



ELEMENT 11 ASCENSION 2012

Festival Afterburner Report

Created by the Vice Chair of the Element 11 Board of Directors

November 2012

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*The Mission of Element 11
is to ignite a community
of creativity and self-expression*

*This Document was created by the
Vice Chair of the Element 11 Board of Directors
on behalf of the 2012 Element 11 Board of Directors*

2012 Element 11 Board of Directors

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This report offers commentary, with details, from groups within the Element 11, aka Utah Burn Community. It is broken down into several sections and offers insights and opportunities for improvement in nearly every aspect of the Element 11 Festival, the development of Element 11 Board of Directors, and general involvement and evolution of the Element 11 Community. It also offers opinions and facts that present ideas and opportunities for sustainability and improvement in how we produce our mission.

In addition, we have awarded 21 individuals with the Elemental Star Award, which is a cash reimbursement of part of their festival ticket and an official “thank you.” This annual award is given to individuals who exemplify the volunteer spirit that drives and maintains everything our Element 11 Community does. Everything that happens with Element 11, happens because of the efforts of volunteers.

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BOARD OF DIRECTORS 2012 OPERATIONS SUMMARY

The following is a summary of outcomes for the first year of operational goals set by the Element 11 Board of Directors. Plus column outlines accomplishments and minus outlines shortcomings.

New Function or Goal for 2012	Plus (going well)	Minus (would like to change)
Element 11 BOD	<ul style="list-style-type: none"> Rocking it and loving it! Hard working New 	<ul style="list-style-type: none"> They're taxed They're taxed Too much time spent doing this work
Element 11 Mission	<ul style="list-style-type: none"> Success so far, with more opportunity 	<ul style="list-style-type: none"> Not 100% of the community gets it
Fundraising	<ul style="list-style-type: none"> Successful Meeting their goals More culture events 	<ul style="list-style-type: none"> Not 100% integrated Needs more energy and structure
Volunteer Vitalization Department	<ul style="list-style-type: none"> Amazing change of culture, transformation Cohesive Vitalization Event 	<ul style="list-style-type: none"> Database needs improving and additional features Requires personal commitment/no manager expectation training
Elemental Rainmakers	<ul style="list-style-type: none"> Indispensible Group with trust and integrity 	<ul style="list-style-type: none"> Commitment of volunteers was inadequate No printed ticket
Communication Department	<ul style="list-style-type: none"> Web and www improved Excellent team formed Huge potential 	<ul style="list-style-type: none"> Still lots to do Needs more resources and structure
Arts Department	<ul style="list-style-type: none"> \$9,000+ in grants Best ever process for getting grants Flexibility with resources 	<ul style="list-style-type: none"> Communication could be improved Fire show issues Some work not delegated
Allies (Events) Committee	<ul style="list-style-type: none"> Camp layout Theme camp support Communication with other committees 	<ul style="list-style-type: none"> Stage was too far away Not enough volunteer help Gate was not well aligned
Elemental Public Works	<ul style="list-style-type: none"> Next level of organization and coordination Center camp 	<ul style="list-style-type: none"> Center camp Too many people/too large of scope Need training ahead and more people
Communication (Goal)	<ul style="list-style-type: none"> Department formed Repurposed website under development Document repository 	<ul style="list-style-type: none"> Incomplete work; more needs to be done Better document repository needed
Financial Stability (Goal)	<ul style="list-style-type: none"> Implemented Huge improvement in money management Transparency on all finances 	<ul style="list-style-type: none"> State filing to be done More help needed Tax uncertainty (IRS)
Organizational Goals and Structure (Goal)	<ul style="list-style-type: none"> Communication and departments have been implemented 	<ul style="list-style-type: none"> Not everything is documented yet Need to refine organizational structure

		<ul style="list-style-type: none"> • Need more empowered leaders • Need training
Produce E11 Festival with Excellence (Goal)	<ul style="list-style-type: none"> • E11 2012 best ever! • Huge list of ideas for improvement for 2013 	<ul style="list-style-type: none"> • Too taxing on key people • Need contingency plans
Arts Mission (Goal)	<ul style="list-style-type: none"> • Three times more grant than ever before • People are aware of the arts grants 	<ul style="list-style-type: none"> • None listed
Document Repository (Goal)	<ul style="list-style-type: none"> • Google is implemented 	<ul style="list-style-type: none"> • Doesn't meet our needs • Not used consistently
Website (Goal)	<ul style="list-style-type: none"> • Better location • Functional (improved) • Good team working on 2.0 design 	<ul style="list-style-type: none"> • Issues with UI design • Could be more artsy
Insurance, Financials, and Budget (Goal)	<ul style="list-style-type: none"> • Accounts and tracking implemented • Financial control • Flexibility for growth 	<ul style="list-style-type: none"> • Training • People need to learn how to create & use a budget
Committee Charters (Goal)	<ul style="list-style-type: none"> • Huge shift in organization 	<ul style="list-style-type: none"> • Not following processes • Charters need to be updated • Committees need more volunteers
Reports and Measures (Goal)	<ul style="list-style-type: none"> • Quarterly BOD meetings • Budget • Retrospectives and Afterburner reports 	<ul style="list-style-type: none"> • Need more measurements • Need better documentation • Reaffirm and respect deadlines
Community Meetings (Goal)	<ul style="list-style-type: none"> • Implemented • Good participation • Focused 	<ul style="list-style-type: none"> • Could be broader • Technology to disperse • More leaders promoting
Project List (Goal)	<ul style="list-style-type: none"> • No projects were requested 	<ul style="list-style-type: none"> • Needs to be organized and enforced for 2013
Documenting Processes (Goal)	<ul style="list-style-type: none"> • Good start 	<ul style="list-style-type: none"> • More work to be done • More training needed for Committee Chairs on doc creation • Need to refine what we have already done
Job Descriptions (Goal)	<ul style="list-style-type: none"> • BOD and Committee Chairs 	<ul style="list-style-type: none"> • Need Department Leads

Potential Goals:

- More predetermined and written procedures (action plans, communication trees, shift schedules)
- Stick to the plan unless it's really critical to change it (have a change plan agree upon too)

2012 ELEMENTAL STAR AWARD RECIPIENTS

There are a few among us that deserve extra recognition...

Unlike the BOD, these leaders within our community are out of the limelight, but in actuality they are the fundamental reason we were able to produce the festival. These people are the DOers of our do-ocracy. Their ongoing, consistent support, and their willingness to take charge, take responsibility, take ownership, and actually *lead*, enable our community to do more. They're the true heroes of our festival. Not because of one action but because of their *ongoing* actions. In fact, most of them have put in literally hundreds of hours of volunteer service and they're providing the critical work that will make our festival and community sustainable. So give them appreciation, acknowledge their service and contributions, and give thanks! Because we couldn't have done it without them!!

Thank you 2012 Elemental Stars!

2012 Elemental Star Award Recipients (alphabetical order)

- **Aimee Gypsy** took our pre-burn Fire Conclave show to a new level this year and coordinated dozens of different performers throughout the spring to achieve it. Many hours of planning and rehearsal are required for the tough job of Conclave Director, including a lot of extra work to help individual fire performers get to the festival. In addition, Gypsy was deeply involved in our ticket sales effort, both for the large conclave group, but also supporting in person ticket sales. She worked shifts at the gate during the festival and after the festival did a lot of extra work to get volunteer rebates to the right volunteer. Her active support for the festival and the fire community stretched over six months.
- **Allen Hovey (Ranger Poundcake)** is competent, consistent, persistent, and incredibly generous with his knowledge in many support service areas, including nursing, Black Rock Rangers, and emergency communications. Allen established our Emergency Communications function this year, and provided E11 with critical communication support in the form of hand radios (and bacon) used by the EMS teams. He also worked shifts to support the MedTent and as a Ranger. With his wicked funny and strange sense of humor, he's one of the best examples of why it is always far better to be competent and skillful, but NOT "normal."
- **Bobby Gittens** is the mastermind behind our epic main effigy burns each year, and this year was no different. He's organized a crew of solid and talented structural artists that make our effigies interactive as well as beautiful. In addition, Bobby volunteers as one of our Burning Man Regional Contacts and is involved in most every major project we had in 2012, including the Burning Man Core project. He was actively involved in the process to form the Board of Directors and continues to volunteer regularly for whatever needs to happen.
- **Brandon Peterson** was a first-time E11 participant when he showed up at the first Board meeting last winter. But since then, Brandon has been volunteering all over the place, working continually from the early spring on through the festival and then with Core. In addition to always having a smile and some sort of encouragement, he accepted huge amounts of responsibility. Through his drive, vision, charm, and motivation he was able to contribute and achieve surprising things. For example, only a week after seeing initial plans for the lamp posts, Brandon had collected (funded) the materials and built the first of this year's new lamp posts. And then, when it became apparent that there were no funds to make 11 of them, Brandon suggested an impromptu fundraising plan and made it happen. The addition of the

Lampposts was noticed, and literally would not have happened without Brandon. And there are other stories like this about Brandon—from early planning to clean up. In fact, EPW literally could not have done it without him.

- **Breeze Hannaford** played several important roles in supporting our festival. She dedicated many hours working with the Conclave to ensure our fire show as amazing, including the hours of pre-work for the music and sound recordings. As a certified social worker, Breeze also volunteered as an on call counselor for the Med Tent EMS team, and was called in during the festival to help with difficult situations. She stayed an extra day after the festival to help with clean-up and pose as a Burning Angel, personally delivering cold drinks and watermelon to hot and weary cleanup volunteers.
- **Cathi Kennedy** was one of the key coordinators in making the *What Where When Guide* so beautiful this year. After volunteering at Playa Info in BRC she decided that our festival needed its own Playa Info in Center Camp. Overcoming initial reticence about coordinating volunteers and heading a department, she took to the role like a fish to water. She and her husband John designed and built the Playa Info boards (sturdy enough to withstand Friday's storm) as well as the stocks for the Greeter Station. Furthermore, her dedication was exemplified by not allowing a broken leg to slow her down leading up to the festival. Despite having to leave E11 early because she couldn't walk around in the mud, she and John returned on Sunday to help with clean up. Her diverse contributions, participation throughout the whole process, willingness to push her own boundaries and overcome obstacles make her deserving of this recognition. Brava!
- **Flam Inko Pink** is another newcomer to our Utah community, but arrived from L.A. burn scene ready to get involved. His metalworking skills were applied to our new Lampposts; he cut out nearly 100 metal pieces and then welded them to create the flame effects that top them. He also worked out the logistics on the project and did the final assembly the lampposts on site prior to the festival. But his willingness to lend a hand wasn't limited to that, and he was seen all over the festival building, cleaning, lifting, or in other words *contributing*... He has a beautiful compassion and charm and has already been identified as a passionate man of his word. This was not his first burn event, but he definitely a contender for E11 Rookie of the Year!
- **Hilla Lynne** stepped up and took leadership of the Gate and ingress. Always happy to take on tasks and follow through, she practically *moved out* to SeaBase a couple days before the festival to oversee early entry at the Gate. Her involvement continued during the festival as well by working numerous back-to-back Gate shifts, coordinating and training Gate volunteers, warmly welcoming participants while courteously searching vehicles, and acting as a point of contact with George and Linda. Her tireless efforts before, during, and after the festival make her an excellent example of participation in this community.
- **John Mendenhall** is the reason we had our largest and most organized Ranger group ever in 2012! And due to our increased numbers of festival participants, the Rangers were busy. John was committed to developing and organizing the E11 Rangers, and his gentle mannered leadership is inspiring. Maybe one of the best indications of what a great job he did was how many of the rangers want to come back *next* year, and bring their friends with them (even Rangers from outside Utah). His combination of years of situational experience and protocol, even-keeled demeanor, and astounding ability to “ride the edge of chaos” gave our festival the gift of calm and safety amid the mayhem.
- **Joseph Russo** is a legacy member of our Effigy build crew, returning for his sixth year. His skill in construction has been the reason we are able to have amazing, interactive (i.e. structurally sound) effigies. He's also a core contributor to the Juggao Bar, which opened its bottles to support our volunteer Appreciation party this year.
- **JP Bernier (Ranger 8-Ball)** exemplifies the ideal of seeing something that needs to be done and jumping in to do it instead of expecting others to. For example, he thought that it would be good to have some sort of first aid station available for events such as the Volunteer Vitalization Event and the Burners in the

Park, so he just *did* it—and the “MedTent” became a much-appreciated fixture at those events. His First Aid workshop at the Volunteer Vitalization Event won the day for effective use of (gory) hands-on demo’s and helped set the vision for 2013 training potential. Throughout the year he was constantly two steps ahead in figuring out what the EMS department should be doing, and how (i.e. real world best practices) we should do it, and he worked well with the BoD to ensure the important things *actually happened*. In 2012 the MedTent saw more incidents and visits than in any previous years and we were able to respond effectively, calmly, and professionally, thanks in huge part to JP’s efforts.

- **Kari Larsen** stepped forward and asked to lead our communication department. With her leadership, the Department of Elemental Awareness (DEA) not only produced the most amazing festival brochure ever, they are also deep in the process of redesigning our website and greatly upgrading our communication potential. She’s an excellent example of a visionary, as well as a team and community builder.
- **Lala West** is the reason we have Burning Angels. Her big heart and angelic service supporting volunteers through cooking meals, bringing relief and treats to the weary, and making our volunteers feel appreciated is helping to change the volunteer culture of our E11 community, one pink Angel wagon stop at a time. Lala isn’t only making being a Volunteer *look cool*, she’s making our volunteers want to come back because they feel so valued and pampered.
- **Marwan Nahlé** shows up ready to help, despite only being a part-time member of our community. He was involved in the Vitalization early in the year, and showed up to the E11 Festival with an offer to help. He worked the Gate during the first two days of the festival, where he not only checked your trunk with a warm smile, but also trained new volunteers coming on shift to ensure the process went smoothly. He often stopped by to ensure things were going well even though he wasn’t on shift. He also helped with the Lamppost project as one of the artists who decorated it and played a DJ set on the main stage. His willingness to jump in wherever the help and take on responsibility is exemplary.
- **Matt Hogue** has been a critical part of the Effigy build team, providing essential transportation and hands on help whenever asked. He went above and beyond for the Effigy and Core projects, donating materials, time, and cash to the projects. Even when he wasn’t there working (perhaps because he was rehearsing for the Fire Conclave), he often left his truck and or trailer behind to do the heavy lifting. He has contributed to E11 fundraising efforts and is a prime example of generous, *hands-on* support of our community.
- **Natalie Waite** was one of the very first people to get involved and get her hands dirty and one of the last to leave after the festival. She didn’t just settle for one job, but pitched in to many of our departments, committees, and events! And she gave some serious blood, sweat, and tears to make this festival happen, especially with Greeters and volunteer support through the Burning Angels. But even when totally exhausted, she’s still got a huge smile and a positive vibe. Oh! And did we mention E11 Ascension 2012 was her very first burn festival?
- **Nicholas Poselli** has been essential to the Effigy build for years and this year was no exception. He is an amazing timber framer and through his employment enabled access to the crane that lifted Center Camp and placed the man and DNA spiral a top the Main Effigy. When Bobby was injured in an auto accident, Nicholas stepped in to ensure the project stayed on schedule without needing a lot of coaching or explanation. This year’s amazing effigy came to life in big part because of Nicholas.
- **Phil Oleson** is there for everything, every time! No exaggeration! He’s down to help with everything and does—from the website to our major build projects. Phil was the critical link in enabling online ticket sales and moving our website to a new web server. Helped with labor on all our major projects. He’s actively involved in several departments. And on top of that, he’s often the first to answer when there is a call for a volunteer. As an example, just hours into the festival and just getting off duty from a shift, Phil volunteered to *leave the festival* on Thursday evening for 8 hours to ensure the Center Camp had lights.

Phil is usually chilling behind the scenes (little do we know that tickets@element11.org goes to his inbox, and so does our Web Admin mail), but his contribution to this year's Element 11 Festival was epic! Phil exemplifies the Element 11 Volunteer—perhaps even nearing Volunteer Poster Child celebrity status!

- **Scott Jensen** provided important support both in Placement and with Center Camp and has been an essential part of the first year of the EPW Committee. He provides necessary hard labor to build and clean up Center Camp and city layout and theme camp placement. In addition, he's been a critical back-up on many fronts to EPW Director Chris Cline, supporting her huge responsibility over the EPW, including committee meetings and projects, idea sessions, and finding workable solutions to problems. Scott's contributions to EPW this year are a huge reason we were able to step it up to such an amazing degree.
- **Trent Toler** was part of the "early-early" crew that mapped the festival layout at Seabase in April, which allowed us to produce this year's layout, street design, and map. But he didn't stop there, volunteering to do the even more challenging part of actually placing the camp markers on the ground and then getting arriving people to the right spots. Once the festival opened, Trent reported to the Box Office and Gate and helped out there every day. Trent may just deserve a double star, one for Placement and one for Box Office.
- **Tyler Gittins** is a legacy member of our Effigy build crew, returning for his sixth year. Tyler has earned the award for Absolutely Priceless Consistency. When dealing with volunteers, people like Tyler, who show on time, every time really stand out. And to sweeten the pot, Tyler builds and donates to the now famous Jugallo bar, which supported our volunteer after party this year.

BOARD OF DIRECTORS E11 FESTIVAL 2012 LESSONS LEARNED

The Element 11 Board of Directors met on August 5, 2012 to review the festival. The following notes we made:

ELEMENT 11 FESTIVAL	
Went Well	Went Not So Well
<ul style="list-style-type: none"> • Good number of volunteers • Sell out event • Organized • There was more art • Seabase & Grantsville relationships • Port-a-potties • Gate/box office • Rangers/Med Tent • Lighting • Layout • Effigy • Center Camp • Theme Camps • Sound policy • More new burners and old timers • Positive press (local newspapers) • Low yahoo factor • Burning Angels • Burns • Fire show • Seen as the tip of the iceberg • Change in volunteer culture • Seabase was closed • George = Playa prick • Seabase paid on time (early) • Organizational integrity • MOOP and full clean up done in a week • Viking Ship legacy • Overachieving BOD 	<ul style="list-style-type: none"> • Organizational breakdown between departments • Sunday night partiers • Storm (weather) • Seabase early/late camping (50 laminates) • Overworked volunteers • Production provision • Rebates for volunteers • Gate hours • People trying to get in free • Follow-thru with volunteer commitments • Lack of leadership • Setup organization <ul style="list-style-type: none"> ○ Generator ○ Mag arches ○ Supplies ○ Scheduling ○ Volunteers ○ Equipment • Scope creep • Not enough time scheduled to do the work • Too on too much work • Underestimating workload • BOD communication (chain of command) • Not enough rangers and medical help • Critical path (no master schedule) • No support during event • No production teams • No contingency plan • Center camp wasn't in the center • Center camp schedule breakdown • People afraid to take ownership

COMMUNITY ELEMENT 11 2012 FESTIVAL LESSONS LEARNED

On August 5, shortly after the Element 11 festival, there was an open Community Meeting where nearly 60 community members met and debriefed on several important topics about the recent festival. From that meeting, the following notes were made and represent the collective thoughts of this group:

FESTIVAL LAYOUT	
Liked it	Would Change it
<ul style="list-style-type: none"> • Esplanade • Lighting • Gravel—George did a great job • RV loop roads • Traffic flow worked much better • Lamp posts • Named streets • Temple location • Port-a-potties—clean and close 	<ul style="list-style-type: none"> • Sound camp will move • “Look patrol” No cars parked on esplanade • Better road marking in some areas • Bigger street signs • Repeatable sign names: A,B,C,..., or x clock names

GATE & BOX OFFICE	
Liked it	Would Change it
<ul style="list-style-type: none"> • 5-10 minute wait, max • Pre-box office staff (staging) • Security folks • Positive gate experience • Town crier/updates • Angels at the gate, relief, also just general helpers • Seabase Closed—all our space 	<ul style="list-style-type: none"> • QR scanners (not phones) • Need scheduled shift and leads • Stagger shifts • People to show up and show up on time • Refine traffic flow, also large deliveries • Gate hours need to be expanded—24 hrs, maybe with Seabase staff? • Scanable hard ticket • Better exodus including policy, expectations, and communication

GREETERS	
Liked it	Would Change it
<ul style="list-style-type: none"> • Pain in the ass 😊 • Ray’s gift pendants • LOTS of volunteers • Dave “did it right” as far as setting up and staffing shifts 	<ul style="list-style-type: none"> • Too many volunteers that would have been very appreciated in other places • Tie greeter shifts to other duties • “floaters” stations at greeters • Cross training—Greeter Plus • Greeter station upgrade, artistic, welcome gate (party gate) • More greeter stations support: music, chairs

CENTER CAMP	
Liked it	Would Change it
<ul style="list-style-type: none"> • Shade Top on TCTIE • Beautiful • Playa Info • Shady!! 	<ul style="list-style-type: none"> • Upgrade CC design, gussets, etc. • Permanent Structure? Telephone poles • More time to do decor • New location? (more in center) • Built completely including lights and power by Wednesday • Schedule implemented • Be a little more picky about donations, couches • Bigger resource team • Clean up crew contracted, agreed upon beforehand • Signed up agreements in general • Like Crimson Rose, publish an “Ugly List” for people who don’t clean up • Alternatively develop a better culture for what we are pushing for • AFTERCARE to help people through the post event let-down (hangover) • Guidelines on how to handle complaints • Have a mailbox set up before the event so that it’s ready for people to start decompressing • On-playa sanctuary • Moderated discussion list, Assigned to communications team with strategy figured out before the event

EFFIGIES AND BURNS	
Liked it	Would Change it
<ul style="list-style-type: none"> • Discussion and saga of the Viking ship • Good to not burn things too • Community support of decision • Tree burn • Lasers on main burn • Fire show • Sculpture emerging • Burns ended up creating positive attention from political and regulatory entities • Break-dancing firemen • Kudos to G&L for their connections and relationships 	<ul style="list-style-type: none"> • Custodial obligations? • Burn it!! • Offset carbon footprint for burns? • Tree planning in Grantsville? • Fewer burns? • Production improvements for burn, production team, better communication with BOD, not just Arts Chair • Better communication about effigy locations • Better delineation of burn perimeters (ongoing battle) • Written thank you letters to Seabase and Grantsville City, donated fire performance? • Professional video of burns (whole festival for that matter)

RANGER AFTERBURN REPORT FOR ELEMENT-11 2012

The Ranger team had a stellar experience at this year's event. Overall I think it was the busiest the Rangers have ever been for any Utah event. Personally it was the busiest I've ever been as a Ranger. We patrolled the city 24 hours a day for the entire event. We helped with numerous Medical situations. We helped with other departments when they were shorthanded. We interacted with local Law Enforcement and Fire authorities. We provided support for sexual assault victims. We shutdown dangerous art installations, took the keys from art car drivers who refused to obey safety standards, and evicted participants breaking the law. And we manned two major burn perimeters. We did a number of things right, and need to improve in some areas. All of this will be discussed here.

PERSONNEL

We had 31 Rangers on staff, with 1 or 2 additional deputies. Nearly half a dozen Rangers from out of state joined us. All but 4 of the Rangers had attended formal Black Rock Ranger training. Most of the team were rock stars, working a large number of hours and helping well beyond the call of duty. 16 qualified for the volunteer rebate. Although not on shift, many Rangers came forward during the big storm to help. A few of them helped even though their own camps were being blown over. Some of the Rangers were first timers and only worked one or two shifts. New Rangers gained valuable training and experience, and should be an asset for future events.

Rangers had strong ties with the Medical and Communication teams (which were EXCELLENT in their own right). That was a huge, huge benefit to the event. The departmental cross training and strong communication should continue next year.

The Ranger command structure worked well. The Ranger Lead acted as LEAL and was on call the entire event. Ranger Shift Leads worked 24 hr shifts, during which time they carried a radio, acted as Khaki, managed the general goings on, and spent the majority of their time in the field. There was an Incident Commander for fire arts on Friday and Saturday nights. They organized and managed the fire perimeter staff, established safety zones, coordinated with artists and Fire safety personnel, and other aspects of each burn. Dirt Rangers usually patrolled in pairs, working 4 hour shifts.

Shift changes for Shift Leads occurred at 9am. Incident Commanders came on shift depending on what time the burns were scheduled. Dirt Rangers changed shifts at 4, 8, & 12; am and pm.

The first thing we absolutely must change is the Shift Lead 24 hour shift. They will probably be changed to 12 hours. This is a key position. For the system to work these shifts must be filled. Most Shift Leads said they would work 2 12's. Also, we're grooming and training up-and-coming Rangers to be able to fill some of those spots.

Most everything else shift wise went smoothly. Dirt Rangers liked the 4 hr shifts and the shift change times.

I felt a little let down by some experienced Rangers who only worked one shift. I think next year it would be good to require at least two shifts to be counted as a Ranger (and receive the shirt or laminate). People working less than that would be considered deputies.

I heard numerous compliments about the Rangers, and fielded 4 complaints. Most of those complaints have been resolved. Germane to this, some Rangers will receive additional training, and 1 or 2 may be encouraged to volunteer in other departments.

Staffing really was at about half of what we needed. We need more Rangers in leadership positions, and more to work the dirt. This is one of the biggest concerns I have from the event. Many Rangers were overworked and became burned out. If a few key people weren't there, we would have failed. If they don't show up next year we'll be hurting. We must figure out a way to recruit more Rangers. And it is essential that we retain the ones we have. Perhaps the board should consider a larger refund for Rangers who work a lot of hours, or some other kind of perk.

TRAINING

The pre-event training at ROM went exceptionally well. We were very fortunate to be allowed to participate in Black Rock Ranger training. As long as it is available, this should be a requirement for E-11 Rangers every year.

We need to have a small training, or orientation, specific to the event. When to have this is a difficult question. It should take place after the general Ranger training. Should it be the same day as ROM when everyone's already assembled? That would probably make for too long of a day. But people don't want to make a special trip just for a 1 hour meeting. Perhaps it could be held in conjunction with another event, like the volunteer day, or burners in the park. In the past this meeting was sometimes held on-site during the event. The problem with that is that it needs to be held first thing, as or before the event starts, and not everyone is there when the event begins. So we need to find a solution of when to have the orientation.

SECURITY

Having professional security at the gate and on the radio was a huge benefit to the event. The security guys were always willing and eager to help when Rangers called. They helped us with potentially violent situations, acted in the 'physical enforcement' realm where Rangers don't go, and filled in with some Ranger duties when we were shorthanded. I'm glad they were there and hope to see them next time.

HEADQUARTERS

It was a bonus sharing space with the Medical / Communications teams. It's essential that we have a strong, safe, secure base to work from. There's talk of obtaining a stronger structure, such as a metal container. I am all for that. The army tent was good, but took a lot of work in the storm to remain workable.

The echelon board was an essential tool for our efforts. We must have it back next year. Some small tweaks I'd add:

- Better protection from the weather
- A small notepad to leave notes
- A list of shifts and sign-up sheet
- List of important phone numbers

The Ranger HQ is also in need of some 'office space'. A table or box or container that would hold important items like: shift logs, laminates, important phone numbers and contact information, other papers for shift

leads. I think some of these items, including incident logs, were lost in the storm.

RADIOS

Radio management was better than ever before, but also a source of many complaints. Working radios are so crucial to what we do. It was a huge advantage having radios for Ranger leadership and most of the Rangers in the field. Radios can be so expensive. The event is extremely lucky to have access to such excellent equipment.

Most of the complaints had to do with radios losing power during shifts. We need to figure out a better system that ensures HQ has power, and that depleted batteries are charged. If we could make the charging process easy enough, whoever was manning HQ could do it. Or maybe make it policy that when you come off shift you put your battery in the charger. This deserves more discussion.

We may want to implement an echelon type of check-out / check-in system for the radios.

We need more radio training for the non-Rangers (specifically Board members).

It was reported to me that there was some swearing on the radio. That absolutely cannot happen.

Radio communication the night of the big burn needs to be improved. I think at the least, the effigy builder (Bobby) and conclave manager (Gypsy) need radios. Being able to communicate with them could have eliminated a lot of delays and stress.

OTHER EQUIPMENT

For the most part we had all of the equipment we needed. It would have been nice to have the ATV's talked about, or some other type of vehicle.

I submitted a budget of just under \$400. We ended up spending under \$100. Next year I'd like to see a few more fire safety items in HQ, the 'office' items in HQ, and some kind of lights (or glow sticks) for Rangers working on fire perimeters.

OPERATIONS - EVICTIONS

Outside Law Enforcement was called three times to deal with participants breaking the law. The Ranger LEAL process worked as designed and dealt with the situations without adding extra stress. The officers who came on site were a delight to work with. They were eager to help us, came in, did their job, then left without meddling or hassling us. They were friendly and helpful on follow-up calls.

The 007 process was called into play once (and nearly three times). It worked exceptionally well, except for the expulsion part. Two people were removed from the event. We forgot to take the wristband off one and he returned. We spotted him the next day and his wristband was then removed.

We talked about documenting and perhaps photographing offenders, to prevent problems with them in the future. None of that was done. That should be defined in policy for next year's event.

If you need more details about these incidents then let me know. I've since come across photographs of some

of the people involved.

On a related but not as serious note, there is a pattern of troublemakers who repeat their antics each year. They're artistic and creative, but sometimes push the boundaries of safety. I don't want to stifle anyone's event or artistic zeal. The BOD may want to be aware, or do something about them.

SITLA land

Rangers, especially those situated at HQ, spent a lot of time shoosing people off the SITLA land. If trespassing there would shut down the event, we need barriers, and education for participants. If it's no big deal then we need to know so we'll stop wasting time pestering people.

SOUND

Rangers had to handle some sound complaints, but I think as an event we made huge improvements over past years. Generally when a complaint was brought up, the camps agreed to lower the volume. I think we should continue with the Quiet Camping and loud sound camp areas.

FIRE

Considering the extreme circumstances, we had an excellent fire policy. Ranger had to enforce the rules a few times. Participants mostly gladly complied. I don't know if the heavy rains warranted a change in policy or not. Some participants thought the rains meant that the no-fire zones went away.

MISC ISSUES

There were times that a BOD was not on shift; holes in the scheduling. That should not happen. There were also times we really needed to get ahold of specific board members and couldn't. One should be able to locate any board member in an emergency.

It was decided that someone between the Med team and Rangers would have a key to the front gate. I was extremely disappointed to find out during the event that this wouldn't happen. I don't know if we didn't have a key because the issue was accidentally overlooked, because we didn't have the time or money to make a duplicate, or because someone made a policy change. I would be upset to find it being the latter, because the decision was made during well thought out discussion in the appropriate committee.

Some Rangers still have a general feeling that board members just don't get us, or don't appreciate us. We'd like to see more board members attend all or part of our training. Perhaps there are other things we can do to help board members understand better what we do.

Daily debriefing meetings with Board members and department leads (at the least, a few board members, a Ranger, and a Med team representative) would be a good thing.

We loved the Ranger shirts and laminates. These kind of perks go a long way in building camaraderie and loyalty.

There was a lost and found at HQ. It would be useful to have a large, central lost and found, instead of many small ones. With multiple spots it takes longer for people to be reunited with their belongings.

The Burning Angels were such a treat! I hope that program continues.

I found the Protocol meeting June 27th highly productive! I hope they are more frequent next year.

It was great having camp East Berlin at the event. A place where Rangers could take a break while on shift and socialize when off shift. Perhaps they deserve some funding.

Lastly there are so many people to thank, so many people who deserve major praise, I can't list them all. So for now I'll say 'Thank You' to anyone reading. Our crew was top notch. It was not only a pleasure working with them, but also with numerous outstanding folks from other departments. I hope we can do this again next year.

John Mendenhall (Mendy)
Lead Ranger
Element-11 2012

POST SCRIPT:

For some reason I've had a recent push of feedback from Rangers. Maybe Burning Man jostled their memories, or maybe they've finally had time to think. Anyway, I'm passing them along. I think most of them are complaints instead of suggestions, so maybe they don't belong on your report. Do with them as you wish.

- 1) Timelier rebates. Two Rangers reported that they'd like to receive the rebates closer to the end of the event. As far as I know, none of the Rangers have received one yet.
- 2) Move the date for E-11 back to June. This was suggested by three Rangers. As this year showed, we risk bad weather no matter which month we have it in. Having it in July makes it more difficult to prepare for Burning Man. It also makes it harder for the Fire Conclave to submit an exceptional audition video to Crimson.
- 3) Discount for volunteers at Decompression. Suggested by two Rangers. Allow people who show up with their volunteer laminate to get into Decompression for free or a discount. As a way to show thanks to volunteers. This is done at other decompressions, including the main one in San Francisco and some regionals.
- 4) Acts of entitlement from board members. This came from two Rangers. It ranges from rudeness to not following defined procedures. I think the best move may be for me to talk to the accused board members personally.

Individual Anonymous Comments

This section contains personal comments submitted by at large community members through private email to the Element 11 Vice Chair. The comment period was open from July 13 to Sept 20, 2012 and was advertised through several channels, including the Utah Burn community Facebook page, which now has over 1,800 members. Remember these comments represent individual ideas or opinions.

EDITOR'S NOTE: *For the most parts comments are unabridged or edited (even spelling and grammar issues remain). However, to help with clarity within this document I have made some minor formatting changes. In addition, to protect individual identity and privacy and save face of the unsuspecting, I've made some minor deletions to the comments (i.e. names). These are designated clearly with the following: {edit}.*

Comments on Element 11 from volunteers and participants

1. Some long winded convo on the dent of car by a flying dome out there, under mother nature. Ouch! Seems like every year there's a bit of this. Maybe it's like the after-sex cigarette or something. I for one had a blast out there and I'm very grateful to the board and all you guys. It was a challenge and it was fun! ; -)
2. Howdy. I do have some feedback. First, the event was awesome and thank you so much for all you and the BOD and everyone has done for us. The layout was well thought out and worked for me. Gate was a marvel of smoothness and efficiency!
Specific thoughts:
 - A big board map at the greeters station, because not everyone looks at their handouts. It could be modified easily.
 - Encourage more and bigger signs pointing the way to the sound camps.
 - A simple few words explaining what Quiet Camping means, most people got it, but a couple did not. Maybe on the printed on the map?
 - Do more to discourage feathers. I know we aren't the playa, but I picked up a lot of feather MOOP left by our fire performers early the next morning, trodden into the mud. I know their costumes are works of art and they put in a lot of time on them. I feel a bit sad and disappointed that our family cares so much about doing things right, then make poor decisions about their costuming choices. (belly dance coins too...) Just because something is biodegradable does not make it less MOOPY.Thank you so much for listening,
3. Feedback for E11: I could say a lot about how much I loved it, but I'll stick with two comments. Whoever was in charge of port-a-potties, such as where they all were placed, cleaning, etc., has my gratitude. They were less gross this year! Yippee! My wish is that I would've received a laminate. I felt like I deserved one, but didn't want to push it w/{edit}. I know a lot of people worked really hard & deserved them more than me, but I definitely put my time in. No hard feelings though. I just wanted to mention it since you asked for input. This year was spectacular! Thanks for all your hard work!
4. I recently attended element 11 and felt like I ought to say what was bothering me. This was my first time and even though it rained I had a great time with the exception of the actual burn. I went early so I could see it happen and have a front row seat. I got there about an hour early and the rangers told me this was a close as I could sit as it was the burn perimeter. Just prior to the burn starting a bunch of people came and sat down with their lawn chairs directly in front of me and when I tried to tell them they could not sit there because of what the rangers had told they proceeded to tell me they were on the board. Now being

this was my first time I had no idea what the "board" was. So I again said you can't sit there when a guy came up called Dell and proceeded to tell me he was the Chairman of the board. Again, I did not know him or any of the 20 plus people who sat in front of me. What I want you to know is they were violating the perimeters set by the Rangers and somehow they felt like they were entitled to do this. There were several people besides me who were upset with this action by the "board". In the future I would suggest that an area be set aside for the board so confrontations like this do not occur. It would be easy to rope off an area and allow the board people to have an area all to themselves. Thank you in advance for your consideration.

5. I apologize for forgetting to mention a key component of our team: the BED / Green Dot / Psych folks. Management wise they kind of fell under the Rangers and the Med team. Both groups benefited from their presence. They were well organized early, created excellent verbiage for the WWW guide, and provided dedicated service in the field at the event. Sunday morning I was dealing with an ugly domestic dispute issue, Breeze Hannaford, who was on call, was happy to drop what she was doing and attend to the incident. Her help was extremely valuable in that difficult situation. We definitely need staff with these skills at future events.
6. Don't forget Amanda Quinlan who also volunteered--as a virgin burner-- for mental health. She pulled 24 hours of on call, during which she walked with rangers and medical staff and helped them deal with a number of problems, including a very cold, confused, and frightened OD patient who'd also been assaulted.
7. The one thing that bothered me the most about Element 11 was the limited box office hours. I think we need to enlist more key people that can be trusted to help out so that Suzanne and Alice are not the only decision-makers and problem-solvers and we can extend the hours of operation. When I discovered that they really did close the box office at 10 pm on Friday night and were not letting any new people in, I became very distressed because I knew {edit} had not arrived yet. There had been hints on the Utah Burners page that people would likely be able to get in until midnight. I had a friend who got to the gate after 10 and stayed there calling and texting people for about an hour before the gate people finally relented and let him in. They shouldn't have had to deal with all the frustrated people either. I spent Saturday and Sunday worrying that there would be nasty messages from {edit}. Fortunately, {edit} they never tried to get in. {edit}

The only other improvement I would like to see is better road signage and delineation. When the rangers were trying to direct me over the radio, we really weren't able to use the road names and finding the rangers was difficult at times, particularly in the dark. As fun as it is to come up with new names for a different theme every year. It might be better if we gave our roads permanent names so we could all learn to use them to tell people where our camps are.

8. I want to say thanks to Derek for art grant implementation. There are some very creative people in this group. My only critique would be that the awarding process was so late. I had to drop out my application due to that (I ended needing additional funding and did not have time to get it and make the project). I did get to paint signs, which was fun. I want to make them even more elaborate next year! Everyone worked so hard and was so cheerful while doing it. What a great group of people. My first Utah friends! So glad to have dropped in to this gang of merry makers. Super friendly and helpful. Kudos E11 crew.
The box office is where I mainly was hanging out for my volunteer shifts. Alice and Suzanne were a delight to work with and the system worked well, in my perspective. I wonder how much data I used on

my phone scanning tix. Alice mentioned getting scanners for next year and I concur. They angels were lovely and, again, everyone was great to work with, even {edit} when she was freaking out about the cops coming. :)

I got to spend some time with Linda and made the sign for the Playa Prick (George) tractor. Spent a little time with the Seabase folk as I was camping close by. These people truly love this event, and George loved getting his Playa name, lol! Good people. we are fortunate for such a great venue. I did moop clean up around the pool, showers, box office, pond camp area. People were clean! not much to pick up. I was a proud mama that all did so well.

On Saturday night I was hanging out in front of the Bee goddess tent, and with my eyes squinted a bit, It was as though I were in Black Rock City.. the feel of it was evident, the group camaraderie was present, lights, sound, action! Even the 80 mph microburst felt right (happy to say we saved my tent!).

I was sad to see we gave up on Center camp after the storm. It seemed like we could of modified what we had for the rest of the weekend. Not having something was a disappointment. Logistically, I probably should have jumped in to instigate something, but thought well, the higher ups aren't doing it... next time I won't hesitate. Everyone had worked so hard that morning to get it done!! I imagine they were just beat and disillusioned by the storm.

what else... I admire this BOD for getting their act together so well! I was talking to my camp neighbor, {edit}, and she told me a bit of the history and her involvement. Congrats on taking a droopy festival and making it great (as a first timer this will now be the bar I judge the event by...). She had a great time... Which leads to the pre burn show... Bummer the sound freaked out.. too much bass, but I am sure you all know that. While i appreciate the efforts of everyone, it was waaay too long and repetitive. Next time lets get a Cirque de Soliel choreographer on this project... kidding. Kudos to the performers and planners, just shorten the performance, in my opinion.

It was {edit} first burn-type event and he loved it! I loved it! Super-duper job BOD and volunteers! thats all for now..

9. I had a total blast on our salty playa. I think it was organized in the most wonderful way. People really felt like they had stock in the event and we were all proud to have some involvement in it. My only hang up was with the distance to the main stage.

I know there was some mention that people didn't want Element 11 to become another "dubstep party". Some people complained about lack of sleep. However, I was camped on root road pretty close to the end of the block and I never heard the music stop. Ironically most of it was dubstep from local campers. I felt bad that the hive crew worked so hard to make the stage and have dj's play but few people were out there and it could have been raging the whole time. I think there was enough space to have all the art on the esplanade and still have them placed in a corner away from the camping. People wouldn't have had to go so far and it would have been given the love they deserved. Maybe main stage would be better in the north east corner on the other side of the hill. The hill would help block the wound a little and people would be able to get to it pretty easily. Thank you for listening to my thoughts.

10. Regarding Ascension2012 and E11---the fire spinning ceremony pre burn was waaay too long---other than that great job. Also did you know that the sub theme for last weeks melon nites was also ascension? it seemed like every few hours somebody would get on the microphone on the solar saucer and declare that "the theme for this years event is ascension" it was really funny:)

ELEMENT 11 ASCENSION 2012 FESTIVAL - PROFIT AND LOSS SUMMARY

Note this financial summary is not a total year summary, but only includes income and expenses specific to the Element 11 Ascension 2012 Festival.

Event Income		
Event Ticket Sales	\$	91,432.42
Event Fundraisers	\$	663.00
Total Event Income	\$	92,095.42
Event Expenses		
Supplies & Disposables	\$	(7,449.14)
Tools and Equipment	\$	(6,175.79)
Non-Tangible/Fees	\$	(44,293.55)
Equipment Rental	\$	(141.57)
Other	\$	(5,842.69)
Total Event Expenses	\$	(63,902.74)
Gross Event Income	\$	28,192.68
Event Grants	\$	(9,748.00)
Net Event Income	\$	18,444.68

E11 Ascension 2012 Event Expenses and Grants by Department

Note this includes Total Expenses and Grants, \$63,902.74 + \$9,748.00 = \$73,650.74

