

Anahasana Village
2023 Leave No Trace Plan
A Tale of Crisis
DRAFT as of January 10 , 2023

Although this is a LNT plan for Anahasana Village, it is also a systems analysis of our Village that is applicable to the limitations and sentiments being experienced by many camps on the playa. We are breaking down our example in minute detail in the hopes that systemic shifts that have been occurring since 2017 can complete the feedback loop to all Burning Man Project departments.

To fully understand the LNT requirements for the camps of Anahasana Village, it is important to understand the camps within the village. All of our camps are special interest service camps with no geographic center. That means that the unifying factor for each is some philosophy or experience that they are desiring to gift to the residents of BRC. It is this off-playa interest which attracts members who choose to camp with them each year. Typically camp membership breaks down as follows:

1/3 returning members
1/3 new to camp but not new to BM
1/3 absolute virgins

Additionally, the special interest that unites a camp is an international interest and members join from throughout the world. This creates an amazingly vibrant mix that not only gifts heavily to the citizens of BRC, it also disseminates BRC culture far and wide. It also means that in most cases, the only place that camp members meet in person is on playa.

Approximately 90% of our members live far enough away from BRC that they choose to fly to the event. Acknowledging this, we as a village and as camps have sought to provide institutionally all the infrastructure that each camper would need individually. Generally, this consists of

shade for personal tents
camp kitchen
shared meals
water system
greywater system
showers
workshop spaces
public bike racks
power system
shade for community building

This has allowed individual campers to arrive with a couple of checked bags and to have a supportive Burning Man experience. 90% of our campers camp in their own personal tent under our shade structures. Many of our campers are nomadic and do not have a home base to store full camping gear. We feel that by providing playa-tested robust infrastructure systems we are reducing the waste of individual campers gearing up for "bucket-list" BRC experiences and trashing their gear afterwards. This trashed gear is often a source of large-scale MOOP issues and road-side trash problems. Additionally it has contributed to the stated desires of the Burning Man Project (BMP) by allowing 90% of our population

to take the Burner Express Bus (BxB), reducing carbon impacts and freeing up real estate for interactivity instead of parking.

The shadow side to providing this level of communal infrastructure is that it requires skilled, dedicated and capable Human Power (HP) to erect, monitor, deconstruct and store. We believe that it is at this juncture that we experienced some LNT issues in 2022.

Anahasana Village had its beginnings in 2014. Its main camp, Camp Contact, has been on playa since 2005 with very little shift in TCO leadership. The history of shared knowledge about Placement expectations, surviving in the desert and being interactive is tremendous and runs very deep. This isn't our first rodeo. Our leadership also has a history of contributing to the BMP through the Cultural Directions initiatives as well as previous communications about systemic issues impacting the event.

Although this document is specific to the MOOP challenges facing our village in 2022, many of the issues that we have identified are universal amongst a great many camps. As we were assessing our strengths and weaknesses in 2022 we reached out to many camps of a similar size and found that they all suffered many of the challenges we are identifying in this document. Our MOOP issues are but the most visible result of some serious existential issues relevant to the entirety of BRC.

Prior MOOP Excellence

To fully understand the LNT issue of Anahasana Village in 2022 it is important to look to the past. The infrastructure systems deployed in 2022 are the same systems in use since 2017. Anahasana Village received stellar MOOP scores in 2017, 2018 and 2019. Clearly many things were different in 2022. In this document we will attempt to illuminate and clarify what we have identified as being different in 2022 and how it played a role in our on-playa experience. We will additionally propose a solid plan for addressing these shortcomings

LNT STRATEGIES

Successful LNT strategies have 6 components:

1. LNT Culture of the general camp population
2. LNT Culture of the camp leadership
3. Designing camp systems so that they are "Doable" and do not create Moop Liabilities
4. Creating Camp systems that have a reserve ability to deal with unexpected disasters
5. Camp/village culture that reduces MOOP city-wide
6. Greening the Burn (the MOOP we are just starting to talk about)

Explanations

1. LNT Culture of the general camp population— This is what most camps tend to focus on when they formulate an LNT plan. It is all the things that you do pre-burn to inform new burners of the sensitivities of the playa environment and how they can do their part to not bring MOOPy things, collect MOOPy stuff as it is being generated (cigarette butts), pick up MOOP whenever they see it, etc.

We feel that we were VERY successful with this in 2022

2. LNT Culture of the camp leadership— This is the general awareness gained from many years of burning to be able to see the downstream MOOP risks of present moment actions. It is also the ability to successfully school new campers to see things through their eyes so that everyone can do their best to

prevent MOOP risks. One way of illustrating this is to imagine a new camper opening up a pack of paper napkins and setting them on a table. No big deal right? Wrong! All it takes is a windstorm and that pile is now a MOOP disaster at the trash fence. This is an easy example to envision, now imagine the keen eyes that are required to notice that a tent stake is starting to pull free on the windward side of the kitchen. If the whole kitchen collapses that is a much larger MOOP hazard than a pile of napkins. It is also a much more specialized eye that is needed to assess the impending danger. We find that it takes about 3 years of burning with us for a camper to have this sensitivity. It is also vital that those who have this sensitivity be well rested and untaxed enough to be able to be vigilant and not simply reactive.

We believe that this was a major source of challenge to the village in 2022.

3. Designing camp systems so that they are "Doable" and do not create MOOP liabilities— These are the decisions that are made pre-burn about "how" we will burn. Imagine the choice to bring an extra truck to playa to haul away cardboard or to use a burn barrel. Clearly the burn barrel has the potential for an ash impact and might want to be avoided. Another example might be designing and bringing a structure that is so complex that it taxes all available human resources such that it compromises the ability to properly lead and acculturate the camp to prevent potential MOOP disasters. Pre-playa decisions can clearly have MOOP impacts on playa.

Some of our 2022 village MOOP issues may have stemmed from these decisions. Yet these decisions were the same decisions employed in 2017-2019 without MOOP impacts.

4. Creating Camp systems that have a reserve ability to deal with unexpected disasters— This one is harder to comprehend. Basically just because you can successfully do something on playa once does not mean that you will always be able to do it. The wind and weather have a lot to contribute here. A well-designed system will be able to tolerate impacts from:

- a. Weather
- b. Leadership Failures
- c. Vendor Failures
- d. Burning Man Project policies
- e. Logistics Failures
- f. Wear and Tear Degradation

Often system failures come from a combination of impacts.

We believe that MOOP issues we experienced in 2022 are primarily from sub-optimal system design being tested by multiple impacts from this list, some due to not burning for 2 years and others induced by changes in BRC policies, vendor failures, weather and leadership failures.

5. Camp/village culture that reduces MOOP city-wide— We don't talk much about this because there is no way to trace it back to accountability and to placement. One way of imagining it is the decision to "gift" stickers. If these stickers are not passed out with heart-felt intent or have a lame design, they may end up as MOOP throughout the city. Maybe best to not print them in the first place.

We do not believe we had any impacts of this nature

6. Greening the Burn (the MOOP we don't talk about)— This is important. This is our carbon footprint. It is camping gear bought for the burn and tossed into a dumpster at the airport. It is PM10 from burning fires. It is also about projects that we take on to reduce impacts such as solar panels to reduce carbon footprint.

This was significant for us in 2022. We developed a couple of pilot projects to measure efficacy of a solar install in 2023. We were so exhausted and over-taxed at a leadership level that we were unable to deploy even one of the pilot projects. There is no way that we have the human power to attempt a meaningful solar install in the future under current resource constraints.

LNT Strategies Conclusion

In 2022 we were able to successfully deal with #1. Our biggest issue was with #2, 3 and 4. Because of taking 2 years off we had compounded the attrition of our knowledge holders. We also had less ability to bring new leaders on board because of BMP policy. The weather was a major issue causing failure of some MOOP inducing structures as well as sapping the energetic reserves of our vital leadership. Once we lay out some additional foundational information, we will address each of these contributing factors in detail as well as our strategies for avoiding their impacts in the future.

THE ON-PLAYA REALITY

Our mantra for 2022 was "Just do what we did in 2019. Nothing New". 2019 was a successful year. We had ease; we had a stellar MOOP score. We didn't know what new wrinkles would emerge in 2022 and we wanted to leave some reserve capacity to deal with the unknown.

• Pre Burn

The burn began to unravel beginning in mid-July:

- a. strange systemic issues in ticket fulfillment emerged 7/16/22
- b. price increases from Bonanza announced
- c. Vendor issues and price increases from Agrekko necessitating purchasing our own equipment 6/10/22
- d. Ticket fulfillment issues at the worst possible moment for leadership 8/5-19
- e. Late WAP release
- f. Reduce person days in these WAPs
- g. Reduced Monday WAPs

•Build Week

It continued to unravel On-playa

- a. needs for leadership to make repeated trips to will-call on ticket issues
- b. needs for leadership to make repeated trips to gate on Vehicle Pass Issues
- c. need for reentry due to degraded parts in storage
- d. need for reentry due to trash runs for degraded materials in storage
- e. windstorm on Tuesday of build destroyed structures requiring more reentry
- f. failure of Petrol to deliver fuel as promised
- g. reduced institutional knowledge present on playa due to not burning for 2 years
- h. reduced institutional knowledge present on playa due to COVID concerns
- i. reduced camaraderie and effectiveness during build due to efforts to not transmit COVID.

• The Burn

- a. failure of Petrol to deliver fuel as promised necessitated leadership drawing trips to Gerlach

• Strike Week

During Strike, we again saw some serious and emergent issues:

- a. strike requires competent leadership, build week over-stressed and over-taxed our leaders such that they were not useful during strike. Fatigued leaders meant inefficient usage of available labor.

- b. We had a higher percentage of virgins in 2022 and they were not as useful for the demands of strike as seasoned burners
- c. BXB policies of no Wednesday buses sucked our available labor pool dry by midday Monday.
- d. Massive windstorms on Wednesday and Thursday hampered strike, taxed remaining workers and created MOOP issues

In the end, half our camps finished their strike on Tuesday
Naked Heart finished Wednesday
Decentral finished Thursday
Contact finished Saturday

• Final MOOPing

8 people were on playa Saturday noon-6pm to MOOP the entirety of our 6.7 acre site. 4 of the MOOPers were fresh, having driven back to the playa just for MOOPing. 100% of the site was raked and line-MOOPed in 2 directions. We found a lot of MOOP that was previously missed, some that was uncovered by the Wednesday and Thursday windstorms and a fair amount left from 2019 or earlier. We found that our site was easily twice as clean as neighboring sites. We even MOOPed 20' beyond our borders just to be certain none was attributed to us. There were no grey water leaks, no vehicle drips. When we left, the only thing remaining on site was our 3 semi-trailers to be picked up by Willy Courtney. Prior to your letter, we were certain that we would have been 100% green.

PLAN FOR THE FUTURE

In the absence of hard information about what MOOP issues were found on our site, we can only project possible MOOP sources and propose remedies to address these sources.

Possible MOOP Sources

1. Collapsed Camp Contact kitchen

What Happened: Wind storm on Tuesday Night of build collapsed and mangled a partially stocked 20' x 40 kitchen structure. Many small items were scattered

Causes: Incomplete and incorrect staking of the partially complete structure made it vulnerable to high winds. Insufficiently seasoned and overworked leadership did not take proper precautions to ensure adequate staking.

2. Collapsed Decentral kitchen

What Happened: Wind storm on Tuesday Night of build collapsed and mangled a partially built kitchen complex constructed of Costco carports. Walls were removed to save carports from destruction allowing small MOOP to be scattered and lost

Causes: Insufficiently seasoned and overworked leadership did not take proper precautions to ensure adequate protection for the structure and its contents. There is some possibility that this structure is not appropriate for the task.

3. Collapsed Camp Contact strike kitchen

What Happened: Wind storm on Wednesday of Strike threatened integrity of this structure. Roof was removed to reduce windage. May have allowed MOOP to be scattered due to wind passing through structure

Causes: The Strike kitchen is an Extreme Duty Easy-up. It is intended for feeding the strike crew in the 2 days between disassembly of the main kitchen and exiting playa. This may be an unworkable strategy in years with windstorms.

4. Collapsed Camp Contact dormitory shade structure

What Happened: Wind storm on Tuesday Night of build collapsed and mangled the structure.

Causes: Insufficiently seasoned and overworked leadership did not take proper precautions to ensure appropriate setup for the structure. Lessons learned here have resulted in an improved protocol for assembly.

5. Rolled dome during Burn

What Happened: A 30' geodesic dome used as a temple space was up-ended and rolled. Dome contained an elaborate altar of many small items. certainly some ended up as MOOP.

Causes: Insufficiently seasoned and overworked leadership did not take proper precautions to ensure appropriate tie-downs were installed.

6. Moop in public spaces from destroyed shade structure

What Happened: Wind storm on Tuesday Night of build shredded and mangled the structure. It was rebuilt and destroyed a second time on Thursday of build. It was was not re-erected. Some possibility that the disintegration of the parachute fabric while flailing may have contributed to MOOP.

Causes: This structure may not be appropriate for winds in excess of 80 mph. Future dis-use or re-design is being considered.

7. Moop under semi trailers

What Happened: Our village utilizes 4 semi trailers as storage. These are delivered and picked up by outside vendors. 3 of these trailers were still on site when we left. The low deck height of the trailers does not allow for adequate mopping underneath them when they are present.

Causes: This is inherent in the design of the trailers. They have never been an issue in the past but due to their design they create eddy currents underneath them and collect MOOP that is blowing past. Some possibility that after removal they left MOOP collections from the many windstorms post burn.

8. Moop from 2019

What Happened: When MOOPing we found numerous instances of MOOP from 2019 or earlier. These include lag screws, batteries, trinkets, carpet, bike parts, mardi gras beads, rope fragments, tent stakes, etc. All was heavily corroded, deeply buried and otherwise obvious that it did not originate in 2022

Causes: This is the first year that this has occurred. We assume that we were sited on a poorly MOOPed section of the playa. We also believe that we found many of these items because we mopped so extensively on Saturday. This is a primary reason why we are surprised that we were flagged as a MOOP problem.

9. Protracted time-line for strike resulted in less MOOPing help at end

What Happened: Insufficiently seasoned and overworked leadership were not able to utilize available labor resources prior to loss of personnel. Diminished work crews were insufficient for needed tasks. Windstorms hampered efforts.

Causes: Insufficiently seasoned and overworked leadership cannot be effective to meet strike deadlines. BXB policies sucked away a needed labor force. Late timelines made strike efforts vulnerable to the Wednesday and Thursday windstorms further demoralizing and exhausting remaining crews. Leadership that needed to make dump runs waited in exodus lines depriving work crews of their leadership.

Possible Moop Sources Summary

The one thread that runs through many of these potential MOOP sources is Insufficiently seasoned and overworked leadership. Indeed, when combined with the high winds, this is the only thing different from 2017-2019 for our village. We feel that there are 3 contributing factors to our leadership issues: COVID, 2 years off and BMP policies.

To understand why this has occurred, it is necessary to understand the types of leadership we utilize in our village. We imagine that much of this is true for other camps of significant size.

TYPES OF LEADERSHIP

We recognize 5 types of leadership contribution:

Theme Camp Organizers (TCO)

High level performers

Good Learners

Strikers

Non-Complainers

- Theme Camp Organizers (TCO)

This is what most people imagine when they think about camp leadership. The person who fills out the placement application, lines up vendors, hands out WAP, etc. This is very true but with a 200 person camp it is far from sufficient on playa.

- High Level Performers

These can have 4 different flavors:

Knowledge Holders: These are our most senior and seasoned members who also happen to be good learners and good leaders. They are the most critical to build and strike. They can work independently with a full support crew to handle large parts of build/strike.

Generally Competent: These can be virgins but they bring applicable aptitudes and skills. They can lead small work crews. Think plumbing.

High Energy: These can be virgins. They are physically strong and enthusiastic. They can direct and motivate small work crews. Think pounding circus tent stakes.

Good at Training: These can be virgins, they are really good at taking people with absolutely no skills and walking them through complex steps to be contributors to the labor pool. Think washing the storage dust off the kitchen dishes or vacuuming carpets.

- Good Learners

These are the folks that are a quick study. You show them once and they get it. That makes up the basis of ad-hoc self directed teams. Think building bike racks or geodesic domes

- Strikers

These are the folks that are committed to stay and strike for no other reason than they know it needs to get done. They are selfless and tireless

- **Non-Complainers**

This is a very passive form of leadership but they are the bedrock of a functional work team. They take whatever direction is given them and they are always happy with the results. I wish every member was like this.

2022 LEADERSHIP BREAKDOWNS

All of our 2022 TCO's were solid and all pre playa admin was handled competently. There were significant issues from BMP around tickets and WAP that overtaxed our Mayor Darrel Duane (Spacious) that made it difficult for him to adequately lead the leaders of his camp (Camp Contact)

High Level Performers

All of the camps suffered from leadership attrition of their High Level performers due to taking 2 years off. We have noticed that there is a Burning Man lifespan. There are very few people who burn for 10 years straight and that is why we have created all our camps to be so welcoming of virgins. Since we didn't burn for 2 years we were not back-filling our leadership roster with new leaders. Retirements hit us hard.

All of the camps suffered from leadership attrition of their High Level performers due to COVID. We had many seasoned leaders choose to not attend last minute due to COVID concerns. They tended to be older and to have more important jobs back home and could not risk coming home sick.

All of the camps suffered from leadership attrition of their High Level performers due to lack of Stewards Tickets. The thing about High Level performers is that they are often prima-donnas. They know their worth and they are high level in all areas of their lives. If they cannot schedule time off work they cannot attend. They are not going to schedule time off if a ticket is uncertain. Additionally you need to contribute 2 tickets to each High Level Performer. They need to be able to bring their partners. Sometimes you get 2 High Level Performers but usually you get 1 High Level Performer and 1 carrot peeler. Limited numbers of Stewards tickets played a key role in having insufficient High Level Performers.

All of the camps suffered from overwork and exhaustion of their High Level performers due to a diminished number of High Level Performers, Diminished WAP, diminished WAP Monday passes, windstorms, extra work due to wind damage, material degradation from storage, insufficient good learners and insufficient non-complainers.

Strikers

Strikers were in short supply for 2 reasons. The first is that strikers are motivated by complex psychology. When they feel that the camp is egalitarian, on-mission, has a worthy mission, that everyone pulled their weight, etc., they will go to the ends of the earth to guarantee that the camp continues to exist. When senior leadership is overburdened and cranky, it can really upset this psychology. Our main concern going into 2022 was that if COVID was rampant that people would seek to get off playa ASAP abandoning strike. That did not happen but the heat and exhausted senior leadership was a major factor in a less than stellar strike crew.

The second factor for good strike leadership is that they have to be able to physically be there. So many of our crew left on BXB Monday and Tuesday because those were the only tickets that they could book. By Tuesday we were down to an exhausted skeleton crew. The sad reality is that the strikers that were able to stay after Tuesday were those who showed up for build... because they had cars. This is wholly inequitable and resulted in VERY exhausted strike crews.

Non-Complainers

Normally this is not even worth mentioning but something happened this year that has never happened before. Every vendor raised their prices and many of them did not announce their price increase until very late in the process. We set our dues in February. By July it was clear that we had moved from being in the black to running a deficit. The only way to balance the books was to add more campers. The quality of the campers last minute was sub-par. They were entitled. They had expectations. They were unable to recognize our core mission. They had no idea what a service camp was. It was our non-complainers who were the salt-of-the-earth bedrock that made it all OK this year. The thing about non-complainers, they are not stupid. They may not come back next year if they perceive that there was inadequate leadership in 2022.

Leadership Peril

Sufficient Leadership has a tipping point and it all begins at the bottom. Every leader has to make a decision to return in the following year. If there are insufficient non-complainers or Good Learners, being a High Level Performer feels like doing drudgery grunt work. If High Level performers are not given enough perks, they may decide to camp elsewhere. We have lost some of our best people to camps who could offer them access to tickets that we could not. Eventually the whole pyramid begins to crumble and it can take years to rebuild it. 2022 was our first ever "off" year and without adequate BMP support in 2023, the following year could be very ugly.

DYNAMICALLY GENERATED LEADERSHIP

This is potentially the most important piece of the leadership puzzle. The best interview for finding future leaders comes from the "Do-ocracy" of being on playa. Those with native ability simply rise to prominence. Many of our best leaders are rank virgins who just decide to give their all and have the chops to back it up. In order for this to occur 3 things must be present:

- a. correct aptitudes
- b correct environment
- c. correct inputs

Aptitudes— If you don't have quality people, you will never get anywhere. Fortunately all the camps in our village are service camps and we don't get many "tourists".

Environment— Build week is the best environment. This is where native needs and natural openings exist. Build week not only builds the physical camp, it also builds the leadership corps that is the life-blood of our camp's continuity. It is the bonding through work and the refining of our playa gift through team effort which establishes the leadership team for the year. When the rest of the camp arrives for the actual Burn, it is the people who were there for build week who set the tone for the entire camp. THIS IS REALLY IMPORTANT: When we do not get sufficient WAPS, our appointed leadership is over-taxed, our dynamic leadership is over-taxed, our dynamic leadership is poorly emerged and the ENTIRE camp suffers because what is telegraphed to each and every new arrival on Sunday of Burn is: "We are tired, we do not have time for you, don't bother us, and 'who are you to just waltz in here and enjoy all that we built'". It is not good.

Inputs— If virgins are not given the opportunity to stretch into leadership, they will never rise to prominence. If they are not modeled on the kinds of leadership that is desired or given an opportunity to express competence they won't rise to prominence. The entire system needs to be built to encourage endogenous leadership.

When all these elements are in place native natural leaders can be identified. When they are encouraged, the camp benefits and they are likely to return. These leaders are the feedstock for the continuity of the camp in future years.

Unfortunately due to the fact that current leaders were overworked, exhausted and over taxed in 2022, we may have done a poor job of identifying our up and coming leadership pool for 2023 and beyond.

PLACEMENT RESOURCES

The Burning Man Project supports placed camps through 4 major avenues

1. Real Estate- an address and a defined plot
2. Playa Events- publicity of interactivity
3. Stewards Tickets- access to tickets for core contributors
4. Work Access Passes- human power to get the offering built

Anahasana Village's history with these resources has been increasingly difficult

Real Estate— . We have always been granted the real estate square footage that we have requested. Thank you. Without that space it would be very difficult to bring our main public interactivity which is 150' wide. This is the main reason that we exist as a village. Our structures do not fit into the squares of typical placement. The village model allows us to dynamically re-apportion space within our plot lines. Thank you.

Playa Events— We understand that the printed Where, What, When is a finite resource and that the nature of our offerings results in many listings. I think it was in 2015 that Anahasana Village may have accounted for 15% of all printed listings in the WWW. We saw the writing on the wall and beginning in 2018 we started printing our own 24 page WWW of just listings in our village. It typically contains about 600 offerings. You can see a pdf of it here:

http://nakedheartcamp.com/files/Anahasana_Village_2022_digital.pdf

Stewards Tickets— Entry tickets have been a difficult issue for us and it has affected the quality of our offerings. In 2022 Stewards Tickets were 44% of total tickets. We were allotted tickets for 26% of our population. We are in contact with many other camps and no other camp has a percentage that is that low. Most camps are in the 40% range with one camp receiving 100%. We will address the ramifications of this deficit in the following section

Work Access Passes— Similar to Stewards Tickets, WAPS have been awarded to our village in ever decreasing percentages of our population. Worse still is the newer policies of issuing passes that have entry dates after Monday. If you calculate "Person Days" (PD) as the sum of the number of passes multiplied by number of days on playa (Monday=5, Tuesday=4... etc.), Our WAP person days in 2022 were 41% of our WAP person days in 2017. Our infrastructure is largely the same today as it was in 2017. This is a major issue and we will address the ramifications of this deficit in a following section.

Our STS/WAP History

Chart 1 WAP/STS by number

Chart 2 WAP by person days

Chart 3 WAP by person days as percentage of population

As you can see, we have been experiencing a steady decline in Placement Resources even as our interactivity and population have increased.

We have been aware of the grave problems posed by this trend and in 2022 we alerted our placer to the issues that we were facing:

Letter sent to our Placers 7/16/2022:

"Hi Bravo, Kozmik Kat, & Strat

Thank you for the clarity on the WAP situation this year. We understand the limitations you are facing. Unfortunately the WAP passes we have been allotted will not allow us to build our offerings.

In 2019 we were awarded 129 passes, this year the total is 110 passes. We had great difficulties with only 129 in 2019 and this year:

we have:

20% more real estate (thank you)

15% more campers

30% more placed camps

20% more infrastructure

20% more interactivity

and much institutional knowledge lost as we have many more of our core campers not returning compared to 2018 /2019 burn cycle. We have many more virgins to each of our camps than we had in 2019.

Also this year we need to account for the possibility that we may have 20% reduced build capacity due to COVID while on playa, not to mention the challenges of remembering how our structures are built.

I realize that it has been a while since Bravo was our placer, and I imagine you remember that we have an immense amount of infrastructure that is built by hand, without any support from DPW and with minimal mechanized assistance. We have public space that we estimate services a daytime interactivity population of nearly 2000 persons AT A TIME!. These passes are vital for building our infrastructure to provide our offerings in safe and shady spaces.

Over the years we have subsisted on yearly reductions in pass quantities by creating a culture of having our builders show up on Monday or Tuesday so we can get maximal use from them...."

THE FOUNDATIONAL IMPORTANCE OF STS AND WAP TO ANAHASANA VILLAGE

As stated previously, the camps in our village are international, specific interest, service camps. We have no geographical centers. The only time we are together is on playa.

At its most basic level, our playa art project is ourselves. The way we approach the fearsome transformational nature of the playa with a wide open heart is our gift. It is incubated during build week and it infects every member as they arrive. Our ability to do that requires that we not be working 16 hour days to erect our infrastructure. Our ability to do that requires that we have a critical mass of members who are capable of generating that open heartedness.

Beyond vibe building, we also offer 600 workshops. These also require an open hearted and well-rested ease in order to lead them well. Often the members who show up for build week are also some of our more potent workshop leaders. In 2022 many were so over-taxed by the needs of build week that they never fully recovered during the Burn. This directly impacted their ability to give the gift of their workshop.

One of the members of our Village this year was the work crew lead on the Temple. That crew also struggled with the weather and a few setbacks. They ended up completing a day late. At the end of her experience, she parked her motorhome in our village and slept for 6 days. That is precisely how all our WAP recipients felt this year. They were unavailable for the vital cultural transmission needed to cohere the 450 strangers that arrived on Sunday and Monday.

All of our camps struggled in 2022 with culture creation during build week. All the human systems of handling work shifts, transmitting camp protocol and maintaining a collegial demeanor during the Burn were struggling and strained. We determined that the primary difference in 2022 was how overtaxed and exhausted the WAP crew were. Prior to 2022 the WAP crew would be the welcome wagon emissaries. They were the ones who knew the drill best and each new arriver would be greeted, welcomed and oriented by someone who had already been there for a few days. That initial meeting is foundational. It sets the tone for all the interactions that follow. Remember we are largely a camp of strangers; there are very few pre-existing in-person connections. What people feel when they first walk into camp is the most important factor for the success of the camp that year.

A major component of culture erosion during the arrival period of Sunday and Monday is resentment. When the WAP crew is overworked, exhausted and taxed, they resent that the new arrivals just breeze in, set up their tent and start enjoying the playa. There is a sense that they haven't "paid their dues". Yet there is no tangible way in which they could pay these dues and no way for the new arrived to truly understand what went into making this paradise in the desert. This fundamentally sets up a 2 tier mentality. It is a very slippery slope towards feeling like a sherpa. There is an existential crisis brewing here as all of our camps in the village have volunteer strike crews. If culture erodes excessively, there could be a mutiny that results in insufficient strike staff. That would be a MOOP disaster of epic proportions. Many of our infrastructure pieces require multiple people to load into trailers., It is impossible with a skeleton crew.

Earlier in this document we identified 6 major elements of a successful LNT paradigm. The first one was "LNT Culture of the general camp population" and we indicated that this was in place and operational. Our concern is that if the trend of WAP PD reductions continues that we will seriously upset the esprit de corps to a degree that even this falls apart. Vital, capable and well-rested leadership is a resource that must be accounted for in the success of a camp. If we lose that sense of camp unity we could face even more difficult MOOP issues than those encountered in 2022.

WAP and STS are 2 legs of a 3 legged stool. Even if we had unlimited WAP, we still need the right personnel. It would be impossible to take a random population of 600 people and build our village. They must have the right skill sets, consciousness, and the ability to take 2-3 weeks off work to be on playa. Some of these are mutually exclusive and it is challenging to fill our rosters. When you throw the

additional impossibility into the mix of having a Burning Man ticket, life as a theme camp organizer starts to feel impossible. That is why having the support of placement to fill out our vital core leadership with access to tickets is what keeps the ship afloat.

STS are also a currency that allows us to recruit and retain our High Level Performers. The relationship between STS and leader retention was covered in the 2022 Leadership Breakdown section but it is worthy of re-iterating here as further reductions in STS could endanger the village in additional ways.

We believe that what we experienced in 2022 was the direct result of insufficient STS in 2019 and 2022. In each of these 2 years about 25% of our seasoned leadership was poached by other camps. We were unable to promise them entry tickets by June when they needed to make decisions and they joined other camps who could. We did eventually have sufficient tickets and if they had sufficient trust all would have worked out but that is not how people work. No one schedules 3 weeks off work and buys plane tickets for an event that provides a ticket 3 days before departure. The needs of high level performers are dramatically different than a sparkle pony who throws a few g-strings in a bag and hitches a ride to the desert.

We have continued concern for 2023 because even if we were granted triple the STS and unlimited WAP, there is a leadership pipeline and we have been unable to fill the pipeline due to deficiencies in 2019 and 2022. We are creative and resourceful and we will make something work, but how we approach a solution has everything to do with how we are supported with STS and WAP going forward.

STATISTICALLY SMALL STS AND WAP PERCENTAGES FOR ANAHASANA VILLAGE

We understand that we are a bit of a whale at Burning Man. We are the largest placed entity in the residential city. We occupy about 290,000 square feet. The next closest are usually AEZ or Kidsville at about 240,000 square feet. We also recognize that we may have one of the highest populations at about 600 members. We understand that it must seem like an insane number of STS and WAP to award to us when you look at the sheer magnitude of the number. We have to assume that is the major reason that we are awarded so few resources by per capita percentage when compared to other camps. But we don't understand why we are being under-supported when viewed through our interactivity.

Anahasana Village occupies about 0.5% of residential BRC

Our population is about 0.75% of Burning Man

We contribute about 8.7% of the listings in the Where, What, When

I am not that good at data regression but that looks like 99.25% of BRC is contributing only 91.3% of the interactivity meaning

$$8.7 / .75 = 11.6$$

$$91.3 / 99.25 = .92$$

$$11.6 / .92 = 12.6$$

Anahasna Village is 12.6 times more gifty and interactive than other camps by population as seen through the lens of WWW offerings.

(I realize that this is a problematic comparison, but even if you take into account all the problems with all the data sources, Anahasana is easily twice as interactive as most any other camp by any metric chosen for comparison).

Additionally, fully half of the interactivity found in BRC is solely for the purpose of placement. People vote with the feet and much of the material on PlayaEvents never attracts any participants. We believe Anahasana Village gets more day time attendance than Center Camp or Distrikt.

Going into 2022 Village leadership had some serious discussions about breaking up the village solely to shine a light on the inequities of STS and WAP awards. The idea was that if all our camps were individually placed as sub 150 member camps, we would receive WAP and STS awards in line with the percentages of other similarly sized camps. When HUBS were introduced we were hopeful that the entire Village concept would be dissolved by the BMP and we would aggregate as a HUB achieving the same result. That has not happened in 2023 and we have submitted an SOI as a village.

We realize that this is a discussion that lies significantly outside the parameters of LNT but it is a base level causative factor and requires some sort of clarity and resolution in order to select a way forward for 2023.

WHERE DO WE GO FROM HERE?

In Strategic posturing there is a tendency to be reactive. There is always a danger of fighting the last war. We have witnessed some unintended consequences propagate from BMP decisions in the past. Although it appears that we are attempting to address a MOOP issue that could be solved with a pledge of "We will do better next time," we know institutionally that this is not true. MOOP issues are simply the canary in the coal mine of some serious systemic distress. Small camps can make small messes but a 600 person entity can really fuck some things up. We take the gravity of this situation very seriously and it is our hope that in presenting you with this document that you can see what we see as well. We do not believe that we are the only camp experiencing these issues although I suspect that we may be the only one capable of putting them comprehensively into a document.

Our intentions are two fold:

1. Develop a five year plan for the foundational strength of Anahasana Village such that no environmental issues or strains on BMP resources are present.
2. Alert multiple departments of BMP of the results of diminished STS and WAP availability. Shine a light on downstream effects of BXB ascendancy. Show the diminished potential for solar conversion of carbon sources due to insufficient HP for deployment. Warn of potential for decreased interactivity in residential BRC due to cultural erosion.

LNT PLANS

Based upon all the dynamics present in this white paper and the stated desires above, we have prepared 3 options presented below. We feel confident that each option will be equally successful in reducing environmental impacts to zero. The difference in each option is the amount of placement resource support that we receive. We need to strategize to choose and implement each of these options beginning March 1st. The problem is that WAP numbers are not announced until much later. We need firm commitments from Placement earlier than that and it would be immensely helpful if we could get a 5 year commitment of resource levels so that we can invest appropriately.

Option A

This is our preferred option. It involves receiving more resources from placement but still less than the average of similarly sized camps and less than an equitable distribution across all of BRC. Specifically, we would need:

286 Stewards Tickets (143 vouchers)

120 Monday WAP
50 Tuesday WAP
50 Wednesday WAP
60 Thursday WAP
40 Friday WAP
320 total WAP

This level of support would allow us to continue doing what we did in 2019. It would also allow us to make significant progress towards meeting BMP's 2030 Carbon Negativity goals. Additionally we would:

- Not add any additional infrastructure without adequate WAP support
- Replace Camp Contact kitchen
- Rearrange leadership roles to unburden top level leadership of tasks that occur 7/15-8/21
- Reduce reliance on BMP Petrol

Option B

If we get the same percentages of STS and WAP as in 2022 we will need to make some cuts to our infrastructure and offerings. We would:

- Divorce some of our smaller camps
- Trim interactivity offerings by about 20%
- Raise dues approximately 40%
- Reduce the complexity of the offerings
- Intensify usage of existing structures
- Replace Camp Contact kitchen
- Rearrange leadership roles to unburden top level leadership of tasks that occur 7/15-8/21
- Reduce reliance on BMP Petrol
- Offer fewer "amenities" such as the public steam bath
- Fewer In/Outs- Hire a roll-off for trash, pay to have equipment trailers delivered
- Out-source power- consider renting again if we have no diesel tech
- Add motorhomes
- Buy FOMO tix to retain leadership
- Abandon solar plans
- Reduce percentage of BXB participation by 20%

Option C

If we get reduced percentages of STS and WAP from 2022 levels we need to make some serious shifts in camp philosophy and execution. This scenario starts to look dangerously like a plug and play camp with hired professionals such as teams who are OSS providers of assembled shade structures. We would:

- Divorce all of our smaller camps
- Trim interactivity offerings by about 30%
- Retire wooden dance floor

- Raise dues approximately 250%
- Reduce the complexity of the offerings
- Intensify usage of existing structures
- Out-source all structure erection and ownership
- Rearrange leadership roles to unburden top level leadership of tasks that occur 7/15-8/21
- Reduce reliance on BMP Petrol
- Offer fewer "amenities" such as the public steam bath
- No In/Outs- Hire a roll-off for trash, pay to have equipment trailers delivered, everything out-sourced
- Out-source power
- Add many more motorhomes
- Buy FOMO tix to retain leadership
- Abandon solar plans
- Switch from Bonanza to frozen foods
- Reduce percentage of BXB participation by 40%

Note on out-sourcing: We have shied away from out-sourcing in the past because it is expensive and unreliable. Many camps had nightmares with Agrekko in 2022. They dramatically raised prices. They delivered units late. They delivered units that were 1/2 the size of contracted units. They shorted distribution materials lists. Don't get me started on Petrol nightmares. Inconsistencies such as these can create issues comparable to the placement resources issues that we are addressing in this document. We really do not want to go down this path. It is not good for us and it is not good for Burning Man. Our desire is to be radically self reliant and fully in control of our destiny. At some point diminished placement resources will afford us no better options.

Conclusion

We look forward to having a Zoom meeting with the stakeholders to determine which path we will mutually determine for Anahasana Village.

CODA

There were a number of issues that we identified where BMP policies have created additional work loads for our camp leadership. We only dwelt on the primary issues that had a direct and quantifiable impact on Anahasana Village in 2022. There are other issues and additional changes that BMP could make that would give greater ease to theme camps. We present this information for your further review. Not all of these issues affected Anahasana Village but definitely affected camps with which we are associated. Many of them had a direct and correlatable effect on LNT.

1. STS after Main sale

When the STS sale is so early in the timeline, it can be difficult for a camp to finalize their leadership team in time for the sale. The result is that camp veterans buy the tickets and then transfer to the finalized leadership team. Ticket transfers are very taxing on top level camp leadership. Every exchange is coordinated, arranged and monitored to be sure that tickets get to where they are needed. It easily consumes 40 hours for a 150 person camp. It is especially egregious when tickets are mailed late or incorrectly because it is top level leadership which needs to correct the inevitable messes. When this

occurs in the 3 weeks prior to the Burn it displaces other high priority leadership inputs. Whenever the buyer of the ticket is the ultimate user of the ticket much leadership energy is conserved.

2. Two Ticket Rule

This is similar to the prior issue. By default whenever 1 person buys 2 tickets there will be a transfer. I imagine that in many cases that transfer will be a physical transfer to a travel partner. In our experience that occurs in about 20% of our ticket purchases. The other 80% are to a stranger. In our camp all tickets are exchanged internally in a clearinghouse that prioritizes transfers according to camp need (leadership is highest priority) or by chronology of when a camper pays dues. This necessitates leadership involvement.

Additionally, whenever there is a transfer there is a monetary exchange. Typically this is done electronically. The price of tickets has now escalated to the level that the price of one ticket now triggers a transaction that is reportable to the IRS on a 1099-K. Now when we ask someone to buy a STS ticket pair and hold a ticket for the camp, we are also sentencing them to filing a 1040 long form and schedule C. If they take this to HR block for filing, they are incurring an additional \$100 preparation expense.

Not every appointed STS buyer is competent. We bird dog our buyer's performance in the Stewards Sale but sometimes there is miscommunication or life emergencies that result in a sale not being transacted and a voucher lost. It is especially infuriating when 2 tickets are lost in these circumstances instead of just one.

3. Earlier Ticket Distribution

For a TCO, every hour from August 1 to the beginning of the Burn is sacred and sacrosanct. Waste as much time prior to that date as you want, but after that date it is show time and every moment that we can spend working on logistics, team building, coordinating and the actual work of getting stuff on trucks is 20 times more valuable than an equivalent moment in July.

The Ticket Transfer Tool had great promise and we think that it has potential. Unfortunately in 2022 there was a systemic issue with ticket fulfillment where physical tickets were incorrectly sent to the original owners of tickets who had transferred them using the tool. This required an enormous amount of TCO input and energy in the week prior to Build week. Trying to deal with this issue while driving cross country was extremely difficult and time consuming. If tickets could have been sent out completely by mid July we could have figured everything out by August 1.

4. Accurate digital ticket exchange

This is the same issue as #3 above. The Ticket Transfer Tool was great. The fulfillment process used incorrect data files and sent tickets to the wrong people. We alerted BMP to this issue 7/16/22 and were largely ignored. There needs to be some way for Black Swan systemic issues to be alerted and addressed. We can provide a lot more documentation and input on this one if you desire. There is a significant document trail.

5. Arbitrary switches from physical to will-call

Due to issues 3 and 4 above, there was an involuntary switch of physical tickets to will-call tickets in the last couple of weeks prior to the Burn. This meant that 3/4 of our Monday WAP crew had to wait in will-call lines instead of building with us. This deprived us of about 240 person hours of build effort. It had a direct effect on how well we were able to handle the Tuesday night windstorm.

We have every one of our members request a physical ticket for just this reason. The only members who have will-call tickets are our Ticket Assist ticket recipients.

6. Unannounced closure of digital transfers

We did not experience this but other camps did. They had will-call tickets that they needed to transfer using the Ticket Transfer Tool during build week. At some point this option was closed. This necessitated the TCO making a trip to will-call to pull tickets from one person's name and re-enter them in another's name. I believe that due to the names on some of the tickets that this was not possible as the person was physically not there. Those tickets were lost and important camp leads were denied entry due to the stranded tickets.

It is very important that the deadlines for using the TTT are published and honored.

7. Earlier WAP announcements

As stated in the entirety of this document, Theme Camps exist and flourish on the basis of WAPs. It is very disruptive to plan on for an entire year on the predication of a certain level of WAP support and to then have that be dramatically reduced in mid July. Ideally we would know what this number would be in mid May so that we can plan our offerings for inclusion in the Where, What, When when PlayaEvents opens June 15th.

8. Earlier WAP Distribution

This is related to #3 above. The time between 8/1 and Build week is so vitally important that it is difficult to squeeze WAP distribution into this time period. It would be best for our needs if WAP were distributed July 15th.

From the perspective of our members it is impossible to make rideshare arrangements unless you know that every rider in a vehicle has a WAP. Since there are no build week BXB, all WAP holders are arranging private transport to the playa. This involves identifying car owners, making air travel bookings, arranging airport pick up etc. This is very dollar costly and time costly when done last minute. There have been enough SNAFU's around WAP in the past that many of our members are gun-shy about making these arrangements until they have WAP in hand.

9. Changes to Burner Bus policies

BXB plays a huge role in the camps of our village. We believe that 90% of our members utilize the service. The nature of the service requires an outbound booking to be made at the same time as the inbound booking. Often it is the later Tuesday outbound bookings that fill first. This has necessitated that some of our most dedicated strike crew members leave camp early on Monday to meet their booking time. They have then waited in line at the BXB station for 16 hours while a space is found for them on a bus. That is 16 person hours that could have been spent Striking and MOOPing.

Our camp would be best served if there were Wednesday or Thursday BXB. Even if they were not bookable, just knowing that they exist so that we could hold on to workers in times of need.

The trash bags handed to BXB riders are insufficient for their needs. Every one of our BXB riders uses the trash bags handed to them and still we find ourselves hauling out massive amounts of trash generated by their participation. That is because BXB riders are supported by camps. Very few BXB riders carry in all they need for their entire time on playa. This support generates trash. If the trash bags provided were 3 times their current size they would begin to come close to covering each rider's needs.

10. Saturday Charter Buses

When our camp members make their BXB reservations they are always aiming for Saturday arrival. Due to limited WAP, they see Saturday arrival as an opportunity to help with the final push of build and to begin the vital acculturation and team building process.

The problem is that these bookings are the first to sell out. We have not inquired but we are curious if privately chartered buses are available for Saturday entry without WAP.

11. Bike Rentals

This issue is emblematic for us of the downstream effect of Placement policies.

In the past there were a couple of camps who rented bikes in BRC. They jumped through all the proper hoops and loops. They had BLM permits, they had OSS, they accepted no funds on playa, etc. Yet they were threatened with denied placement. I understand your position. I understand why you did what you did and the reasons for doing so.

What I don't understand is why it was done so hastily with little regard for downstream effects. It is my understanding that the impact of riders transporting bikes on BXB this year was huge. Now this is indeed not my monkey and not my circus but I do know that our members had a very difficult time obtaining and disposing of the bikes that they did put on the BXB. 90% of our members are air travelers and the only cost effective way of obtaining a bike is to order one to be delivered to Walmart. Uber to Walmart to pick it up. Put it on the BXB at the airport. I have no idea what happened to those bikes on the return leg.

I also know that a massive amount of the cardboard our camp needed to dispose of this year was bike boxes.

12. Better Petrol performance

We requested daily petrol refueling. We were fueled on:

08/29/2022 04:27 PM

09/04/2022 04:29 PM

There is a big difference between 11 fueling days and 2. Fortunately we had a truck-mounted transfer tank and were able to do some re-entries to keep our refrigerators cooling. This was a huge source of frustration and a drain on leadership resources.

If we had known that we were going to have these problems we would have requested a fuel card so that we could have filled our transfer tank at the Hell station instead of running to Brunos. Based upon stated policies, I am not even sure if Hell station would fill a transfer tank on a non-art car.

Between biking all over the city looking for a fuel truck and going to Bruno's for diesel I bet we wasted about 40 leadership hours. After bleeding injectors for the second time our generator guy said "Fuck this shit." I don't think he is coming back next year.

13. Alternate fuel purveyors

When Petrol first began we had a long-standing relationship with Sierra Fuels. They provided flawless service. When Petrol began in 2017 it seemed that all other fuel providers were excluded. In the Petrol letter titled "PETROL Service Announcement (PSA) #3" sent Aug 16, 2019 it said:

"Why aren't there outside vendors for fuel?"

There are not many groups who have interest in delivering fuel at Burning Man. It is a time consuming activity and not very profitable when you compare it with simply delivering a whole truck load of fuel to a single location, as opposed to moving slowly around a city where you have to search for hidden generators. We are working with the two groups we found who are interested in remaining involved with this event, one as a bulk fuel supplier, and another who supplies the trucks and drivers we work with for delivering to theme camps. Both of these companies have developed personal ties to the community which is why they continue to work with us."

It seems to me that the BMP might have more companies willing to work with them if they had not severed ties so dramatically, abruptly and universally back in 2017. If nothing else, this is emblematic of the BMP biting off more than it can chew and making a mess of it.

14. Steady increase of OSS provider pricing

We try to be as self-reliant as possible but there are some things that we just cannot provide easily. These are:

water
greywater services
fresh produce
diesel
power

Until 2019 these were all easily and reliably outsourced. In 2019 Agrekko dramatically raised prices with very little notice. They did so again in 2022. In 2022 all of our other vendors egregiously raised prices claiming increased fuel costs:

water: up 80%
greywater services: up 35%
fresh produce: up 77%
diesel: up 80%

Many of these increases were announced too late in the membership cycle to accommodate with a dues increase. Budgets were broken throughout BRC and many TCO's were left holding the bag.

When speaking to some of these vendors, they claimed that a big reason for the increases were OSS fees as well as uncertainty from the BMP and the risk that engendered. We don't have any experience being an OSS provider but it seems that the BMP is in a position to help here.

15. Earth Guardians

We understand that the Earth Guardian Project is a volunteer corps empaneled to protect the sanctity of the playa from the ravages of the event. Initially it seemed that they were tasked with safeguarding the hot springs. Increasingly they seem to be cruising through camps to monitor eminent MOOP and fuel spill issues. Our encounters with them in the past have been productive and cordial. Our experiences in 2022 were something entirely different.

In 2022 we were visited on Tuesday of Build. I suspect we were visited because we were one of the few camps that had some large structures built that early and we stood out. They notified us of the inadequacy of some structures that were only partially built. "Thanks, we know that." The next day they

returned with more commentary. We complied. Thursday, the same thing. More commentary about more parts of our build that were not yet complete. By Friday they were starting to make requests for changes to our infrastructure that are not required, of questionable efficacy and appeared to be a part of a power trip. In all cases every request was implemented. Yet even this was not enough. Finally the Earth Guardian said "Fine. We will just let the BLM take care of this. They will shut down your kitchen!!!" When the BLM arrived they said "Good job. I wish more camps were as put together as this one."

This one Earth Guardian cost us so much leadership input and so much running around it created headaches that did not need to be present. How are these guardians trained? What check list are they working from? They appeared to be enforcing policies that we were not made aware of pre-event. Greater clarity is needed here.

16. In/Out Lane for theme camps

Our village has storage trailers that are kept in Gerlach. It is necessary that after our tow vehicles drop a trailer on Monday to make a re-entry to get our other trailers. When that occurred at about noon on Monday the wait in line was about 3 hours.

Due to the Tuesday night windstorm we needed to make a trip to Home Depot to get replacement parts on Wednesday. The re-entry wait in line was 4 hours

Due to 2 years of storage some of our materials had degraded and needed to be disposed of. We made a dump run on Thursday. The re-entry wait in line was 6 hours

We made a combined dump, fuel, material run on Saturday. The re-entry wait in line was 7 hours.

We made a fuel run on Monday. The re-entry wait in line was 9 hours.

We made other fuel runs but I do not have the data on the line waits.

In total about 50 person hours were spent just waiting in line. That ignores the time to Reno, etc. This is very valuable leader time because we do not let just anyone drive our trucks. The time these leaders spent in line would have been better spent helping acculturate arriving campers or something.

What is the possibility of a re-entry lane like the BXB lane that is only for people with re-entry passes?

17. Require OSS providers to help with some Issues

We receive fresh produce for our kitchen through Bonanza deliveries. These items always come in cardboard cartons. This creates a significant amount of cardboard that we must dispose of. In the past Bonanza would pick up the cardboard from their previous delivery and take it back to their warehouse for compaction and recycling. Win-Win. They discontinued that policy in 2022 necessitating that we burn the cardboard in our burn barrel. That is not optimal from a resource utilization, carbon emissions or LNT standpoint.

We are curious if Bonanza removes the cardboard generated by the BMP kitchen. Is it possible to require them to remove cardboard as a part of their OSS permit? Is it possible to park a compactor at DPW for the entire city to use such that Bonanza loads up with bales before they exit the playa each delivery day?

18. Incentivize Camps such as IDEATE and their Compost project

We make use of the Compost project for about 50% of our wet garbage. It is a beautiful idea that is skillfully executed. Is it possible for the BMP to recognize and incentivize other similar projects for the efficient provision of needs experienced by most all theme camps?