symbolic and impactful burn, and also short enough to let people go on with their evenings.</p> <p>The Man's fall was extraordinary when it bent at the waste and pile drove its own head to the ground. Of all the Blaze effigies this one was the sickest burn imo.</p> <p>The watermelon brains were crushed but unburnt.</p>
What were any issues that arose with leading the position that you wish to become part of the public record?	<p>No issues.</p> <p>The biggest pressure of Effigy lead is raising an Effigy to stand with the previous 12 Freezer Burn effigies. That pressure comes with the territory and it's a blessing to face.</p>
Solutions: How do you feel the above issues might best be fixed?	<p>I'm blessed for the support I've felt from the Community for this Effigy project.</p>

## Effigy Ignition Lead

What was your position?	Effigy Ignition
Did this position have a co-lead? If not, does it need one (or more??)?	No
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Talked with artist, gathered materials, planned ignition.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Ignition supplies
When did you need them?	Two weeks before
How did you acquire the materials needed?	Yes.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	3-4 pyrotechnicians, 3 perimeter people before set up, 15 during effigy burn
What was your scheduling process?	Not sure how to answer this.
How did you mentor/ train volunteers?	Pyrotechnicians must be trained by EMR Canada, then mentored. Perimeter are given a briefing on site.
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	Effigy ignition
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	No.
Are there any repairs to infrastructure needed before next year?	No.

Did you have enough volunteers?	Yes.
What was the average length of a volunteer shift?	6-8 hours for pyro, 3 hours for perimeter
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	75
Did you find the process of assembling your volunteer crew complicated?	Yes.
What worked well this year?	Effigy burned and fell according to plan. There was no inquest.
What were any issues that arose with leading the position that you wish to become part of the public record?	There is little support for the pyrotechnician team from the LEA or the FB Production team. I've given up trying.
Solutions: How do you feel the above issues might best be fixed?	I have requested support for the pyro team for their Certification expenses. The LEA has decided it does not wish to support the team. End of the line.

## Freezer Burn Fire Art Safety Team (FB-FAST)

### FB-FAST Lead

What was your position?	FB-FAST Lead
Did this position have a co-lead? If not, does it need one (or more??)?	It could use a co-lead, but it would have to also be someone who understands the principles and practices of the FB-FAST team - It is probably the most "professional" team we have in our volunteer roster, as it deals with immediate danger to life and health.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	<p>I was kind of thrown into the mix. I already had heavy duties elsewhere in the planning of Freezer Burn, but it seemed like I was not going to get the experienced individuals back if i didn't step up and take a bit of additional workload. Essentially, I let the devices work to their own degree, but more specifically, I also worked with the documentation side (with the Lead developing it); made some hardgood purchases and set up the FB-FAST response kits with nice clear labels (shovel, rake, absorbent, buckets); sat in on a couple ignition meetings, and helped organize where I could, as requested. I was over my head at times as I was very new to (for example) the terminology etc.</p> <p>One thing that I AM happy I was able to assist with, was getting an additional \$500 added to the FB-FAST budget that could be used specifically for training costs for new certifications, or renewals. This would have to be accompanied by a recent receipt (which I think is pretty standard), but I do know that this has been a thorn in the side of the previous FB-FAST leads.' I hope this lets people know that the Freezer Burn team wants to encourage more of our Pyro community to engage.</p>
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes and No. I think that the budget was alright, but I am not sure if anyone knew what inflation would look like this year, as supplies seemed to be in short supply and maybe harder to get. With the added \$500.00 for training recertifications, I didn't hear any (big) complaints?
Did you find the budget approval process complicated?	Nope! Pretty standard - take a picture of the receipts as soon as I get to my vehicle, download them later and update the budget form. Pretty simple.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Knowledge and Faith... Hahahaha! Again, I was pretty unfamiliar with the position and I am not afraid to admit that I had to look up some of what they talked about in meetings. My first time dealing with some of the Pyro



	terminology. I was lucky and it was a really solid team taking the lead in their areas as well.
When did you need them?	Knowledge = Years ago
How did you acquire the materials needed?	I did my "research", as the "professionals" would say.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	The FB-FAST team (outside of Rangers) is probably the next biggest team in all of Freezer Burn, and probably had a good 40 volunteers, not counting the Perimeter Teams. I would think that there were a handful of new people in all areas, but some were new and moved from different areas.
What was your scheduling process?	I let the groups do their own thing and just made sure that I had a clear understanding of when and where things were happening.
How did you mentor/ train volunteers?	HA! I didn't even think about that for myself this year. All the groups did their own thing, but again, I hope the \$500 training budget helps encourage more training and certifications.
Any additional comments regarding pre-event responsibilities & tasks?	What a Ride!
Did you and your Co-lead (if you had one) do on-site during the event?	I kept myself pretty up to date on what was happening throughout, be it propane inspections, ignitions, art burns, issues, etc, but it was really the On-Site Fire Lead and Inspections Lead that kept themselves busy. I had my many other roles and responsibilities at Freezer Burn, so I trusted those that were doing their jobs.
Any additional comments regarding responsibilities & tasks during the event?	Nope! All burnt down really well this year!
Are there any materials that need to be replenished before next year? Please provide details.	I am not the person to ask about this.
Are there any repairs to infrastructure needed before next year?	Maybe some bags of absorbent, but other than that, not that I am aware of.
Did you have enough volunteers?	I think there is always room for more, but the issue is that they (}for the most part) are all certified individuals with NR-CAN
What was the average length of a volunteer shift?	4-8 hours? I feel with the added time that goes into Perimeter, that these shifts can extend. I would like to see the Burn artists begin to support their art with their own Perimeter volunteers, as well as final burn watch/rake.

What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	300
Did you find the process of assembling your volunteer crew complicated?	Yes - There are so many facets of the FAST team; I think it needs to be reorganized and the "chains of command" streamlined.
What worked well this year?	Not having to make all the big decisions. Our Ignition Teams, the Onsite Fire Lead, the Mentorship, the Mentees, everyone did amazing.
What were any issues that arose with leading the position that you wish to become part of the public record?	I think slimming down our burnables. I feel a lot of negative talk was about how many hours people are putting in, but then I don't see those people trimming down the activities they are supporting. Why do we need to have such Big, elaborate burns with GERBS and Flares and sparklers if it is a strain on our human resources?
Solutions: How do you feel the above issues might best be fixed?	More individuals with interest in becoming NR-CAN certified pyrotechnicians?

## On-Site Fire Safety Lead

What was your position?	On site fire Safety lead
Did this position have a co-lead? If not, does it need one (or more??)?	Not a co-lead but multiple people helping. The fire safety lead should be a three person job as it is extremely time consuming pre event, event, and post event.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	<p>This list is in roughly chronological order, I had 15 pages of lists for Pre-event and event items requiring attention</p> <p>Very early pre-event meeting with past fire safety lead &amp; producer working with fire safety team, established expectations and divided work loads;</p> <p>Phone meeting with Land owner letting him know I was taking fire safety lead, discussed fire safety issues/operating guidelines/expectations, Land owner LNT concerns and requested LNT guidelines;</p> <p>Built new Freezer Burn Open Burning guidelines;</p> <p>Built draft of Fuel and Propane safety guidelines (Unable to finish drafts prior to 2022 freezer burn, will need to be finished prior to 2023);</p> <p>Recruited past and new FAST/pyro team members into joining FAST/pyro team;</p> <p>Pre-event meetings between past fire safety lead, pyro team members, pyro admin/note taker, fire safety lead and producers;</p> <p>Pre-event meeting with pyro team/members, confirmed attendance and willingness of members to work on projects, confirmed attendance and availability of senior pyrotechnicians, established mutual agreed upon expectations managing event workloads of the pyro team members;</p> <p>Confirmed attendance of past Firefighters for FAST RIT teams;</p> <p>Pre-event meetings between artists and senior pyro members leading projects, discussed art pieces, artist vision for pyro effects, and pyro team capabilities and effect supply options, discussed initial thoughts on burn plans;</p> <p>Encouraged Senior pyro project leads to communicate and work with artists to create and submit burn plans along with ordering pyro effects;</p> <p>Assigned FAST equipment inspections and prep of FB Fire safety equipment (fire pump, extinguishers, etc);</p> <p>Assigned senior pyro lead to fireworks show, discussed budget with producer, confirmed and followed up that fireworks ordered and will be picked up on time;</p> <p>Confirmed pyro effects for projects ordered;</p> <p>More meetings with pyro admin, senior pyro project leads, past fire safety lead, producer;</p>

	<p>Attended Town hall online meeting;</p> <p>Meetings and online chat with Rangers and Ranger Oracle leads to discuss working together to provide fire safety, propane inspections, and fire spinner point of contact, and to assist FAST team with fire safety and hazmat response guidelines and responsibilities;</p> <p>Worked with ARTery to ensure artists bringing fire onto the playa were contacted and provided Open Burn and Fire effect guidelines;</p> <p>Contacted and worked with Fire artists to answer questions and submit Fire and safety documents, reviewed Fire artists submissions providing feedback to submitted plans;</p> <p>Attended Temple Build day to talk about structure and fire safety with artist and assist in some temple building;</p> <p>Answered emails from artists and participants about requirements for fire art, propane effects, and propane fire pits;</p> <p>Used contacts to gather some of the needed fire equipment, pike poles, Water can type extinguisher, Hazmat materials (Hazmat bags, plug n dyke, etc)</p> <p>Reviewed Safety plans submitted by fire artists, propane fire effects including art cars, and participants wanting to bring propane fire pits;</p> <p>Pre-event phone meetings with Ponoka Fire and new Fire Chief to discuss expectations and event requirements;</p> <p>Attended several Calgary Fire conclave practices to work with Conclave lead and assist with fire safety at practices, discussed conclave needs and timelines for burn night;</p> <p>Built/Revamped fire safety agreements for open burn artists, propane fire pits (effects), and fire spinners,</p> <p>Created/printed documents, organized into easy to follow order/instructions on how Ranger oracle;</p> <p>Worked with FB comms team to issue several communications about fire safety;</p> <p>Initiated new project to have gate work with FB-FAST team to provide information and hand-out to participants bringing fire, propane effects, and fire spinners;</p> <p>Arranged pyro team training class for pyro team during event;</p> <p>Arranged training for new flame effect inspectors;</p> <p>Assigned creating and printing of Fire spinner laminates;</p> <p>Assigned creating and printing of Propane flame effect/propane fire pit inspection stickers;</p> <p>Designed and printed Burn laminates for art burns;</p> <p>Assigned Dates and times for burns;</p> <p>Scheduled Fire Inspections team;</p> <p>Scheduled Pyro teams;</p> <p>Scheduled Firefighter RIT schedules;</p> <p>Worked with VC's to coordinate volunteers;</p> <p>Applied for Early entries for teams;</p> <p>Revamped Older Man burn fire safety and pyro plan;</p> <p>Confirmed Event Emergency Safety Plan;</p> <p>Assigned Pyro perimeter coordination to Producer working</p>
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	<p>with fire safety;</p> <p>Pre-event - Worked with Pyro perimeter team VCs online to ensure they had enough volunteers, reviewed their team briefing document, confirmed timelines for Man burn and temple burn nights;</p> <p>Confirmed Trucks needed by FB-FAST were registered with DMV;</p> <p>Applied for Open burn and fireworks permit through Ponoka Fire;</p> <p>Prepped and printed flowchart/fire safety handout for gate; prepped, printed and sorted operations binder for Ranger Oracle;</p> <p>Prepped and gathered materials for FB-FAST info board placed at Ranger Oracle;</p> <p>Printed maps for FB-FAST board located at Ranger ORacle;</p> <p>Scheduled Early arrival team members needed for FB-FAST on-site prevent prep/work, including prepping pickup truck/water tank provided by landowner, FB-FAST fire safety/extinguisher stations;</p> <p>On-site - Built FB-FAST MAP and work schedule board;</p> <p>On-site meeting with Ponoka fire to tour FB site and discuss different operations and possible scenarios;</p> <p>On-site Safety Inspection of Man, Temple, and Dumpster Fire;</p> <p>Trained new propane fire pit inspectors</p> <p>Had to place a hazard zone around the temple prior to gate opening due to stability issues of the structure, worked with temple build team to come up with a plan to add bracing and guide wires to provide additional safety to participants;</p> <p>Re-opened temple site to allow participant entry into the temple.</p> <p>Did shifts as a propane fire pit/flame effect inspector;</p> <p>Covered inspection shift due to member arriving later to event than anticipated;</p> <p>Inspected flame effects and liaised with flame effect artists to discuss expectations and realistic guidelines for artists;</p> <p>Discussed trying to get the flame effect artists together to bring a beginner flame effect class to future FB events for participants interested in flame effects;</p> <p>Worked with land owner to arrange logistics of getting fire works pyro team across river;</p> <p>worked with Pyro team leads to ensure they had the needed volunteers,</p> <p>Confirmed with artist, Man burn IC/senior pyro lead, conclave lead on timelines for burn night;</p> <p>Was on call much of the weekend working with Ranger Oracle and producers answering general fire questions and troubleshooting problems;</p> <p>Worked as a RIT FF during Man burn;</p> <p>Worked as FB-FAST lead/RIT FF for Dumpster Fire;</p> <p>Assisted Artist to prep Temple;</p>
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	<p>Assisted pyro team loading pyro effects into Temple; Worked As FB-FAST lead and IC for temple burn: Worked LNT post event</p> <p>Requested post event report from senior pyro team leads (some reports still pending)</p>
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I did not review the budget. It was accepted on behalf of the FB-FAST team by a producer
Did you find the budget approval process complicated?	<p>I did not submit a budget, The previous years budget was closely re-used for this event.</p> <p>I encouraged those who spent portions of the budget to submit for reimbursement.</p> <p>How did the FB-FAST team do for budget? I would like to get a copy of how we did in relation to the budget.</p>
What materials did you need to acquire to fulfill the responsibilities of this lead position?	See previous report answer
When did you need them?	Various timelines. I would need more time to figure out more concrete timelines.
How did you acquire the materials needed?	<p>Pyro team leads ordered pyro effects, Fire works team ordered fireworks needed for the show, Past Co-lead arranged inspections and repair of fire pump and fire extinguishers, Assigned various projects to others and had them acquire what they needed Built various guideline documents sourcing from Burning Man and previous FB documents Arranged material and equipment to be borrowed from the Fire department I work for Build and printed documents for other teams to use and/or hand-out on behalf of the FB-FAST team</p>
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	<p>5 volunteers for fire inspections, 2 returning, 3 new, we could use 9 for future events but these volunteers would need to be the right individuals with the right training as they are interfacing with participants and can be used to help educate participants about fire and propane safety</p> <p>4 Firefighters for RIT team, 4 returning, if possible it would be nice to get this number up to 6 as 1 volunteer forgot his fire gear and another had to leave the event early, we had to recruit and train a participant who is happened to be a trained FF on site using the Firefighters gear who had to leave. These spots are difficult to fill as the participant has to be a trained and certified Firefighter and has to have</p>

	<p>access to bring their full structural firefighting gear. As this is such a specialized spot it would be nice to be able to provide an incentive to these participants</p> <p>4 experienced senior pyro technicians, all returning, it would be nice to get this number up to provide more opportunities for artist to bring burnable art. We are working at a process to train and retain these specialized individuals.</p> <p>7 pyro technicians, 3 returning and 4 new, again it would be nice to increase these numbers, we introduced a new pilot project providing a pyro class onsite during the event to share knowledge with the team and provide an opportunity to gain hands on experience, In future years it would be nice to open this up to general participants interested in the pyro team to attend, ask questions, and watch the team members share knowledge.</p> <p>1 pyro team admin who was also a senior pyro tech, this position is needed to assist the team leads in keeping meeting notes and helping with comms and emails.</p>
What was your scheduling process?	<p>Hope we had enough people attend and I scheduled people according to their other volunteer and event schedules. Returning member were given first choice for shifts and projects. The main objective this year was to manage time expectations and not over work individuals. Eg. I worked many many hours pre-event and 10 to 12 hr days for 3 out of the 4 event days. Often until 1 or 2 in the morning. FB needs to be careful not to ask to much time from individuals risking burning them out for future events.</p>
How did you mentor/ train volunteers?	<p>See previous report answers</p>
Any additional comments regarding pre-event responsibilities & tasks?	<p>More volunteers would be good but it is tough to find volunteers with the needed training, experience and certifications. I am hoping some new prospects we met and worked with join the team.</p>
Did you and your Co-lead (if you had one) do on-site during the event?	<p>See previous report answers</p>
Any additional comments regarding responsibilities & tasks during the event?	<p>I would recommend adding a new position as well, On-site Project safety lead(s) as there were several safety concerns during the temple burn prep. This position would require someone with knowledge, training, and experience.</p>
Are there any materials that need to be replenished before next year? Please provide details.	<p>Yes, Continue the process to get the Fuel and propane storage guidelines finished and put out officially.</p> <p>Look at and update fire spinning guidelines, think about expanding the designated fire spinning location to include</p>

	<p>locations closer to sound stages.</p> <p>Fire safety and fire inspection flowchart hand-outs will need to be replenished.</p> <p>Fire safety agreements will need to be replenished.</p> <p>A new medium sized whiteboard for the FB-FAST board located at ranger oracle will need to be purchased.</p> <p>fire works, pyro effects and ignition fuels will need to be purchased... they all burned up at the event this year.</p>
Are there any repairs to infrastructure needed before next year?	annual inspection of fire extinguishers, inspection and repair fire pump as needed
Did you have enough volunteers?	I thought I did but we ended up asking the fire inspectors to do multiple 4hr shifts. We could use more pyro technicians as they become trained and available
What was the average length of a volunteer shift?	4hrs for fire inspectors, 4-6hrs for pyro technicians, 2 to 4hrs for Firefighters
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	370
Did you find the process of assembling your volunteer crew complicated?	Not overly once the returning FB-FAST members decided they would join the team again this year.
What worked well this year?	Better expectations with regards to time and projects that were discussed and agreed upon prior to the team members re-joining the FB-FAST team. Team members were much happier about less forced volunteer hours.
What were any issues that arose with leading the position that you wish to become part of the public record?	None that were reported to me.
Solutions: How do you feel the above issues might best be fixed?	N/A



## Fireworks Lead

What was your position?	Fireworks lead
Did this position have a co-lead? If not, does it need one (or more??)?	No, no
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Review available fireworks on vendor website. Determine number of fireworks available to select within budget. Plan out the firing sequence of the fireworks Determine which additional tools/materials would be required for positioning and ignition of fireworks. Ensure those materials were included in the budget.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	yes
Did you find the budget approval process complicated?	I was not involved in the budgeting process. I was simply informed of the allocated budget.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Fireworks, stakes, hammers, electrical tape, ignition sources, box for transport, vehicle for transport, PPE clothes
When did you need them?	prior to the event
How did you acquire the materials needed?	online order, in person purchase, collaboration with other teams who already sourced materials, some materials I owned and used on site.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	4 needed, 1 returning, 3 new
What was your scheduling process?	adhoc
How did you mentor/ train volunteers?	in person discussion, on site
Any additional comments regarding pre-event responsibilities & tasks?	pre-event scheduling would help make on site tasks run better. even if you don't follow the pre-event schedule, I would be better equipped to have all the required tasks noted. This would ensure that all required volunteers are readily available and easy to acquire when on site.
Did you and your Co-lead (if you had one) do on-site during the event?	secure fireworks, until ready for use. transport fireworks to designated ignition site setup fireworks coordinate with other teams (FAST, pyro, enclave) ignition

	post ignition cleanup
Any additional comments regarding responsibilities & tasks during the event?	scheduling of the post ignition cleanup and getting volunteers for it needs to be done pre-event, so we have an adequate number of people helping out and it gets done in a timely manner and to a level of quality that is appropriate Leave No Trace.
Are there any materials that need to be replenished before next year? Please provide details.	fireworks need to be purchased each year. stakes are also required, but I got them from Placement, so i don't know if they reuse or buy new each year. electrical tape is required annually, but i set aside anything purchased this year for use next year. ignition sources (road flares) / holders will be needed for next year. 1 road flare holder was obtained this year, we will need a 2nd for next year. garbage bags for cleanup
Are there any repairs to infrastructure needed before next year?	no
Did you have enough volunteers?	i needed 2 more for cleanup (zero was not enough)
What was the average length of a volunteer shift?	2hrs
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	22
Did you find the process of assembling your volunteer crew complicated?	no
What worked well this year?	Setup of Fireworks in a low grass (mowed) and level area worked very well for ensuring safe access to and away from the fireworks. It also ensured we were able to clearly see all our fireworks without concern of missing any.
What were any issues that arose with leading the position that you wish to become part of the public record?	Post-ignition cleanup the following day was adhoc. Some required supplies were missed and volunteers were hard to find.
Solutions: How do you feel the above issues might best be fixed?	Scheduling of post-ignition cleanup the following day should be done pre-event, so that volunteers are ready and willing to take care of the task in a timely manner and so that all required supplies are available.



## Finance Team

### Finance Lead

What was your position?	Finance Team
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, <name removed>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Create budget, work with Producers, LEA, Art Grant Finance Team and Team Leads. Help leads get multiple quotes and provide vendor information as needed. Periodic meetings with Producers and Leads for support and updates. Coordinating all vendor and art grant payments with LEA. Provided accounting for ticket sales and art grant donations and all Freezer Burn financial aspects.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	N/A
Did you find the budget approval process complicated?	N/A
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Zoom for meetings.
When did you need them?	November (year round)
How did you acquire the materials needed?	We did not. For 2023 we recommend acquiring from the LEA or Producers to have when needed. This is new item and process and details would have to be discussed and decided on for next year.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	N/A
What was your scheduling process?	N/A
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	N/A
Did you and your Co-lead (if you had one) do on-site during the event?	Gave cheque to venue (Mark & Tina) had cheques on-site in case they were needed.

Any additional comments regarding responsibilities & tasks during the event?	As additional on-site duties finance could take the re-entry cash from those collecting it and deposit into the bank account post-event.
Are there any materials that need to be replenished before next year? Please provide details.	N/A
Are there any repairs to infrastructure needed before next year?	N/A
Did you have enough volunteers?	N/A
What was the average length of a volunteer shift?	N/A
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	300
Did you find the process of assembling your volunteer crew complicated?	N/A
What worked well this year?	Art Grant Finance Team was incredibly efficient, processing payments with LEA including the cheque requisition form and processing times worked well, and we had good support and mentoring within the financial role.
What were any issues that arose with leading the position that you wish to become part of the public record?	No
Solutions: How do you feel the above issues might best be fixed?	N/A

## **First Aid Team**

No submission available.

## Gate Team

### Gate Lead/ Mentor

What was your position?	Gate Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Three additional co-leads
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Find co-leads, designate schedule for required Gate hours, coordinate scanners and data hotspot, print waivers, print early entry list, set up training videos, record training videos, bring pens holepunches waivers wristbands stickers to Gate. Check people in at Gate
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Not quite. Turns out waivers got more expensive. Whoops!
Did you find the budget approval process complicated?	Not complicated.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	pens, waivers, lists, tables, stickers, tape
When did you need them?	first day
How did you acquire the materials needed?	looked in Gate boxes last time, replaced what was needed or had it printed.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	50 volunteers roughly. About 2/3rds returning
What was your scheduling process?	delegated that.
How did you mentor/ train volunteers?	training videos, Lead always on hand to answer questions
Any additional comments regarding pre-event responsibilities & tasks?	nope
Did you and your Co-lead (if you had one) do on-site during the event?	ran Gate, answered questions, covered shifts, drove people up to their shifts, chased people down who got thru without giving back our pens
Any additional comments regarding responsibilities & tasks during the event?	nope

Are there any materials that need to be replenished before next year? Please provide details.	waivers, holepunch, data for hotspot. Oh yeaahhhh, and that popup shelter.
Are there any repairs to infrastructure needed before next year?	Pop up shelter
Did you have enough volunteers?	yes
What was the average length of a volunteer shift?	3.5hrs
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	99
Did you find the process of assembling your volunteer crew complicated?	no, lots of returning volunteers.
What worked well this year?	having four Leads: one for each day.
What were any issues that arose with leading the position that you wish to become part of the public record?	Please read the Survival Guide.
Solutions: How do you feel the above issues might best be fixed?	You can lead a horse to water....



## Gate Lead

What was your position?	Gate lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Made volunteer videos, make a quick reference poster and attend meetings
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I didn't use any money
Did you find the budget approval process complicated?	N/a
What materials did you need to acquire to fulfill the responsibilities of this lead position?	My I phone. A poster board and computer paper
When did you need them?	The weeks before. And the day of
How did you acquire the materials needed?	I had them
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	This was not my department
What was your scheduling process?	This was not my department
How did you mentor/ train volunteers?	We made videos that broke down each step of the gate process
Any additional comments regarding pre-event responsibilities & tasks?	Nope
Did you and your Co-lead (if you had one) do on-site during the event?	We each had a day we were head lead for the gate. We opened gate by bringing up the supplies and getting a radio, stayed sober and available for any issues, did random checks on volunteers and then closed gate by bringing supplies back to oracle
Any additional comments regarding responsibilities & tasks during the event?	Nope

Are there any materials that need to be replenished before next year? Please provide details.	I was not on duty for exodus so I'm not aware
Are there any repairs to infrastructure needed before next year?	I'm not sure of what shade structures were used and didn't survive
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	I think 3-4 hours depending on the day
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	0
Did you find the process of assembling your volunteer crew complicated?	It was handled perfectly by another team mate
What worked well this year?	Having a team of leads I didn't feel over worked. I enjoyed my burn while still feeling I was helping out. I hope my other leads felt the same
What were any issues that arose with leading the position that you wish to become part of the public record?	Nope
Solutions: How do you feel the above issues might best be fixed?	N/A

## Gate Lead

What was your position?	Gate Lead
Did this position have a co-lead? If not, does it need one (or more??)?	There were four co-leads
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Scheduling, communicating with volunteers
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I didn't participate in budget related activities
Did you find the budget approval process complicated?	N/A
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Not really sure what materials are defined as. We seemed to have everything we needed infrastructure wise.
When did you need them?	Set up
How did you acquire the materials needed?	Existing, other lead organized
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	45ish. Maybe 45% returning.
What was your scheduling process?	Email to previous volunteers to recruit. Emailed volunteers off the form as they came in to confirm they were interested in gate and not greeters. Once we had a sizable list, we emailed a Big Gate email for volunteers to respond with their preferred times. Filled schedule first come first serve. We got all our spots filled in less than a week and then started a back up volunteer list for when people needed to switch/drop shifts.
How did you mentor/ train volunteers?	Training videos, on-site orientation to initial volunteers and then they passed on the details when new volunteers
Any additional comments regarding pre-event responsibilities & tasks?	We didn't use the details in the volunteer form to schedule, beyond name and contact information. It was way more efficient to do a first come first serve call out with the shift times than to sort through the availability provided in that form. I would suggest cutting the volunteer form down significantly.

	Swag was awesome to create a volunteer team culture/get people excited.
Did you and your Co-lead (if you had one) do on-site during the event?	Each of the four leads led a day managing gate: bringing up supplies to gate for the day, orienting/supporting volunteers as needed, making trips up to the gate to help with different issues, shutting down the gate at the end of the day.
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	New event wristbands, possibly more waivers, ensure tech for ticket scanning is still operational, more pens
Are there any repairs to infrastructure needed before next year?	Not that I can recall, everything seemed to be in working order. I would suggest having a couple more chairs for volunteers that stay at gate (some volunteers had injuries that made it difficult to stand for extended periods)
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	2 hours (Sat/Sunday/Mon) or 4 hours (Wed/Thurs/Fri)
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	0
Did you find the process of assembling your volunteer crew complicated?	Not in the least.
What worked well this year?	I think everything went pretty smoothly, we had a great team.
What were any issues that arose with leading the position that you wish to become part of the public record?	<p>We had one set of non-ticket people arrive to visit friends at the event. The volunteers at the gate told them they couldn't go past the gate and to call their friends to come meet them up at the gate. When the gate volunteers were busy processing new arrivals at the gate, the non-ticket holders snuck past into the event.</p> <p>Otherwise, we had a great lead team and a fabulous set of volunteers. Everyone was an absolute pleasure to work with.</p>
Solutions: How do you feel the above issues might best be fixed?	Advise volunteers to babysit non-ticket holders at the gate, lest they be total dicks.

## Gate Lead

What was your position?	Gate co-lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes there were co-leads (and they were needed).
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Helped Produce training videos, answer questions from volunteers, and picked up waivers. Monitored the email & communicated on schedule, general inquiries and swag.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	NA- I wasn't involved in the process.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Just Waivers (the rest of Gates set up is in the seacan).
When did you need them?	Build day
How did you acquire the materials needed?	Waivers were ordered, just had to pick them up & review them, bring them to the event.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	8-10 daily. I'm unsure, but it did seem like quite a few returning volunteers.
What was your scheduling process?	One of our co-leads coordinated based off a previously working schedule. Each day had blocks of time (shifts) with an hour overlap to ensure proper coverage for Gate, breaks for volunteers & smooth transition for radios, scanners and general run thru.
How did you mentor/ train volunteers?	We made training videos to supplement previously made videos, sent an email to the team with details and who to talk to (us) and ran thru it all with the volunteers at the event.
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	Ensured volunteers were present per scheduled times & on site training if needed. troubleshooting for device issues, ticket issues, entry issues. Made sure supplies was Available (waivers, wristbands, pens, etc) Monitored traffic flow and addressed as needed. As participants were

	leaving inquired on if they would be back and how they felt to drive.
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	Waivers, wristbands (swag handles this)
Are there any repairs to infrastructure needed before next year?	I think a better shelter could be an asset, maybe one with walls to help with weather conditions (sideways rain is fun for waivers).
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	4 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	200
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Having co-leads that took ownership over select duties and days allowed for us all to have work/play balance. The volunteers were amazing and easy to work with.
What were any issues that arose with leading the position that you wish to become part of the public record?	Scanner resets sometimes caused an issue, and ticket transfers definitely were the #1 issue at gate. The transaction made a second scan for some reason and we needed the original, this did cause some people a bit more time at gate while we got that resolved.
Solutions: How do you feel the above issues might best be fixed?	Talk with the ticket App tech on the issue to identify and rectify it.

## Greeter Team

No submission available.

## Lazers Team (Informal)

### Lazer Lead

What was your position?	Lasers Lead (informal)
Did this position have a co-lead? If not, does it need one (or more??)?	No. Technically it should have one per government regulations.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Absolutely nothing. The opportunity spontaneously manifested 4 days before the event.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	There was no time to arrange funding. I paid roughly \$1,000 out-of-pocket to rent support equipment, and then the actual lasers never arrived.
Did you find the budget approval process complicated?	Not applicable to my situation.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Multiple high-power lasers, a site survey, wind/rainproof shelter for equipment, safety barrier fencing, silenced generators, fuel and fuel storage
When did you need them?	Ideally, everything should have been onsite 1-2 days before early entry, so the lasers could be aligned and shows programmed while the area was clear of people
How did you acquire the materials needed?	I was supposed to be loaned the lasers (which never showed up). I paid for everything else myself.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	No volunteers were required. In the future, I will probably team-up with a sound camp.
What was your scheduling process?	Since this was a "project of opportunity", there was no formal scheduling process involved.
How did you mentor/ train volunteers?	Since the lasers never arrived, there was no need to train volunteers. However, had the equipment arrived and the art project happened - there is a full set of training material I'd have run them through.
Any additional comments regarding pre-event responsibilities & tasks?	Next year I'm buying my own damn lasers (\$25K+) and actually making this happen.
Did you and your Co-lead (if you had one) do on-site during the event?	As he was unable to bring the main laser projection system we were planning to use to the event, he provided and helped install some cheap (\$50) lighting effects at one of



	the sound camps, and then spent the remainder of his time enjoying the event.
Any additional comments regarding responsibilities & tasks during the event?	I think next year's going to be a lot better. I've been to Burning Man twice, but this was my first Freezer Burn.
Are there any materials that need to be replenished before next year? Please provide details.	Significant improvements need to be made to the roads, especially the one from the camping area to the fraya.
Are there any repairs to infrastructure needed before next year?	Not repairs per-se, but having some heavy concrete blocks similar to those used to anchor "the man" available on the upper field to use as stable laser launch points would be helpful.
Did you have enough volunteers?	N/A
What was the average length of a volunteer shift?	N/A
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	30
Did you find the process of assembling your volunteer crew complicated?	No. Had the equipment actually arrived, it would have been a 2-person operation with relatively low effort but spectacular artistic impact.
What worked well this year?	Considering the 2-year hiatus, I think practically everything worked well. I just wish the event was bigger and the weather more cooperative.
What were any issues that arose with leading the position that you wish to become part of the public record?	Participants making a commitment to bring expensive, specialized equipment to the event, me spending a substantial amount of my own money to make good on my commitments to the project; and then having the other participant not follow through on their commitment, resulting in money wasted and a failed project.
Solutions: How do you feel the above issues might best be fixed?	Either buy and personally own the necessary laser equipment and recovering the purchase cost by renting it out; or rent the necessary equipment from a stage lighting company and have it on-site well in advance of the event.

## Leave No Trace (LNT) Team

### LNT Lead

What was your position?	LNT Lead
Did this position have a co-lead? If not, does it need one (or more??)?	<name removed> (<name removed>)
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	I checked the LNT email inbox and answered any questions/inquires that came in regarding LNT or Freezer Burn. I regularly checked the volunteer spreadsheet for any new volunteers sent email to confirm they were able to work the extra day for the LNT shift and sent final communication to the volunteers on what to expect during the LNT shifts.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes, I feel that the budget amount was sufficient this year.
Did you find the budget approval process complicated?	No, I didn't find the budget approval process complicated
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Garbage bags, reusable gloves, buckets and copies of the Freezer Burn map (hard and digital copies).
When did you need them?	I required all these items except for the digital copy of the Freezer Burn map on Site Restoration (Tuesday June 21). I only need the digital Freezer Burn map, so I can create the MOOP map after the event.
How did you acquire the materials needed?	Most of the material, we had left over from previous years. I asked Placement for copies of the Freezer Burn map, which they provide to me.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	We try for anything between 15 to 20 volunteers. This year we had 17 that signed up pre -event and 3 more signed up during. We had 3 return volunteers from 2019.
What was your scheduling process?	Everyone works the same shifts, so no scheduling was required.
How did you mentor/ train volunteers?	I meet with my volunteers on exodus @ noon to go over what is expected during their shift on site restoration day.

Any additional comments regarding pre-event responsibilities & tasks?	NA
Did you and your Co-lead (if you had one) do on-site during the event?	My co-lead managed one of lines during our MOOP sweep and document any findings, so we could include them with the MOOP map and report.
Any additional comments regarding responsibilities & tasks during the event?	NA
Are there any materials that need to be replenished before next year? Please provide details.	Reusable gloves and buckets
Are there any repairs to infrastructure needed before next year?	NA
Did you have enough volunteers?	Yes, we have enough volunteers
What was the average length of a volunteer shift?	5 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	120
Did you find the process of assembling your volunteer crew complicated?	No, the process of assembling my volunteers was simple
What worked well this year?	Communication and coordination for volunteer works well and the MOOP sweep on site restoration day.
What were any issues that arose with leading the position that you wish to become part of the public record?	<ol style="list-style-type: none"> <li>1. Due to the lack of cross training between LNT leads some duties and responsibilities were missed or unknown.</li> <li>2. We need to come up with a better process to manage Lost and Found items during exodus.</li> </ol>
Solutions: How do you feel the above issues might best be fixed?	<ol style="list-style-type: none"> <li>1, Next year, I will ensure to provide more cross training and documentation to my co-leads, so they can be successful taking over the LNT Lead role.</li> <li>2. We need to find a volunteer, which would like to manage the Lost and Found after the event to ensure items get returned to their owners. They would send out a communication on the Freezer Burn event page with the lost items and reply to anyone messages. There even could be a small budget set aside to ship items, if required.</li> </ol>

## Media Team

### Media Lead

What was your position?	Media Lead
Did this position have a co-lead? If not, does it need one (or more??)?	No, I feel it does not need a co lead.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruiting, design work on media badges, and capturing content
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Media Badges
When did you need them?	event start
How did you acquire the materials needed?	designed and outsourced printing.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	5 total all new. Capturing media is a fun part of the festival, this was adequate for coverage.
What was your scheduling process?	No Schedule needed
How did you mentor/ train volunteers?	Advised to read the Festival guidelines ie consent.
Any additional comments regarding pre-event responsibilities & tasks?	No
Did you and your Co-lead (if you had one) do on-site during the event?	Captured images and content showing the fun time had by all patrons
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	No

Are there any repairs to infrastructure needed before next year?	No
Did you have enough volunteers?	yes
What was the average length of a volunteer shift?	Work as needed
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	24
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Capturing media, the team was well dispersed.
What were any issues that arose with leading the position that you wish to become part of the public record?	Negative
Solutions: How do you feel the above issues might best be fixed?	N/A

## Parking Team

### Parking Co-Lead

What was your position?	Parking Co-Lead
Did this position have a co-lead? If not, does it need one (or more??)?	<name removed>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	minor recruiting, all scheduling, managing past year's information, assisting with map organization.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I never saw a budget. We could probably use a few dollars to make some permanent signage.
Did you find the budget approval process complicated?	Didn't see one.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Online: Email, spreadsheets, slack. Offline: radios, hi vis. vests, signage, lane markers
When did you need them?	online: months in advance, offline: week of the event
How did you acquire the materials needed?	Through the producer (<name removed>). I was not there the week of to receive offline materials.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	24 (volunteers only wanted one shift). Mainly new, 3-4 had done parking before
What was your scheduling process?	Sending emails, asking for preferred shifts, first come first served, plotting them all into a spreadsheet, final slots filled by assigning final volunteers.
How did you mentor/ train volunteers?	Sent out an orientation email, met each crew at the shift change over or early in the shift to make sure shift change over was done.
Any additional comments regarding pre-event responsibilities & tasks?	Pre event communication between co-leads is important to assign tasks and responsibilities as well as organize materials.
Did you and your Co-lead (if you had one) do on-site during the event?	My Co-Lead marked lanes for parking with some signage before the event. We oriented volunteers where to park people when they arrived on shift, though it may not have been really necessary. Collected the "parking box" at the

	end of the evening and brought it back at the end of the night. Closed and opened the parking gate.
Any additional comments regarding responsibilities & tasks during the event?	It's really straightforward and not very demanding.
Are there any materials that need to be replenished before next year? Please provide details.	Permanent/reusable signage for lanes, and marking lines. In particular as "parking closed" sign.
Are there any repairs to infrastructure needed before next year?	no
Did you have enough volunteers?	yes
What was the average length of a volunteer shift?	3hrs
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	136
Did you find the process of assembling your volunteer crew complicated?	no, people showed up to shifts prepared, <name removed> did the pre event set up well. Coordination of duties and communication pre event was a little shaky.
What worked well this year?	<p>Producer - Awesome producer, so much help, big thanks, great communicator and guide for newbies.</p> <p>Volunteer coordinator - Providing all the volunteers we needed!</p> <p>Onsite organization Pre-day/day-of. By the time the second co-lead arrived, there were people at the parking gate, rows were marked, cars were being parked appropriately, we had a table and a golf cart.</p> <p>Map - We now have a fairly detailed map of parking (in the parking root directory), including approximate dimensions, and lane organization.</p> <p>Scheduling - almost all volunteers seemed happy with the shifts they got, 3 hour shifts, everyone requested only one shift, which seemed to work out great.</p> <p>Colour coding. If possible, have a row of white, black, blue, and red cars, because this is great and beautiful.</p> <p>Spreadsheet organization. Volunteers provided by Volunteer Coordinator can be copied in the same format to a second spreadsheet that can be edited by the parking lead. Ensure it is shared to producers.</p> <p>Info for volunteers - What to bring, where to direct vehicles, how to use the radio, drop stuff then park, no sleeping in the parking lot. Etc.</p> <p>Parking Box - Contained a binder with schedule and map, high vis vests, Walkie-Talkies dedicated for parking and for</p>

	festival connection.
What were any issues that arose with leading the position that you wish to become part of the public record?	Communication of responsibilities between co-leads could be more clear.
Solutions: How do you feel the above issues might best be fixed?	A regularly timed check in between co leads. Once a month? More closer to the event?



## Placement Team

### Placement Lead

What was your position?	Placement Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Had a Co-Lead, and it needs to have two co-leads
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruited help for staking out the city, created the map of the city, sourced the materials needed, brought all the materials and tools to the site ready to be used
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	It won't be sufficient for next year, new tools have to be purchased
Did you find the budget approval process complicated?	No it was pretty straightforward
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Wooden stakes, flagging tape, lamination supplies, radios for communication, measuring tools, hammers for pounding the stakes, paper for printing everything, rain gear, golf carts for moving around on site
When did you need them?	The week before the event
How did you acquire the materials needed?	Owned the radios and some of the tools, so I brought them with. Other things I paid for and got reimbursed. Golf carts are handled by producers
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	For the early access portion where the city is taped out, 7 volunteers are needed. We had 4 who had done it in previous years, and 2 that were new. During the event at least 12-15 volunteers are needed across the different shifts. All of these were new volunteers
What was your scheduling process?	Volunteers could select times they were willing to help. We asked people to change shifts as needed
How did you mentor/ train volunteers?	We did a briefing with each shift before they started. Also had prepared materials for them to carry and read while they were on shift.
Any additional comments regarding pre-event responsibilities & tasks?	For the event to run smoother in future years, the early access time needs to be extended. This was the third year in a row with bad weather, and a lot of activity ground to a halt. It would be easy to have

	<p>weather bad enough that prevents the city from being taped out properly.</p> <p>An extra day onsite is needed ahead of the event to better absorb problems, and to help the event continue scaling</p>
Did you and your Co-lead (if you had one) do on-site during the event?	<ul style="list-style-type: none"> <li>-Helped work out any issues camps had with their assigned space once they got there</li> <li>-Answered questions from participants and camps</li> <li>-Reminded camps and participants to follow the necessary rules that are in place, such as parking your vehicle</li> <li>-Coordinated the volunteers</li> <li>-Gathered all the tape and stakes from the event and then packed the materials back for next year after conducting an inventory</li> </ul>
Any additional comments regarding responsibilities & tasks during the event?	No
Are there any materials that need to be replenished before next year? Please provide details.	<ul style="list-style-type: none"> <li>-Measuring tools</li> <li>-Wooden Stakes</li> <li>-Flagging tape</li> <li>-Hammers</li> <li>-Pin flags</li> </ul>
Are there any repairs to infrastructure needed before next year?	N/A
Did you have enough volunteers?	We did have enough volunteers after some were recruited at the event
What was the average length of a volunteer shift?	4 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	150
Did you find the process of assembling your volunteer crew complicated?	<p>Assembling the volunteers for onsite was complicated because we had to do some of it there so it was last minute</p> <p>Pre-event city building was not complicated because we relied on people that know how to do this and know what goes into accomplishing that goal</p>
What worked well this year?	<ul style="list-style-type: none"> <li>-Placement crew got left alone while we taped out the city, it helped us focus and get it done</li> <li>-We brought waterproof materials to the site and those were invaluable</li> <li>-We had staged all our supplies, tools and materials in a trailer we pulled to the site. It made it way easier to get started and gave us a place to take shelter while working</li> </ul>

	<ul style="list-style-type: none"> <li>-Our crew had our own radios that were working and tested before we got there. Made communication a lot easier during the city tape out</li> <li>-This year we made many copies of the city layout map instead of having just one and it worked out way better</li> <li>-Walk-in camping in the new town area worked out great</li> </ul>
What were any issues that arose with leading the position that you wish to become part of the public record?	<ul style="list-style-type: none"> <li>-Golf carts were brought to the site late. Normally a couple were there for the crew to use during city tape out, but they weren't there this year. This was a huge issue and it doubled the amount of time it took to do the job. It also meant everyone on the crew was at the physical exhaustion point, and were getting blisters all over during the tape out.</li> <li>-The city wasn't finished being staked and taped before the theme camp early entry on Wednesday.</li> <li>-Did not appear like poor weather was planned for by all of the teams</li> <li>-Bad weather meant vehicles moving around were turning the area into a mud pit</li> <li>-A new permanent cabin had been placed on the site and no one had been told prior to arriving.</li> <li>-Golf carts that were delivered to the site by the vendor were faulty and needed constant maintenance.</li> <li>-There wasn't adequate rain shelter for people to use if needed during the city setup and tape out.</li> <li>-We discovered that the measurements on the existing site survey are not accurate enough. They were out by about 10 meters at the first responder area once we taped out the city blocks. Its better than it was in prior years, but its not good enough to have separate crews taping out the same area</li> </ul>
Solutions: How do you feel the above issues might best be fixed?	<ul style="list-style-type: none"> <li>-Most importantly, early entry should be extended by an additional day. It will allow all of the teams to react better when poor weather shut down the activity on the site. This year the city wasn't finished being taped out when the theme camp early entry started. If you arrive on Monday instead of Tuesday, you have an additional day to deal with problems.</li> <li>-For the event to continue growing, the placement crew that tapes out the city needs to reorganize and work as 4 separate crews instead of 2 crews. We are currently limited from doing this because of</li> <li>-Golf Carts should arrive the day before early entry volunteers so that they are at the site waiting when everyone starts arriving</li> <li>-Discuss with the golf cart vendor the constant maintenance issues and get a discount or some action for next year. If a cart fails on site, we shouldn't have to pay rental on a cart that isn't working.</li> <li>-To fix the site measurements, we need access to the site when no one is there and measure a variety of things</li> </ul>

	<p>ourselves so that we can plan the map effectively.</p> <p>-Freezerburn should consider owning a camper trailer that can be located at the site year round, and when we arrive on site we pull it down the hill and set it up. This would mitigate a lot issues related to bad weather, and make event setup a lot easier. Everything is packed into the sea can and has to be ferried down the road in random vehicles.</p>
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## Placement Co-Lead

What was your position?	Placement Co-Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, 2 Co-Leads
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Scheduling, Map making, Theme camp applications, correspondence between sound marshall art teams and placement, sourcing materials
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	I believe we had enough budget for this year, but extra tools were needed that have been purchased for next year that I believe we snuck in just under budget limit.
Did you find the budget approval process complicated?	A little, in that it was unclear who the correct line of response was for my budget team.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Sledgehammers, clipboards, maps, wooden stakes, flagging tape, golf carts, pin flags, Tickets for cars, stickers for times, sharpies, 3 measuring wheels (in METRES not FEET), online whiteboarding software and Map making software.
When did you need them?	Software: beginning of April. All other materials: Tuesday morning, early entry first thing.
How did you acquire the materials needed?	Either shopped online, or sourced locally through hardware stores. Otherwise, any remaining materials from years prior that remained in the C-Can. For computer software, we sourced free resources online that were close to what we wanted that cost money.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	24 volunteers total if no duplicates, but we only had roughly 14, with 12 of them new to Placement, 6 new volunteers over all
What was your scheduling process?	I created a bare bones schedule of the shifts we required, and emailed it out to volunteers allowing them to volunteer for shifts as they wanted. Once they got their choices, if there were empty slots I would fill those as needed as volunteers arrived. With the exception of the Early Entry Tuesday, we recruited the specific 4 people we wanted to help us as we knew it was the most important shifts to have filled.
How did you mentor/ train volunteers?	All training was able to be done on site, Tuesday volunteers got on shift training as to how the process worked to stake the city, whereas all other volunteers got half an hour of guidance from the lead as we went and did

	tasks together, then the remainder of their shifts was given freely to do their tasks.
Any additional comments regarding pre-event responsibilities & tasks?	<p>It needs to be clearer to all involved pre-event what exactly our deadlines are for things, as other reports didn't indicate the high importance of certain shift times (Thursday and Friday nights) and that left us scrambling. Also, had a high number of people sign up to volunteer with placement and then back out upon contact.</p> <p>In terms of making the map of the city, Theme camp applications need to be done by a specific timeline and we need to let camps know that unless it's incredibly dire straights we are not making more than 1 revision to the map at any given time. A grievance process or something similar once the map is released would be helpful, as we had many camps fighting for space they wanted but didn't get.</p> <p>It also needs to be clearer next year exactly whose job it is to make the public version of the map, because this fell to hands last minute it should not have. It has not been the responsibility of placement prior, as it requires some level of graphic design knowledge, and neither of us had those skills.</p>
Did you and your Co-lead (if you had one) do on-site during the event?	Staked and mapped out the entire city, both old and new town, dealt with any and all complaints and space issues from theme camps, guided art to places, dealt with parking and free camping issues and guided people to their places on the map if they were lost, as well as dealing with any other random emergencies that popped up
Any additional comments regarding responsibilities & tasks during the event?	Overall, my experience this year was good, with the exception of lack of volunteers for the Thursday night. Lots of fires showed up for us this day, and being the only volunteer on as we got the majority of arrivals was stressful.
Are there any materials that need to be replenished before next year? Please provide details.	Wooden stakes, pin flags, a little bit more flagging tape for safety margin.
Are there any repairs to infrastructure needed before next year?	A proper land survey with accurate measurements of the actual space and ALL fence lines is critical, as we have had the same issues year by year of being out a certain amount of space on both sides of the fences, and not having proper measurements to work off of when creating the map. Even just someone going out with measuring wheels for a day and accurately tracking the size of the land and fences will be key to anyone else taking on this position in the future and having success.

Did you have enough volunteers?	No
What was the average length of a volunteer shift?	4 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	200
Did you find the process of assembling your volunteer crew complicated?	Not complicated, just frustrating, due to lack of responses and last minute back outs. With us being on site on Tuesday, and coming from Saskatchewan, any communication past the Sunday before is hard to navigate accurately and keep up with.
What worked well this year?	Map making being a digital process.
What were any issues that arose with leading the position that you wish to become part of the public record?	<p>For early entry city staking, golf carts are key to getting it done on time for Wednesday morning, so need to be delivered the Monday before or Tuesday morning exactly. We were unable to complete the city staking on Tuesday due to this.</p> <p>Not enough sleeping passes printed for vehicles, as we were running out by Thursday night/Friday morning. Many more people brought sleeping vehicles than years prior.</p> <p>There were many aspects of what was our responsibility to do that were not passed down or made note of that got left behind, and need to be better outlined for next year.</p>
Solutions: How do you feel the above issues might best be fixed?	Golf carts arriving Monday before we start, a more structured timeline of events to be solved, and an accurate count of this years sleeping passes/sleeping vehicles would be helpful to plan for next year, as well as a vehicle count to print enough time stamp stickers.

## Ranger Team/ Ranger Oracle

### Ranger Co-Lead

What was your position?	Ranger Lead (call-sign "<name removed>")
Did this position have a co-lead? If not, does it need one (or more??)?	Yes.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruit, train, schedule Alberta Ranger volunteers.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	placeholder
Did you find the budget approval process complicated?	placeholder
What materials did you need to acquire to fulfill the responsibilities of this lead position?	placeholder
When did you need them?	placeholder
How did you acquire the materials needed?	placeholder
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	At least 60 volunteers were required; we got about 42. [Placeholder: New versus returning]
What was your scheduling process?	On colour printed sheets on corkboard, updated by pen at the event.
How did you mentor/ train volunteers?	On-line ranger training course, in-person training session, on-line radio practice via Zello app.
Any additional comments regarding pre-event responsibilities & tasks?	placeholder
Did you and your Co-lead (if you had one) do on-site during the event?	Shift Lead for Alberta Rangers, on-call for any incidents.
Any additional comments regarding responsibilities & tasks during the event?	placeholder



Are there any materials that need to be replenished before next year? Please provide details.	A usable on-line shift scheduler, ranger account tracker (database).
Are there any repairs to infrastructure needed before next year?	see above
Did you have enough volunteers?	No.
What was the average length of a volunteer shift?	6 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	800
Did you find the process of assembling your volunteer crew complicated?	We need better online resources (better than using Google Drive).
What worked well this year?	Getting Rangers on patrol shifts.
What were any issues that arose with leading the position that you wish to become part of the public record?	No.
Solutions: How do you feel the above issues might best be fixed?	N/A

## Ranger Co-Lead

What was your position?	Ranger co-lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes. Could have used a forth co-lead (mainly to share the shift load during the event)
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruiting (thru trying to be a little inspiring in our communications), planning and scheduling. Also facilitating 3 different in-person training sessions.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Unsure as I did not manage the budget and spend money for the team this year.
Did you find the budget approval process complicated?	Unsure as I did not manage the budget and spend money for the team this year.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Ranger T-shirts, years-served buttons, ranger manual printing for in-person training, the brown bins that contained all the stuff needed at the first response tent.
When did you need them?	Before the event ;)
How did you acquire the materials needed?	<name removed> placed the shirt order and dropped off the brown bins with me (<name removed>.) <name removed> placed the button order, Robert had the manuals printed
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	48 (minimum 1 oracle and at least 2 dirt rangers for every shift)
What was your scheduling process?	We had planned to setup a system where people could choose their shift(s) themselves but weren't able to. One issue was making sure an Oracle was available for most shifts (people seemed intimidated by the role). Another issue was that we offered so many training opportunities that we didn't actually start scheduling until a week before Freezer Burn. Instead, we made a schedule that focused on ensuring someone with any previous ranger experience was assigned an Oracle role and at least two rangers for every shift. We couldn't really consider most shift preferences that volunteers had because they often conflicted with each other and shifts just needed to be filled.
How did you mentor/ train volunteers?	Black rock city online training course for everyone. In-person training was supposed to be required for everyone but we had a lot of challenges getting people to

	commit to showing up. In-person training consisted of a group training manual review followed by some roleplaying scenarios. To incentivize the online training, we allowed those who completed it to only attend the roleplaying portion of the in-person training.
Any additional comments regarding pre-event responsibilities & tasks?	Rangering is a unique role that requires more effort from volunteers pre-event, which makes recruiting even more challenging.
Did you and your Co-lead (if you had one) do on-site during the event?	The 3 of us took turns being the on-duty lead for every shift for the entire event. We often filled in as Oracle when there was a hole in the shift and mentored unsure Oracle folks. We spent time addressing radio calls, helping participant that walk up with questions and organizing our area in the first response tent.
Any additional comments regarding responsibilities & tasks during the event?	Nope
Are there any materials that need to be replenished before next year? Please provide details.	No
Are there any repairs to infrastructure needed before next year?	No, As long as we continue using the simple handheld radios for the emergency call-boxes. The more complex radios look impressive but are prone to failure and difficult to repair.
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	6 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	413
Did you find the process of assembling your volunteer crew complicated?	Yes. Translating the volunteer coordinator spreadsheet information into something that 3 people could use to track training progress, tshirt needs, radio call signs, etc required a significant amount of effort
What worked well this year?	We had far less rangers this year than in years past and it worked really well. I think it kept the on-shift rangers a little more busy than usual, which made it a more positive experience for them as they felt useful. Less scheduling to manage and smaller in-training sessions was also a nice result for the leads.

<p>What were any issues that arose with leading the position that you wish to become part of the public record?</p>	<p>Volunteers able to choose multiple department roles can get incredibly confusing for leads AND volunteers and the signup process probably needs to be improved. There was several instances where a ranger volunteer we thought had signed up to ranger as their second or third choice. We'd reach out to them with information but they didn't show up at training and didn't respond to several of our emails. Eventually (like a couple weeks before the event) they would finally reply and tell us "they didn't sign up to ranger" and were confused why we were contacting them.</p>
<p>Solutions: How do you feel the above issues might best be fixed?</p>	<p>Improve the volunteer signup process some how ;)</p>

## Sanctuary Team

### Sanctuary Lead

What was your position?	Sanctuary Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, <name removed>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Recruited, scheduled, held training sessions, gathered supplies for the space, purchased needed supplies
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Budget was not clear. I think I spent more than was required for certain supplies, but there was a lack of clarity on how much of what would be needed.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Harm reduction supplies, snacks
When did you need them?	Before the event
How did you acquire the materials needed?	Panicked before the event, bought them and kind of guessed at what we needed.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	33 people, 60/40 returning vs. new
What was your scheduling process?	Our methods left room for improvement. Tried to wrangle availabilities, preferences and build a grid from there. We have to consider qualifications too. Tried to schedule most experienced and qualified folks for the tougher shifts.
How did you mentor/ train volunteers?	We ran sessions several times leading up to the event. One issue that I have currently is that sanctuary training is typically a full day (minimum) for other events and festivals. FB's sanctuary isn't as 'busy' as other events, so we tend to try and get by with a shorter training. It's hard to make people to commit to a big training when they might have a very boring shift(s). However, when something does happen, though rare, appropriate training is necessary.
Any additional comments regarding pre-event responsibilities & tasks?	Wasn't a fan of the team structure or leadership structure for this position.

	<p>I feel that it makes more sense to have one lead handle the administrative functions of the position, with a team of three or four shift leaders. The shift leaders would need to have additional qualifications, experience and training relative to regular volunteer pool. This means that the radio responsibilities on site would be shared amongst the team of leader and shift leads. The other duties can be managed easily by one (reasonably organized) person. My two cents.</p>
Did you and your Co-lead (if you had one) do on-site during the event?	Were on-call, present for shift changes/briefings/debriefings/acute crisis incidents.
Any additional comments regarding responsibilities & tasks during the event?	<p>I noticed that there was no collaboration between the rangers and sanctuary, though the ranger team had more veterans and ultimately had a better handle on what was needed to run and manage first response.</p> <p>Example: Waste and moop, water, etc. were all sorted, considered on behalf of the rangers and medical but none of this was extended to Sanctuary, officially. It would be nice to be brought into the fold more with these considerations since First Response should all be one team. To be more blunt - sanctuary felt like an afterthought within the first response coordination and it would be nice for that to be less of a thing in future years.</p>
Are there any materials that need to be replenished before next year? Please provide details.	<p>A lot of the cushions and bedding were mouldy/unusable after being in storage on site. Particularly pillows because they can't really be washed, plus once mouldy, too risky. I imagine that we will experience similar issues going into next year's event. It's not feasible for bulky bedding and items to get properly dried out to be stored without issues during strike.</p> <p>Personally, I do not have space to keep all of what sanctuary needs for bedding off-site. Unsure of how to solve this issue for ongoing years.</p>
Are there any repairs to infrastructure needed before next year?	Not that I know of, no. The tent was also a bit mouldy but we just brought disinfectant for set up.
Did you have enough volunteers?	Barely, but yes.
What was the average length of a volunteer shift?	Four hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate	120

as possible. (Include hours before, during and after the event)	
Did you find the process of assembling your volunteer crew complicated?	<p>Last question about volunteer hours was very unclear, wasn't sure how to answer properly. We ran four hour shifts with typically two people each for most of the event.</p> <p>Assembling the crew was complicated, yes. We had to duplicate everything from the volunteer coordinators because their spreadsheet didn't achieve our needs. Can help w suggestions for future if desired.</p> <p>The training requirements around my crew make things extra complicated.</p>
What worked well this year?	<p>We had pretty low issues of volunteer no-shows, I think given the nature of the position and the requirements.</p> <p>We had a functional space with adequate supplies.</p> <p>There was low use of the space, which ultimately is not a bad thing overall.</p>
What were any issues that arose with leading the position that you wish to become part of the public record?	Structure of team leads/radio on-call/scheduling needs to be changed
Solutions: How do you feel the above issues might best be fixed?	As mentioned, my suggestion is to restructure the team to have one lead and a team of shift leads with different levels of responsibility and accountability.

## Sanctuary Co-Lead

What was your position?	Sanctuary Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes there was a Co-Lead, and should continue to have one
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Training sessions, volunteer scheduling, managing lead email account and maintaining contact with all prospective volunteers, sourcing materials for Sanctuary as needed, ensuring proper shift coverage across event and sourcing more volunteers as needed
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	Amount of existing Sanctuary material/infrastructure combined with Leads' resourcefulness meant that very little was needed for budget this year
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Some snacks and beverages, extra Naloxone kits (sufficient for in-person training on an as requested basis), schedules printed out, a few batteries for lighting
When did you need them?	Prior to event beginning
How did you acquire the materials needed?	Co-Lead sourced the few needed materials in the week prior to event
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	26 participants, with some covering two shifts as requested as needed to have full shift coverage. Roughly estimated the majority of volunteers were first time members with maybe 2-3 Sanctuary experienced/returning volunteers.
What was your scheduling process?	Scheduling had to remain flexible leading up to event as there were many requests for the same shifts as well as scheduling limitations from each individual participant that had to be accommodated as best we could. Email contact was maintained on a regular basis with everyone and volunteer assets were managed in spreadsheets through the email. Some participants found themselves overbooked leading up to the event and needed to bow out later in the scheduling process. We then had to reach out to the community again for additional volunteers to fill shifts, after which we coordinated with the volunteers most willing and able to help to fill additional shifts as it was one of our goals to keep shift demands as reasonable as possible for each participant.
How did you mentor/ train volunteers?	Training was done online over MS Teams, spread across



	several weekend training sessions in the 1-2 months leading up to the event. Both Leads participated, with my Co-Lead taking the helm based on their increased level of experience in related fields.
Any additional comments regarding pre-event responsibilities & tasks?	Co-Leadership allowed us to break down leadership of these duties, forming the bulk of our pre-event work, managing them more efficiently and without putting too much pressure on either individual.
Did you and your Co-lead (if you had one) do on-site during the event?	A Lead on shift at all times maintained a presence or at minimum radio contact with Sanctuary throughout the entire event, and maintained radio coordination with the other leads in our department/radio channel. Leads acted as supplemental volunteer if a volunteer arrived late, had to leave early for a valid reason, or a shift was missed to ensure no volunteer was left on shift alone. Lead shifts were staggered so that each lead had overnight and midday shifts during event.
Any additional comments regarding responsibilities & tasks during the event?	Though I believe that Sanctuary is a position that should have a Co-Lead in future years, I feel that with the experience I have gained this past year that it would be a role I could fulfill solo if necessary to ensure the event could be put on in future years if no Co-Lead were available.
Are there any materials that need to be replenished before next year? Please provide details.	A portion of pillows and bedding that came out of storage had mold in them since the previous year and had to be thrown out at the start of the event. Some volunteers were nice enough to donate pillows and bedding during the event so an assessment should be made prior to purchasing any further materials as to what our needs are. Snack items that were close to expiration were rotated out and replaced with new items, a good practice to maintain for future years and shelf life of snacks should always remain a factor during pre-event purchases.
Are there any repairs to infrastructure needed before next year?	None thought of
Did you have enough volunteers?	No, estimated we need around 30
What was the average length of a volunteer shift?	Each volunteer was required for one 6hr shift
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	186

Did you find the process of assembling your volunteer crew complicated?	Filling shifts was a challenge with late cancellations and subsequent additions, but able to be coordinated efficiently enough even on short notice. Google docs and Lead Emails were a huge asset in this regard.
What worked well this year?	Fellow Team Leads, they really came to our aid in trying to source volunteers to fill our remaining scheduling needs late in our process.
What were any issues that arose with leading the position that you wish to become part of the public record?	N/A
Solutions: How do you feel the above issues might best be fixed?	N/A

## Signage Team

### Signage Lead

What was your position?	Sign Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Maintain email communication with team co-lead, create street name survey, filter survey results, choose street names, designate streets on map, co-lead creates "fancy" street signs.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes, revised budget amount was sufficient, price inflation had impact on budget.
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Co-lead acquired wood.
When did you need them?	ASAP (see note on timeline timing).
How did you acquire the materials needed?	Local suppliers
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Co-lead was able to put-up street signs.
What was your scheduling process?	Street signs were placed as early as possible.
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	Event map needs to be created at least a few weeks earlier, so that there is sufficient time for the street signs to be created.
Did you and your Co-lead (if you had one) do on-site during the event?	Put-up street signs, place back-up street names on tape (for when the fancy signs get stolen).
Any additional comments regarding responsibilities & tasks during the event?	None.
Are there any materials that need to be replenished before next year? Please provide details.	New street signs need to be created.

Are there any repairs to infrastructure needed before next year?	(New street signs need to be created.)
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	4 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	90
Did you find the process of assembling your volunteer crew complicated?	No.
What worked well this year?	Street signs looked good.
What were any issues that arose with leading the position that you wish to become part of the public record?	None.
Solutions: How do you feel the above issues might best be fixed?	N/A

## Sound Marshal Team

### Sound Marshal Lead

What was your position?	Chief Sound Marshal
Did this position have a co-lead? If not, does it need one (or more??)?	Sort of? <name removed> was mentoring me in my first year as lead
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	scheduling volunteers, reviewing and editing sound policies, communicating with sound stages to ensure they had any support needed.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	yes.
Did you find the budget approval process complicated?	not at all
What materials did you need to acquire to fulfill the responsibilities of this lead position?	lanyards and name tags, printed documents, sound meters
When did you need them?	shortly before or at the event
How did you acquire the materials needed?	Sound meters are reused every year, everything else was either sourced from the community or purchased.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	a perfect amount would be 16, however we made due with 11. 5 were returning
What was your scheduling process?	I initially made up a schedule with 2 shifts per day. Returning volunteers got first pick, and then it was first-come first-serve for the rest of the shifts.
How did you mentor/ train volunteers?	Training was done on site with the lead sound marshal. the volunteer would be given their sound meter and radio, and the lead would accompany the volunteer on their first rotation. The volunteers were also provided with copies of the sound policy, as well as the sound marshal procedures before the event.
Any additional comments regarding pre-event responsibilities & tasks?	no
Did you and your Co-lead (if you had one) do on-site during the event?	met with volunteers, roamed the event, dealt with any conflict or issues that arose. we also issued sound permits

	to the stages when they were set up and set max spl levels.
Any additional comments regarding responsibilities & tasks during the event?	no
Are there any materials that need to be replenished before next year? Please provide details.	new name tags/badges will need to be printed with volunteer names for next year, and new schedules/logs will need to be printed.
Are there any repairs to infrastructure needed before next year?	no
Did you have enough volunteers?	no. shifts should have two volunteers and most had to make due with 1. we also had no-show issues that made things much more difficult.
What was the average length of a volunteer shift?	6 hours
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	95
Did you find the process of assembling your volunteer crew complicated?	i think the process is straightforward, it was more just a matter of drawing from a smaller volunteer pool and having to make things work.
What worked well this year?	stages were responsive to feedback, sound levels were kept in check, people danced and were happy.
What were any issues that arose with leading the position that you wish to become part of the public record?	Managing sound levels is always a balancing act, and we dont always get it right the first try. We certainly have room for improvement. Additionally, the sound policies could use some more clarity and options for stages, especially as it relates to late night sound.
Solutions: How do you feel the above issues might best be fixed?	review the current sound policy with the producers and add in additional clarity to some sections, and expand others. Also having more concrete repercussions if any issues arise, especially if we want to strike a balance and not shut down a stage entirely

## **Survival Guide Team**

No submission available.

## Swag Team

### Swag Co-Lead

What was your position?	Swag Co-Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, it has a co-lead but probably doesn't need one if you're ever short on volunteers
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	February: brainstorm gift ideas, get quotes and specs/templates March: design, order wristbands April: design gifts, call out for sticker designs May: order gifts June: order stickers with winning design, send runner up designs to WWW, print list of volunteers for gifts at the volunteer appreciation party
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Wristbands, Stickers, Gifts
When did you need them?	June 7
How did you acquire the materials needed?	Sourced from vendors
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	3 (2 returning leads and 1 new guest contributor)
What was your scheduling process?	No shifts for this team, simple timeline for hard deadlines.
How did you mentor/ train volunteers?	Met online and communicated primarily by email.
Any additional comments regarding pre-event responsibilities & tasks?	Don't push the timelines, orders coming from China need to be submitted by May 1 at the latest. Check in with the team/designs often to make sure it's on track.
Did you and your Co-lead (if you had one) do on-site during the event?	Hand out volunteer gifts at the volunteer appreciation party.



Any additional comments regarding responsibilities & tasks during the event?	Volunteer gifts could be distributed to team leads so that they can ensure their volunteers get them. Not sure everyone is able to come to the appreciation party.
Are there any materials that need to be replenished before next year? Please provide details.	New designs for wristbands, stickers and gifts!
Are there any repairs to infrastructure needed before next year?	No
Did you have enough volunteers?	Yep
What was the average length of a volunteer shift?	0
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	100
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Tried and true vendors! Wristbands and stickers.
What were any issues that arose with leading the position that you wish to become part of the public record?	The fact that the event was a week earlier than usual crunched the ordering timeline a bit.
Solutions: How do you feel the above issues might best be fixed?	Hold the event the following weekend.

## Temple Build Team

### Temple Build Lead

What was your position?	Temple Builder
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, <name removed>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Detailed design, CAD drawings, sourced materials. Then recruited a team and built as much as possible in advance so on site was mainly assembly with as much as possible pre built and flat packed.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	No, costs of materials have gone up dramatically. It is only through clever sourcing and in kind donations that we were able to complete this build
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Three lifts of plywood, a lift of 16' 2x4s, buckets of screws, tools, a space to build, access to a CNC
When did you need them?	End of April
How did you acquire the materials needed?	We went directly to the mill and negotiated a deal, searched online and found deals on low quality and damaged plywood. Asked friend construction companies for in kind donations
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	All were new, had a core team of about 6 or 7
What was your scheduling process?	At first tried to just work the volunteers on weekends, and the Co-Lead and I were going to work the weekdays. But then I asked for more help and the other volunteers self scheduled and came in and helped when they could.
How did you mentor/ train volunteers?	Hands on demonstrations. In the early stages of the design we planned out the repeatable teachable tasks then showed people what we needed and supervised the building.
Any additional comments regarding pre-event responsibilities & tasks?	The more that can be done in advance the better the on-site build goes. I regret not doing more of the pyro and wiring in advance.

Did you and your Co-lead (if you had one) do on-site during the event?	We divided the build into two halves, he lead the building of the base, I built the phoenix that went on top. Together we created something beautiful, then he was free to focus on his first burn, while I completed the on-site tasks.
Any additional comments regarding responsibilities & tasks during the event?	The only big day was the day of the burn. If I was to do it again, I would be more involved with the pyro.
Are there any materials that need to be replenished before next year? Please provide details.	You need more wood, I burnt all that I bought.
Are there any repairs to infrastructure needed before next year?	Gonna need a new temple, the last one burnt down.
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	Four hour, for four weekends, plus another 4 to six hours during the week, plus two long days on site for the build weekend
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	250
Did you find the process of assembling your volunteer crew complicated?	No, mainly just sent out emails. I didn't like having a new email address to use. Would have preferred to organize from my own email address.
What worked well this year?	Buying whole lifts of damaged wood direct from distributors and mills. Pre planning the build, and building in sections that could flat pack and be assembled on site. Building emerying based on hexagons.
What were any issues that arose with leading the position that you wish to become part of the public record?	Getting reimbursed for my expenses at the end was a pain.
Solutions: How do you feel the above issues might best be fixed?	A simpler delivery contract with a scope of work, a deliverable and budget. Followed by an invoice for the work completed and payment.

## Temple Ignition Lead

What was your position?	Temple ignition lead
Did this position have a co-lead? If not, does it need one (or more??)?	No
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Art structure review, destruction planing, pyrotechnic ordering, training of minions. Filling out nrcan paperwork.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Ignitions costs did not keep up with inflation, we need to be scoping budget during the art grant process
Did you find the budget approval process complicated?	Yes, especially as ignition costs scale to art complexity, we need to provide quotes as early as January given the long lead times on supply chains.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Pyrotechnics, diesel, road flares, ematch, shooting wire, batteries, CO2, parts for the fuel sprayer
When did you need them?	Varies, orders had to be put in months in advance and are shipped ground as dangerous goods
How did you acquire the materials needed?	Direct through suppliers
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Varies, pyro is a specialist position, depends on the ignition. Temple we usually have 3-4 people
What was your scheduling process?	All hands on deck fire wiring and pyro load
How did you mentor/ train volunteers?	Through direct supervision and NRCAN prescribed upgrade procedures
Any additional comments regarding pre-event responsibilities & tasks?	Pyro absolutely needs to scope out ignitions during the art grant process to determine feasibility and not after the selection is complete
Did you and your Co-lead (if you had one) do on-site during the event?	Handled pyro, accelerant, powders, and ignition accessories, loaded, supervised and ran ignition site safety, coordinated with FBFAST and production safety.
Any additional comments regarding responsibilities & tasks during the event?	Acted as chauffeur in a private golf cart for FBFAST

Are there any materials that need to be replenished before next year? Please provide details.	Ematch, flares, accelerant. Fuel sprayer parts, co2
Are there any repairs to infrastructure needed before next year?	Fuel sprayer needs a valve replacement. Cost about 200\$
Did you have enough volunteers?	Maybe
What was the average length of a volunteer shift?	Ignition night in temple was about 5-6pm until after ignition
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	140
Did you find the process of assembling your volunteer crew complicated?	Yes, but bu its nature it has to be, pyro is picky about it's support folks
What worked well this year?	The dedicated private golf cart was a godsend, I'll be doing that again next year
What were any issues that arose with leading the position that you wish to become part of the public record?	Fire safety needs to be included at the art grant approval process, ignitions are to be done they need a full technical assessment prior to approval and costs known
Solutions: How do you feel the above issues might best be fixed?	Engage fire safety in the art grant process when structures are to be burned, require artists to come with burn plans

## Ticketing/ Online Ticketing/ Reduced Income Ticket Team

### Ticketing Lead

What was your position?	Ticket Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes and yes
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	redesign the whole bloody Limited Income ticketing system. Liaison with <name removed> to get e-tickets going. Pick up the reins on hardcopy follow up. Answer so many questioning emails about how to sell tickets. Co-ordinate ticket scanning. Put data on the hotspot. Find out where e-tickets went when troubles occurred.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Honestly, I've lost track of this one. What with the two year gap, I don't even know.
Did you find the budget approval process complicated?	nope
What materials did you need to acquire to fulfill the responsibilities of this lead position?	a shittonne of patience.
When did you need them?	Sooner than I got them.
How did you acquire the materials needed?	Drinking.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	There was about three of us handling tickets, and one more consulting on the wording.
What was your scheduling process?	On the fly.
How did you mentor/ train volunteers?	Available to answer questions.
Any additional comments regarding pre-event responsibilities & tasks?	Hard copy ticket sales people are additional volunteers.
Did you and your Co-lead (if you had one) do on-site during the event?	Put out fires at Gate
Any additional comments regarding responsibilities & tasks during the event?	Nope

Are there any materials that need to be replenished before next year? Please provide details.	Data on the hotspot, hardcopy tickets. Oh yeah, and that patience.
Are there any repairs to infrastructure needed before next year?	no
Did you have enough volunteers?	yes
What was the average length of a volunteer shift?	8 months
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	99
Did you find the process of assembling your volunteer crew complicated?	no
What worked well this year?	e-ticket scanning was not as bad as I feared.
What were any issues that arose with leading the position that you wish to become part of the public record?	READ THE SURVIVAL GUIDE. OR EVEN THE WEBSITE.
Solutions: How do you feel the above issues might best be fixed?	I dunno at this point anymore. Public shaming?

## Volunteer Coordination Team

### Volunteer Coordinator Lead

What was your position?	Volunteer Coordinator Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, there were two co-leads so the team had three people all together. The three of us logged 98.75 hours total.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Volunteer coordinators are busiest leading up to the event. We needed to prepare spreadsheets and forms for the volunteers to sign up with, sort the volunteers into their teams, have comms post to find more volunteers, and contact the volunteers. We also kept in touch with the various team leads and communicated with them consistently to ensure we were on top of volunteer needs and that the leads had the support they need. There are also many emails from potential volunteers asking questions, as well as online questions that all needed to be responded to in a timely manner. Planning ahead for volunteer refreshments and the appreciation party also occurs in the months leading up to the event.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes the budget was sufficient. We under spent but ran out of refreshments for the party. Next year we will require the same budget and will plan accordingly to ensure that doesn;t happen again
Did you find the budget approval process complicated?	No, it was straight forward.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Refreshments for the oracle tent and party.
When did you need them?	By the first day we arrived on site.
How did you acquire the materials needed?	I purchased them and was reimbursed after the event.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Our team generally has 2-3 volunteers to fulfill the nearly 100 hours of work that has to happen. This year we had three and it was great. One team member was returning, the other two were new.
What was your scheduling process?	This question doesn't really apply to our team. For the most part every team member tried to log in and catch up on emails and volunteer sorting at least once per week when they could.



How did you mentor/ train volunteers?	We had a few online meetings where the returning lead showed the two co-leads the ropes and answered any questions. We also had slack to communicate in case there were any questions.
Any additional comments regarding pre-event responsibilities & tasks?	The volunteer coordinator team is more fun and easier to manage with 3 volunteers.
Did you and your Co-lead (if you had one) do on-site during the event?	We set up refreshments in the oracle tent and periodically checked on the supplies throughout the event to make sure they did not run low. We also set up and threw the volunteer appreciation party where we handed out swag and served people drinks and snacks.
Any additional comments regarding responsibilities & tasks during the event?	Due to the amount of pre-event work that happens, it is nice for the onsite work load to be less for the volunteer coordinators.
Are there any materials that need to be replenished before next year? Please provide details.	An electric kettle for the oracle tent would be nice to have so the volunteers can make hot drinks on cold nights. The table for the refreshments is very small and shares space with ranger equipment. A larger table, or second small table would be nice to have and dedicate it to volunteer use.
Are there any repairs to infrastructure needed before next year?	No.
Did you have enough volunteers?	Yes, our team had three people and this was great.
What was the average length of a volunteer shift?	Several hours per week per person leading up to the event.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	98.75
Did you find the process of assembling your volunteer crew complicated?	There seemed to be a lack of communication about who the co-leads were, but overall it was fine once everyone was on the same page.
What worked well this year?	The candy at the volunteer party, the Thank You Volunteers rainbow arch, and the rainbow stickers as swag were all popular. Our team worked well together and was "staffed" sufficiently with three instead of two.
What were any issues that arose with leading the position that you wish to become part of the public record?	<ul style="list-style-type: none"> <li>-The event needs a better lost and found system</li> <li>-Some names were not on the swag list</li> <li>-An item was take from oracle</li> <li>-Too many sweet items for refreshments at oracle</li> <li>-Ran out of drinks at volunteer party</li> </ul>

	<ul style="list-style-type: none"> <li>-The stage crew slept through most of the party and there wasn't music for 90% of it</li> <li>-Hot drinks for cold nights at oracle would be nice</li> <li>-It was hard to transport items for the party from our camp to the stage</li> <li>-Limited space in oracle tent.</li> </ul>
Solutions: How do you feel the above issues might best be fixed?	<ul style="list-style-type: none"> <li>-Someone could take the lost and found home and post it online.</li> <li>-Double check with all the leads to make sure we didn't miss anyone from their teams.</li> <li>-Better communication so everyone knows where those items came from and label them with the owners name.</li> <li>-Provide salty snacks as well as fruit and granola bars.</li> <li>-Will serve punch or mixed drinks not champagne at next party.</li> <li>-Plan the party for later in the day, and/or remind the crew the night before.</li> <li>-An electric kettle at oracle and provide hot drink mix for volunteers.</li> <li>-Book a golf cart in advance with one of the producers or other crew member that has access.</li> <li>-Either a larger table, another small table, or a shelf for the existing table.</li> </ul>

## Volunteer Coordinator Co-Lead

What was your position?	Volunteer Coordinator Co-Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, there were two other co-leads. I think that this was a good number for the team to properly manage the workload.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Lots: reviewing previous years' work and afterburn reports, communicating with designated leads, responding to emails, recruiting volunteers, editing & tracking volunteer sign-up form, sorting volunteers into teams, attending VC team meetings, attending townhall meeting, responding to communications on Slack from producers and leads, planning volunteer appreciation party, responding to facebook inquiries, compiled volunteer list for swag team, communicating with volunteers, coordinating with assigned producer. I would say it was at least 80% sorting volunteers and responding to various communication.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	The amount allotted in our budget was sufficient this year (for the amount of volunteers that we had).
Did you find the budget approval process complicated?	No, though <name removed> did most of that work.
What materials did you need to acquire to fulfill the responsibilities of this lead position?	All we needed for physical materials was food and drink for the volunteer appreciation party, as well as Oracle (and LNT afterwards).
When did you need them?	Everything was needed by Freezerburn. The Co-Leads took it all up when we were able to make it. Next year it may be advisable to have something brought up for DPW, though that would depend on the logistics. It was easy to bring extra to leave for LNT.
How did you acquire the materials needed?	<name removed> did the shopping, mostly at Costco.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Just us three co-leads. Two of us were new to the position this year, though I have done volunteer management previously with other organisations.
What was your scheduling process?	Our work was almost entirely pre-event. We had regular meetings and divvied up the workload. At Freezer Burn we just had to check in on the station at Oracle, and we did the volunteer appreciation party together.
How did you mentor/ train volunteers?	We did not.

Any additional comments regarding pre-event responsibilities & tasks?	Nope.
Did you and your Co-lead (if you had one) do on-site during the event?	On-site we just had to check in on the station at Oracle whenever we were going by, and we did everything for the volunteer appreciation party together (hauling, set-up, operation, tear-down)
Any additional comments regarding responsibilities & tasks during the event?	Savoury snack should also be included next year. Champagne should be changed to something more economical (& less moopy) - there were a lot of bottles but not enough to drink.
Are there any materials that need to be replenished before next year? Please provide details.	Water jugs were provided personally by the team, and one went missing. It would be nice to have dedicated ones that were owned by the event, but storage would be an obvious problem. A table would be good to, but we were able to find one within the community to use.
Are there any repairs to infrastructure needed before next year?	Our team does not have any physical infrastructure. There will have to be some digital housekeeping done before next year (changing team lead passwords, updating sign-up form, etc.)
Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	Pre-event shift times varied
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	98.75
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	The VC team was incredible this year. We worked very well together and communication among the team was excellent. Coordination with the communications lead was great, as were their social media and PBS posts. Slack worked well for keeping the whole Freezer Burn team communicating together. There was plenty of food and drink for Oracle. I think that we generally did a god job of taking care of the volunteers this year as a team.
What were any issues that arose with leading the position that you wish to become part of the public record?	No issues at all, it was a lot of fun!
Solutions: How do you feel the above issues might best be fixed?	No issues that need to be fixed really.

## Website Team

### Website Co-Lead

What was your position?	Website support
Did this position have a co-lead? If not, does it need one (or more??)?	<name removed>
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	updating many of the webpages with information for the 2022 event, new policies, created a new blog page to provide a home to 'news' posts, update plugins, update wordpress, create user accounts, created some news posts, posted documents, liaised and coordinated with producers and leads.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	N/A
Did you find the budget approval process complicated?	N/A
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Nothing. All that was required was a computer and an internet connection which I already possessed (although in theory there could be costs incurred in the form of software licensing or other resources)
When did you need them?	January 1st? Whatever can be done sooner makes things easier and better for everyone.
How did you acquire the materials needed?	already had them
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	0
What was your scheduling process?	N/A
How did you mentor/ train volunteers?	N/A
Any additional comments regarding pre-event responsibilities & tasks?	I found slack to be helpful for coordinating efforts. I would like to see more work occur during the 'off-season' so that the new website could be developed and ready in time for the next event but that's more of a <name removed> and producers effort although I am happy to help where it would be of assistance.
Did you and your Co-lead (if you had one) do on-site during the event?	nothing (in the context of website maintenance).

Any additional comments regarding responsibilities & tasks during the event?	I thought things went well and for the most part everyone was pretty well prepared. Last second requests to post something are not always possible to accommodate, lead time is extremely helpful.
Are there any materials that need to be replenished before next year? Please provide details.	domain name and webhosting but I believe those are handled by a producer. <name removed> is working on an entirely new website that will require significant participation from producers, and ideally some leads.
Are there any repairs to infrastructure needed before next year?	just development of the new website, the existing website remains functional.
Did you have enough volunteers?	N/A
What was the average length of a volunteer shift?	N/A
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	40
Did you find the process of assembling your volunteer crew complicated?	N/A
What worked well this year?	Coordinating efforts on slack. Coordinating the posting of information so that it went out across all channels in a similar time frame. Being provided with appropriate lead time to get information posted. Producers and leads making a concerted effort to ensure that the website functioned as a reliable source of truth for the vast majority of information pertaining to the 2022 event.
What were any issues that arose with leading the position that you wish to become part of the public record?	Occasional requests to get something posted immediately which could not always be facilitated due to lack of availability, or not checking slack frequently enough, urgent requests should probably be communicated in a more direct manner (or I need to get notifications working better in slack).
Solutions: How do you feel the above issues might best be fixed?	The best solution is for producers and leads to have information to be posted prepared in advance so that appropriate notice can be provided. This was largely the case.

## What Where When (WWW) Team

### WWW Co-Lead

What was your position?	What Where When Lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes it did, and would suggest it for the future.
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Adapted Google Form - to fit for this years information, to gather what was needed for the WWW. Set deadlines for WWW submissions. Communicated with Centre camp about the best format for printing on site. Researched different eco-friendly options for onsite printed WWW. Answered emails. Asked alot of questions. Looked through Google Drive linked to WWW account to find formats for the WWW. Collected all WWW info, and put it together via Canva in the WWW doc, as well as pictures that were shared with us. Created a cover page, chose font types and formatting that fit the theme and vibe. WWW included writeups for: Theme Camps, All Events, Mutant Vehicles, Sound Stages, Art Grants Maps, Sticker contest runner ups. Also had to proofread each writeup, and edit if necessary, and communicate to find locations/times for a few events.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Yes
Did you find the budget approval process complicated?	No
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Large printed copies of the WWW.
When did you need them?	A few days before the event.
How did you acquire the materials needed?	Our local printing centre.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	Only 2 Leads.
What was your scheduling process?	Everything had to be done a few days before event.
How did you mentor/ train volunteers?	No

Any additional comments regarding pre-event responsibilities & tasks?	It would be good to make it clear what the responsibilities are for the WWW - what information needs to be collected.
Did you and your Co-lead (if you had one) do on-site during the event?	We put up the Large WWW pages in Centre Camp with push pins on a bulletin board.
Any additional comments regarding responsibilities & tasks during the event?	No.
Are there any materials that need to be replenished before next year? Please provide details.	No.
Are there any repairs to infrastructure needed before next year?	No.
Did you have enough volunteers?	Yes.
What was the average length of a volunteer shift?	Not sure. Almost all work was done at home beforehand.
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	40
Did you find the process of assembling your volunteer crew complicated?	No
What worked well this year?	Thankfully we had access to the Google Drive which has past WWW's, that helped to guide us. Lots of great support on slack as well.
What were any issues that arose with leading the position that you wish to become part of the public record?	It would've been easier if we had a template to edit, instead of creating a completely new WWW doc.
Solutions: How do you feel the above issues might best be fixed?	Have a template that can be used/edited with different editing software.



## WWW Co-Lead

What was your position?	WWW co lead
Did this position have a co-lead? If not, does it need one (or more??)?	Yes, and it was nice to have a co lead, though not necessary
What did you do, specifically, during the months leading up to the event? Ex: recruiting, scheduling, building, sourcing materials, inspiring others.	Collected event information, and compiled it into a usable format for the participants, as well as printing out hardcopy versions for center camp.
Upon reviewing the suggested budget did you feel that the amount allotted was sufficient for this position?	Definitely
Did you find the budget approval process complicated?	Simple
What materials did you need to acquire to fulfill the responsibilities of this lead position?	Applications for events, and camp info etc.
When did you need them?	First week of june
How did you acquire the materials needed?	Google spreadsheets and email.
How many volunteers did you need to fulfill the responsibilities? How many were new versus returning, roughly estimated?	2 of us were working on it. both new to the process.
What was your scheduling process?	We just scheduled time when we could
How did you mentor/ train volunteers?	We were just figuring it out as we went.
Any additional comments regarding pre-event responsibilities & tasks?	Not really
Did you and your Co-lead (if you had one) do on-site during the event?	Dropped off hardcopy WWW to centre camp.
Any additional comments regarding responsibilities & tasks during the event?	Nope
Are there any materials that need to be replenished before next year? Please provide details.	Nope
Are there any repairs to infrastructure needed before next year?	Nope

Did you have enough volunteers?	Yes
What was the average length of a volunteer shift?	N/a
What was the total number of volunteer hours worked by your entire crew/ volunteer team? Please be as accurate as possible. (Include hours before, during and after the event)	35
Did you find the process of assembling your volunteer crew complicated?	Nope
What worked well this year?	Access to the google drive with pics and past years examples
What were any issues that arose with leading the position that you wish to become part of the public record?	It would have been nice to be able to edit the previous years booklets.
Solutions: How do you feel the above issues might best be fixed?	Make sure the people on www lead have access to editing the previous years www