



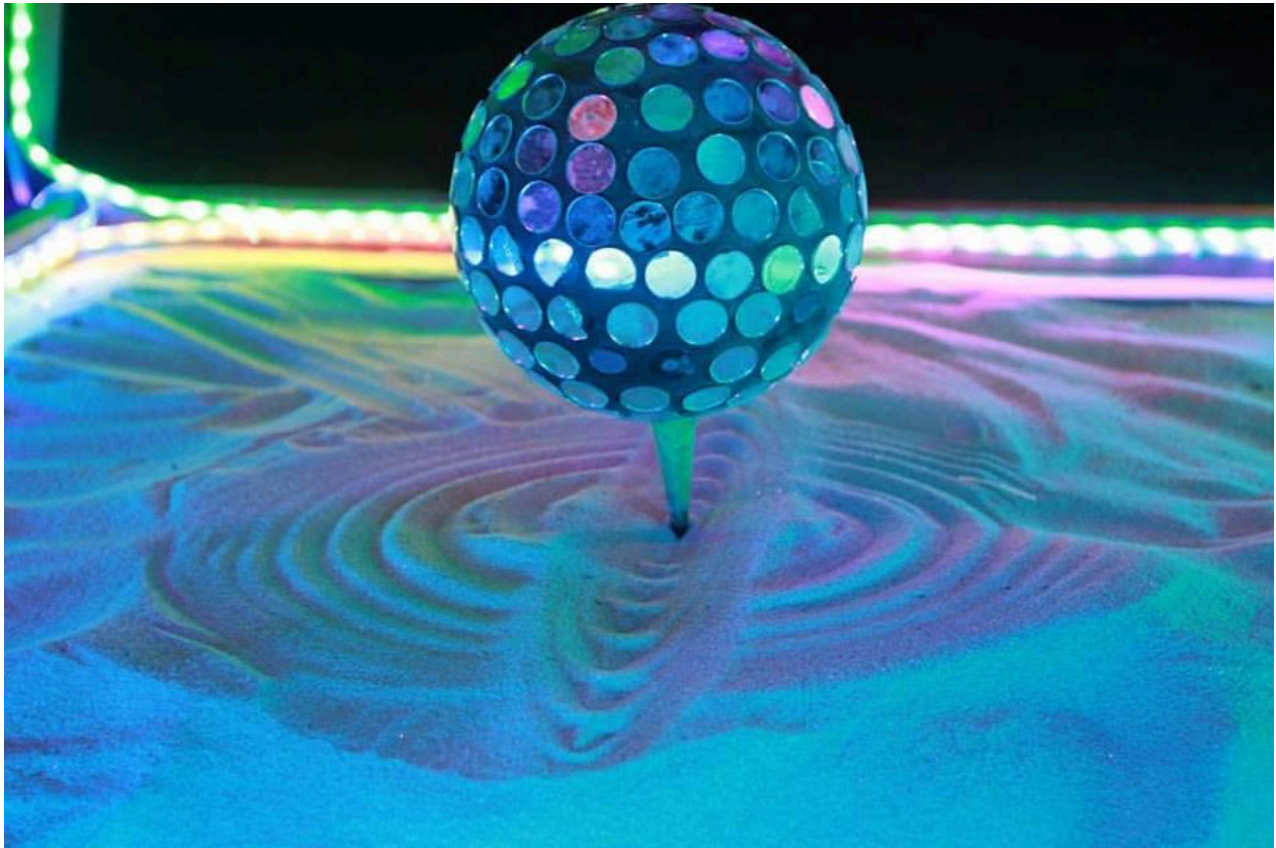
ELEMENT 11 2016: JACKALOPE RODEO

AFTERBURN REPORT

OCTOBER 2016



Temple of Awakening at Sunset. Photo Credit: Stan Clawson



Sand Tripidation Station. Photo Credit: Brandi Leifson

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

2016 Element 11 Board of Directors

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David Born, Vice-Chair, Creative Director
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Kari Larson, General Manager
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Our City. Photo Credit: Kevin Rapf

INTRODUCTION

What a magical event!! Thank you to each and every one of you who participated. Element 11 2016: Jackalope Rodeo was connective, FUN, inspiring, and aweing. And, we couldn't have done it without you. That is one of the most beautiful things about it. YOU! The collective "you" brought it so hard this year! There were countless hours put in by volunteers, artists, theme camps, and individuals. Friends were made for life. Our community expanded. We, as a community, created the best Element 11 yet!!

We were thrilled to welcome kids back to our event this year for the first time since 2007. What a joy to see them being inspired and having fun with the rest of us. Children in communities play an important role – reminding us to be free and play like kids again. And, we as adults can help inspire them, helping shape the rest of their lives. Imagine life as an adult having been immersed in this culture as a child... the possibilities truly are endless.

A big shout out to Stargazer Ranch and Box Elder County. The location is pristine and the owners amazing. Thank you for all the countless hours you put in to helping us create this event. The county is a pleasure to work with from the Roads Department, Special Event permits, the Fire Department, Sheriff, and the Health Department. Thank you all!



Above all, our volunteers deserve to be recognized. An event like this cannot be put on by a small group of people. With all of our wonderful volunteers (approximately 200 of you!) all of this is possible. Thank you for getting behind the vision and helping to make this happen!

All in all, a magical place in time was created. Thank you all who were a part of it on whatever level you participated! If you haven't done so already, be sure to watch the event recap video: <https://youtu.be/iDjE5Y5181g>.

This report encompasses details and observations from each of the different functional teams who worked together to organize the event as well includes feedback received from the community at the Town Hall in August 2016.



Cosmic Recess. Photo Credit: Nick Franchi



ARTS

Matt Vagabond, Arts Director

Art at Element 11 this year was fantastic! An unprecedented amount of \$29,070 was awarded to 40 projects from the community in the form of art grants this year. We continued the focus from last year of more art and less party, and it seemed to show throughout the entire event. The granting process worked better than in years past, and can continue to be streamlined further. We had two people responsible for the art grant process this year – more clear delineation of duties would be better for next year or having just one person responsible would most likely be best. Getting clarification next year on art grant committee members – how to join the committee and responsibilities/authority would be beneficial. We did improve our verbiage on the contracts and grant applications, which proved helpful.

All art (including effigies and the temple) were included in art grants this year and were subject to the standard granting process. We did change the grant process by having a tiered system this year, granting grants only in the amount of \$2500, \$1000, \$500, and \$100. Additionally, we granted some smaller grants (\$70 - \$100) for kid's grants. This year, as last year, we required smaller effigies with modular construction. This plan works great and our burns were all constructed by veteran builders. Coordination for burnable art placement worked well with Arts, our Creative Director, Elemental Public Works, and Dangerous Arts.



Rose the Mythical Jackalope. Photo Credit: Stan Clawson



Our rebranded start event (previously PreCompression) went well. People liked the new name, however the event wasn't as successful as we would have liked to provide extra money to artists. Next year we aim to add more value to the event and are looking for ways to make this a more profitable event for artists and a more enjoyable fundraiser for the community.

Center Camp was included in the Arts department this year. There were upgrades made with building a new stage, getting a pod for storage space and to help keep equipment out of the weather. A huge step forward for us was that Center Camp was powered with 100% renewable (solar) energy for the first time thanks to Scotty Soltronic and the Jenkstar's Big Blue truck. This worked flawlessly and saved a lot of money in generator rental as well as our carbon footprint. The décor team for Center Camp, led by Rebecca Myers, outdid themselves! The photos all around center camp were a huge hit. What a great idea to remember so many fun moments from years past. An opportunity for next year is to have the décor team decorate more than just the center area, but all of Center Camp including the stage. As well, we should work to start the décor team a little earlier in the year to allow ample time for the creation process. We need more volunteers to help with the décor team next year – if this could be recruited for earlier in the year, it would be better. Barbarella Roller did a great job as Center Camp stage lead. She led the charge to build a stage and wrangled a fantastic lineup of performers and workshops. We were especially thrilled with all the live music at Center Camp. We would like to improve the stage area next year by providing shade at least over the stage if not the stage and area in front of the stage. Separating the stage from the center shade structure seemed to hurt events held there. We have a definite need for stage management volunteers for Center Camp for next year, as well, we need for more volunteers to help with Center Camp build and especially strike.



Center Camp. Photo Credit: Eric Knudson



Ice sales were also included in the Arts department as they were initially going to take place at Center Camp. However, due to the size of the ice delivery truck and trailer, ice sales took place at the north end of the event by Ranger HQ. Last year, we rented the ice trailer to be parked storing ice for several days of the event. However, this incurred an extremely high cost and the amount of ice purchased for sale was not nearly the amount bought by participants. This year, we opted to do a one-day ice sale on Friday to save on trailer rental. We still had to pay for the ice truck to deliver the ice. The amount of ice purchased this year was the same amount as was bought by participants last year, but perhaps due to the scarcity of the one day sale, we ran out of ice which caused some participants hardship as they no longer had ice for their coolers. We did pre-sell some ice to theme camps. An idea to improve the system for next year is to add ice sales as an option for online ticket sales – anyone will be able to go in and pre-order ice. We will of course advertise this extensively to encourage everyone to pre-order ice.

Suggestions to improve this department going forward would be to find ways to engage our community in art projects throughout the year and working more closely with Burners without Borders to make our involvement in that program more artistically engaging than it has been in the past. As well, we can do a better job of engaging talented folks within our community who would like to help supply art for E11's various needs. And finally, starting a community art archive for E11 and Burning Man related works from our region has been suggested as preserving our cultural memory is important. Having this archive would help make us all more creative, newbies and veterans alike.

There were several art cars in attendance. The online pre-registration process is simple and works. Most cars were pre-registered, but next year we should be ready for on-site registration should a car show-up without pre-registration as many small art cars did this year. Having dedicated Elemental Mutant Vehicle daily leads would be beneficial. Coordinating better with gate crew and the EMV daily lead for mutant vehicles arrival would also help.

Going forward, we should work to make Arts a focus of the event more year round by working on our civic engagement efforts (e.g., public schools, public art spaces, etc.), empowering artists to do what they do best, continuing our efforts of communicating the idea of more art, less party, perhaps hosting a family friendly arts event, and working to get outside grants to help fund Element 11.



The Temple of Awakening. Photo Credit: Stefan Poulos



BALLYHOO

Stan Clawson, Ballyhoo Captain

This was the second year of our Ballyhoo Department which was created this year to positively promote Element 11 within the community. We continued recording and uploading all of our Town Halls to [Element 11's YouTube channel](#) by the next day in an effort to uphold transparency.

Recently, with the increase in negative comments on the "Utah Burners" Facebook page, E11 decided to promote solely on their official "Element 11" Facebook pages. These pages include: Element 11, Element 11 Volunteers and the official Element 11 event pages. This was done in an effort to keep the posts and subsequent post dialogue positive and free from trolling or off-topic comments. The result thus far has been tremendously successful and hasn't hurt the outreach of the Element 11 brand or message.

Graphical posts on Facebook and our website were highly utilized and uploaded often to keep the community informed about Element 11 specific events, launches, deadlines, etc. This worked incredibly well and aided in a sold-out event. As well, the fun and well-loved Jackalope Tips provided participants with key take-aways in the weeks leading up to the event.

Our pre-event press release was targeted this year with great results as we did get a stellar interview and [article by SLUG magazine](#). As well, we've begun to utilize our Instagram account even more by posting 1-2 photos a day, Monday – Friday. This not only keeps up the positive momentum about all the cool art, beautiful scenes, and amazing people at E11, but also helps build community. We are already getting a larger following on Instagram. Images posted to Instagram are also posted to our Element 11 Facebook page.



Catalyst. Photo Credit: Matthew Aidney



We formed an official Marketing committee this year with the intent that the group establish procedures for keeping a consistent look on all outgoing materials and messaging. This is critical to the professionalism of an event and its public relations. The goal is to have every message approved by at least two members of the committee, however that didn't always happen and we should try better next year to see that all official posts are cleared through the committee, and specifically the Ballyhoo Department, prior to release.

Our post-event video has been coordinated as an art grant the past several years this has worked well. The artist creates their own piece of media, free of E11 involvement. They are given the same autonomy and respect that all participating artists are given. The results each year have been fantastic and we eagerly anticipate this year's video, which will be released this fall.

We do have a need for a volunteer or two to help out in this department doing graphics for our various promotions. If anyone is interested, let us know!

And, last but not least, this year will be remembered as the year of "Logogate". Element 11 decided to create a new logo for the organization. This decision was done internally, with the idea being that the new branding would be an improvement to the look of the organization and event. Element 11 worked with a graphic artist, free-of-charge, to create the new image. Upon completion, the new image was launched online. Unfortunately, the social media response to the new logo was less than favorable. Within the course of one day, a vocal minority on the "Utah Burners" page, went from minor criticism of the new logo, to a very negative attack against Element 11 and the artist. The moderators of the "Utah Burners" page had to finally intervene. This heated response led the BOD to do two things: Work with the artist to make adjustments to the logo (based on community feedback) and issue a response to the community regarding the new logo. In the end, the dust settled and things went back to normal. But "Logogate" was an excellent demonstration of how invested the local Burning Man Community is in the Element 11 event and brand. Element 11 typically involves the community in all aspects of the annual event. From choosing the theme to creating art which will eventually grace the landscape of the annual arts event. The lesson learned is that community involvement is critical to the success of the event and the organization. And decisions made with the best of intentions can leave people feeling alienated, if they are not involved.



SophistaPirate Signs! Photo Credit: Cami Scott



BDITP, THEME CAMPS, GREETERS, CONSENTASAURS

Sara Tiger, Jedi Princess

Burner Day in the Park was fun this year! We had the Hug Deli, burgers and hot dogs, relevant community workshops, sign painting, an opportunity drawing, a Volunteer Info table, and a Ranger table. It would be great to have a Consentaurs table as well next year. Also, volunteers who help with this event should get hours credited; we need to update the Volunteer Appreciation policy. It would be nice to be able to hand out Element 11 stickers with the current year's theme at this event rather than patches.

A fun new program was created and implemented this year with theme camps at our event, the Passport Program! This idea was suggested in the feedback from last year. It is an interactive scavenger hunt that encourage people to go to 10 different theme camps who were participating in the program. Each camp was given a banner of the 10 principles to hide somewhere in their public area along with a bag of stickers for the passport book to show that the principle had been "found". Not only did this encourage people to think and talk about the 10 principles, it also encouraged visits to camps that may have otherwise been skipped. The entire program was extremely successful and we ran out of prizes! It will be back next year!



Photo Credit: Kari Larson

All of our 27 registered theme camps this year TOTALLY ROCKED IT! Huge thanks to the crews of those camps – you really help bring the culture of Element 11 to our event. We did have some minor challenges with placement. Some camps didn't know how much space to request which resulted in on the ground changes, but in the end we were able to accommodate everyone. Next year we'll provide some guidance on how to estimate space better. As well, it's been suggested to have sound camps (even small camps) who are planning to play music until the sun comes up placed more along the outside of the event while those planning to only play until 2-3am can be inside the city.



2016 MOOP MAP



The new event layout and our esplanade was fantastic! All of the sound camps were separated appropriately and the camps were put in a great neighborly order as well. As well, several theme camps participated by filling a shift at the Greeters station which is always a lot of fun. We did MOOP sweep the theme camp areas and definitely could have used more volunteers helping with this. Many camps did a very good job and others have room for improvement. MOOP sweeping is hard work and we truly understand how tedious it is to MOOP every single piece in your camp. We do appreciate everyone's efforts!

Registration for theme camps this year followed the simplified process that was put in place last year via our website. Promotion of the registration by Ballyhoo worked great. We did implement an online registration for theme camp activities to be included in the WWW Guide as it's always a little challenging this information from the camps by the time it's due for the WWW guide deadline. The new process worked well, but can be continued to be promoted in the future so we continue to get more and more activities listed.

Staffing for the greeters station was first filled with theme camps and then any time periods unclaimed were open to general volunteers with approximately five volunteer slots open per shift. Shifts were two hours long and were staffed as long as the gate was open (10am – 10pm on a typical day). We utilized day leads who manage all shift changes and train new greeters. All the day leads showed up and did a good job training new volunteers. Big thanks to Laura Vagabond, Tacara Davis, Curtis Wardle, and Jon Wardle for volunteering as day leads.

Based on feedback from last year, we also implemented a new "How-To Greeter Guide" that was at the greeter station for reference should questions come up during the shift, as well as acting as a reminder of all the talking points. The How-To guides were laminated and volunteers were encouraged to read from them to ensure all talking points were covered. Unfortunately, there were some cars who didn't get the presentation on the talking points, but overall, the new process was a success.

The Consentasaurs were another new addition to our event this year. It was a small but effective and fun program. The focus is much like Bureau of Erotic Discourse, but taking consent beyond

sexual and encouraging consent in any area. There were a few activities that happened that were fun and educational. We have plans next year to create a larger program that provides more education, even throughout the year.



CORPORATE RECORDS

Michelle Davis, BOD Secretary

All of Element 11's bylaws, corporate records, and meeting minutes are stored in our Google Drive which is accessible to current BOD Members only; a hard copy is stored in our files. As well, bylaws, budget, quarterly budget updates, and Town Hall meeting minutes are available to the community on our website. Our Google Drive is organized by year with folders for each department. Some departments do not seem to utilize their folders, so perhaps additional training during the onboarding of new members would be beneficial. Having all corporate records in the Google Drive is helpful when attempting to reference back to prior years especially after people rotate off the board.

Element 11 has an office storage space located at Utah Arts Alliance. This is a place for items to be stored by many departments that are used for in-town events. Organization and labeling of items/areas of the office could be of benefit.



Dodecalotus. Photo Credit: Ixi Alexandra



CREATIVE

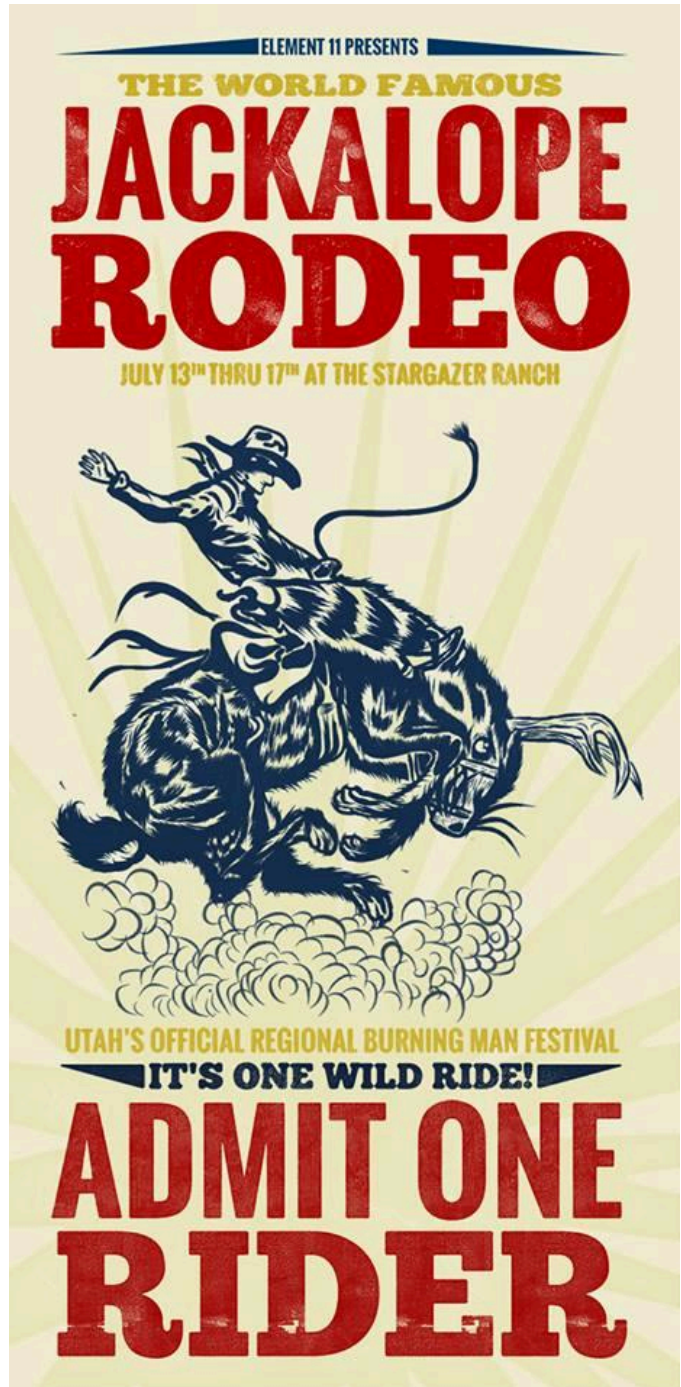
David Born, Vice-Chair/Creative Director

We have such an active community that there was a lot of community involvement in the event theme nomination and selection process. Community members submitted ideas and then voted on the ideas to narrow it down to the top 3 themes. The community votes via Ballotbin online (which requires registration to help prevent multiple votes by the same person). The BOD had the final vote to determine the 2016 theme of “Jackalope Rodeo”. What a blast this theme has been! After the theme was selected, a community contest was held for theme art. The winner and designer of the theme art this year was Brock Beuch.

All printed media (tickets, wristbands, lanyards, perimeter credentials, event entrance sign, survival guide, WWW guide, and volunteer t-shirts) were designed using the new E11 logo and this year’s theme art. Such great theme art really made the process simple. Perhaps in the future these tasks could be designated to a lead rather than BOD member. We do have a great template in place for the Survival Guide that just needs minor updates each year. This guide is a great tool and is utilized by most participants as most showed up for the event well prepared. Getting content for the WWW guide was a smoother process this year and can continue to be a focus to get activities from Theme Camps and Center Camp early enough for editing, layout, and printing.

The event Artery was initiated this year as part of Center Camp. It was a solid start to build from for next year. Placement and markings for art worked well with only one art project getting erected in the wrong location. Ideas for next year include adding infrastructure and space for volunteers to staff the artery. As well as have a better method for art placement check-in and check-out ensuring proper art Leave No Trace. We will need volunteers to staff Artery, particularly with a focus on check-out, ensuring art projects leave their area clean and that all art projects are swept for MOOP after the event.

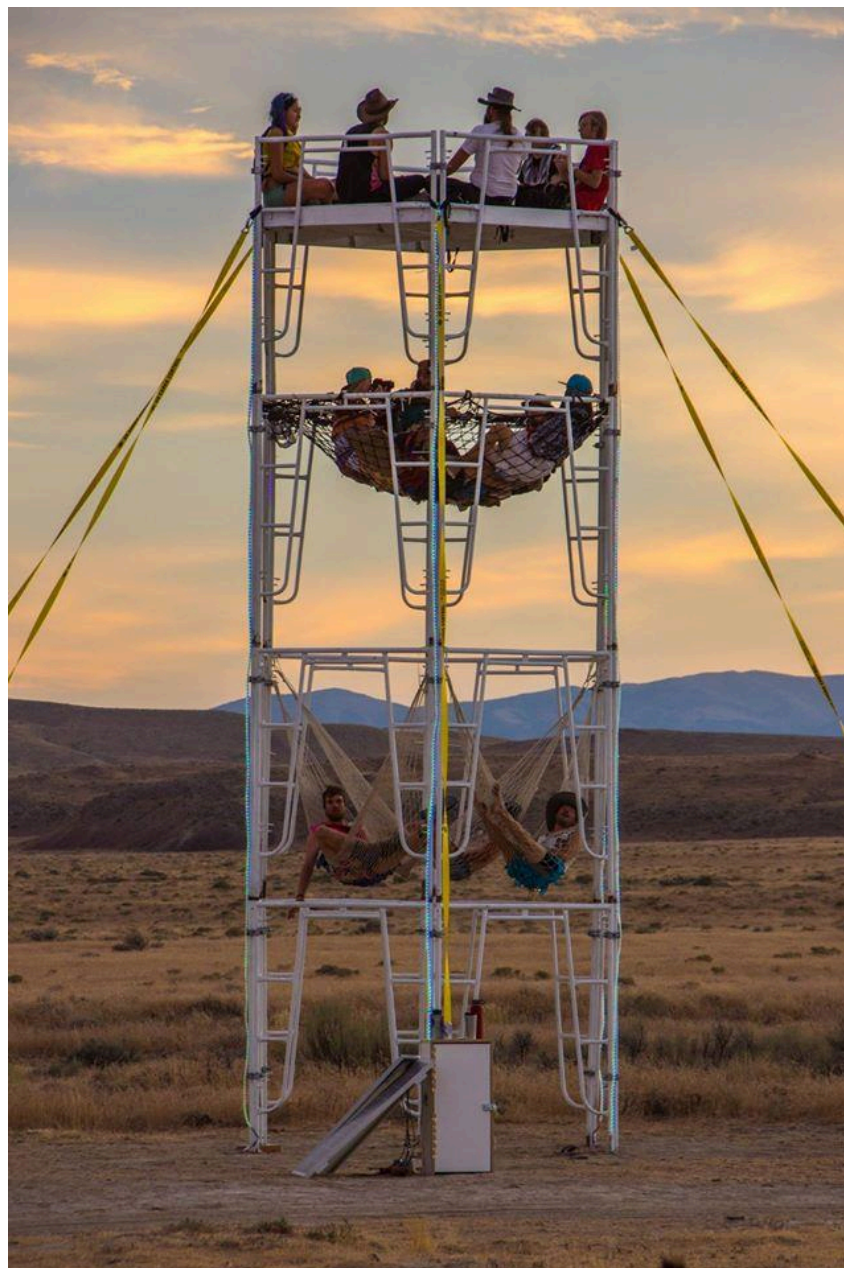
The pre-burn show was created by the Utah Fire Tribe as an art grant project this year. They did an A+ job and feedback from many have ranked it as the best pre-burn show we’ve ever seen at E11. The shin and fire tribe managed themselves





and all their pre-burn show activities. Next year the pre-burn show again should be an art grant that is created by the community rather than anything orchestrated by the BOD.

Internal BOD processes can continue to be improved to further delineate roles between the Creative Director, Ballyhoo, and the Arts Department. There was quite a bit of gray areas in the Master Operational Plan this year which created some confusion, although it was worked through.



Sky Lark. Photo Credit: Colton Marsala



ELEMENTAL PUBLIC WORKS

Topher Danater, EPW Director

This was our second year at Stargazer, and were able to build upon the foundation from last year. We changed the overall layout of the event so we had our esplanade and open art space at the south end rather than in the middle of the layout which was spectacular for the views! The roads were raked to clear any grass that had grown back from the prior year as well to establish a few new roads.

As part of our permitting with the county, we were required to do road repair prior to the event. We added 20 cubic tons of gravel on the road in preparation of the event. As well, post event, the county emailed us items that need to be addressed due to road damage from our event. We were required by the county to have water trucks running on the entry/exit road, but despite doing this, the roads still suffered extensive damage. The water source is a long way away from the event which made filling the water truck between runs very time consuming. We will be meeting with the land owners this fall and discussing a strategy for major road overhaul. The county is also willing to help provide equipment and rock for this project.

In addition to road repair, we held two official We Build This City (WBTC) weekends prior to the event. There was a large group of volunteers who attended and helped put all the infrastructure pieces into place. Unfortunately, due to high winds, the street and light posts all blew over multiple times which was frustrating and time consuming. The current stakes just are not enough for the soft ground out there and we need different stakes for next year.



Our City. Photo Credit: Kenaram Das



Phil Oleson was the EPW lead this year and he did a great job. Additionally, we certainly appreciate all the work that the property owners, specifically Justin Hogue and Matt Hogue, did to help make the land ready for our event.

We experienced some internal struggles over responsibilities with the overall event placement and placement marking between EPW/Arts/Theme Camps this year and plan to clarify roles better for next year.

Porta-potties were ordered through Honey Buckets, 55 Standard Units and 5 ADA units. They were serviced every day and community feedback was very positive regarding the cleanliness of the potties. This year we did a better job with placement of units as we now have experience with this event location.

We had even more signage for the event this year which was great. We did place speed limit signs along the entry road, however the wind blew most of them over.

Post-event tear-down was done on Sunday/Monday, but there was only a handful of the strongest volunteers who had been there every single weekend; it's really too much work to do for the limited exhausted volunteers who are left. Next year we should ensure tear-down slots are available in Sign-up Genius and that we have a large group of volunteers dedicated to tear-down on Sunday/Monday. Perhaps we can offer incentives like double volunteer hours.

There was a little internal confusion over the MOOP sweep and map – we had a lead who was responsible for MOOPing the general camping areas and public areas but who, unfortunately, didn't record information to get it added to the MOOP map. In general, there were not enough people on the MOOP sweep team. Next year, we need to ensure this is part of the volunteer sign-up and staffed with a large crew.



Photo Credit: Vanessa Viavant



EXECUTIVE

Joe Russo, BOD Chair

This year the BOD did a great job planning and executing our Precompression, Burners in the Park/Volunteer Vitalization Day, and Element 11 Regional Burn Arts Festival. We also host quarterly community Town Hall meetings where the community is engaged in the planning aspects of our non-profit organization. Further, we supported our Regional Contacts (RC) with their Christmas Tree burn and this fall with Decompression. All of our activities this year were family-friendly events including Element 11, which welcomed children under 18 back for the first time since 2008.

Our BOD meets monthly. Meeting monthly really helps with the communication between board members and allows for face-to-face time which is important. Most of the BOD meetings have been approximately 2 hours per month. There is an agenda created by the chairman based on input from the BOD that guides each meeting. We can continue to work on creating stronger agendas and making better use of our time in meetings. It's important to let the entire BOD as a whole contribute to the agenda as well as make sure that they have the time they need to be heard in our meetings.

We have an Executive Committee consisting of the Chair, Vice-Chair, Secretary, Treasurer, and General Manager. Members must have already served a year on the BOD to be eligible for an EC position. The EC is a group that the rest of the BOD looks up to and listens to. The EC is a great tool for steering the vision with the rest of the BOD. Next year the EC should continue to focus on better communication, better relationships, and a more unified front. A strong VC is important in helping to keep the peace between BOD members.



Cinnamon Swirl Hug. Photo Credit: Lauryn Pehrson

Facilitating harmony and good communication among BOD members is a huge task and probably one of the most important of the chairman. We had some struggles this year with not communicating well with each other or people feeling like their toes were being stepped on. We can continue to improve this by refining the MOP better and further delineating roles and responsibilities. Having some shared roles did not seem to work well. Each person having responsibility of an area/department would work best. With so many issues constantly coming up it is easy to be reactive to things rather than proactive which is a much better way of doing things. Facebook is a great tool, but it can also very easily make things worse when communicating online instead of in person. We should focus more next year on making it a point to communicate in



person on difficult topics. More face time could help the BOD more successfully navigate occasionally rock waters, but also when they are smooth.

We continue to work on developing a good working relationship with our Regional Contact team. The chairman is the designated point of contact for that team and worked this year to get an umbrella agreement for them to work under our 501c3 designation. We also have supported event agreements with them for each event we support.

Our entire BOD was invited to attend the Burning Man Global Leadership Conference (GLC) this spring and it was a great opportunity everyone who was able to attend! There was a lot of networking opportunities with other regions and some really great workshops that provided good tools for our board to continually work on improving our processes.

On a personal note, this writer would like to note that it has been an honor to lead an outstanding group of passionate individuals. It is a very challenging task to do so but very rewarding. When people are able to come together, find common ground, put ego aside, commit to respect one another, and communicate clearly that anything is possible. We definitely had some challenges this year but we prevailed and not only survived, we thrived. I couldn't be more proud of the excellent humans that I have had the privilege of working with.



Firewind. Photo Credit: Nick Franchi



FINANCE

Cassie Plant, BOD Treasurer/Finance Director

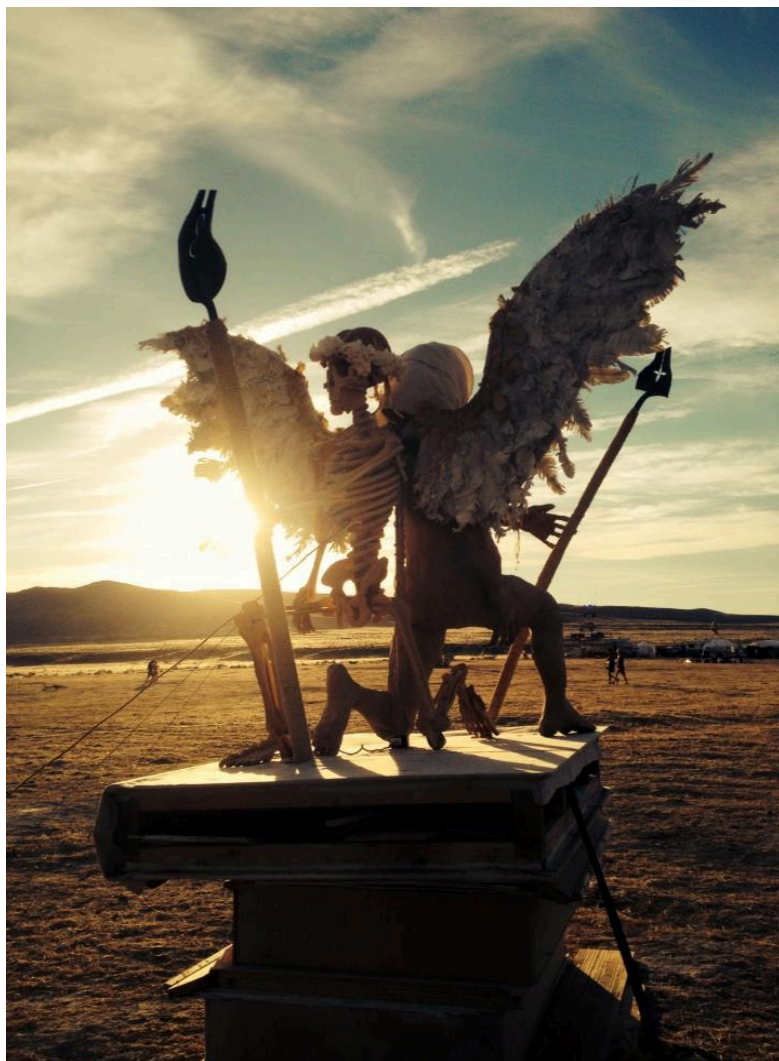
Element 11 2016 was another sold-out event! Tickets online sold out on July 9th, just about a week prior to our event. Tickets were sold in person at one retail location in Salt Lake City (IconoCLAD). Tickets here could be purchased without the fees added by online ticket sale providers. A huge thank you to the owner and employees of IconoCLAD for selling so many tickets! Our online tickets sales were through EventBrite which went very well. Cassie Plant, her husband Sean Plant and their son, Jaeden, prepared all the tickets for mailing. We did three separate mailings to accommodate the tickets purchased. Any tickets purchased on or after July 1st were held at Will Call in the Box Office.



Dodecalotus. Photo Credit: Leslie LaScola Nichols

We had extensive ticket purchase documentation at the event. We had master lists for all tickets purchased both in person and online with corresponding ticket numbers so it was very smooth to work through any gate/box office troubles. No one had to be turned away at the gate of loss of or no ticket. We did allow for early entry on Tuesday for anyone who was participating on a build crew/theme camp or had an art installation. Early Entry started at 10 am on Tuesday morning. This went very smoothly for the early entry folks who arrived to get setup by the start of the event come Wednesday morning.

The Early Entry Gate/Box Office was handled by Cassie Plant and Nick Groce. We had 2 separate wrist bands, the cloth wristbands were for all participants over the age of 21. We had Trevex wristbands, which were white and numbered, for minors under the age of 21. If a participant came through the gate with a child under the age of 18, and Young Burner Minor form was to be filled out and signed by the parent or guardian. This form referenced where they were camping, the child's wristband number, how we could contact the parents, etc. These minor forms were kept in the Ranger HQ Office.



Syzygy the Library Angel. Photo Credit: Holly Marie Sheppard

We utilized day leads for Box Office who would show up for shift changes and provide on-site training for new volunteers. As well, we had laminated How-To Reference Guides which helped orient volunteers. A huge thanks for this year's day leads: Nick Groce, Morgan Jackman, Chase Reed, and Jake Dekker.

Security would relieve the Gate/Box Office volunteers at 10 pm every night and manned the gate for our after-hours participants that came to the event. They did a great job and would radio Cassie if there were any issues. It is imperative to keep a charged radio at the gate/box office to reach BODOD (Board of Director on Duty) or Security if needed.

We do need a better process for online ticket transfers, especially when tickets are transferred in the days prior to the event or during the event when we're already out there with limited cell and internet service.

Ticket Sales: 664 Tickets in Person (Burner Day in the Park Event, IconoClad, and Ranger Orientation), 690 Tickets sold on EventBrite Online. Total Tickets sold for Element 11 Jackalope Rodeo, 1353. Plus there were 53 free tickets (8 Ranger/Medical tickets, 6 Town Hall Giveaways, 2 Logo Artist, 2 Theme Art Winner, and 1 Fundraiser). Total tickets allocated for 2016 was 1406.

1287 Tickets sold to persons 21+, 39 Tickets sold to persons 18-20 years old, 28 Tickets sold to children under age of 18. Some of the tickets may have been

individually sold as we had 33 participants which were under the age of 18 at our event per our recorded Minor Burner Forms completed. We sold tickets to 4 Countries (USA, Canada, New Zealand and Denmark), and 19 States (AK, AZ, CA, CO, FL, ID, IL, KS, MA, MN, MO, NM, NV, OR, TX, UT, VA, WA and WY).

Event Ticket Capture: We extended our event one day opening Early Entry on Tuesday which we had 131 participants come. Wednesday we had 498 participants, Thursday we had 396 participants, Friday we had 229 Participants, and Saturday we had 19 participants come through the gate. Total is 1273 Participants which is 94% of ticket purchasers.

Vehicles: This year we counted cars that entered the event due to major Road Repair which we have had to do per the county to obtain our Permits. We had a total of 691 Vehicles come through the gate for the event. (92 Tuesday, 232 Wednesday, 227 Thursday, 130 Friday and 10 Saturday).



Event Income:

- Standard Ticket Sales: \$158,540.72
- Discounted Ticket Sales: \$2,840.75 (Super Novas, Elemental Stars, and Twinkler Rewards)

Total Ticket Income: 1354 Tickets = \$161,381.47

Total Ice Sales: \$2,909.07

Total Event Income = \$164,290.54

Expenses:

- Art Grants: \$29,570.00
- Executive: \$12,400.00 (Venue Cost)
- Finance: \$425.37 (Postage, Envelopes, Labels)
- General Manager: \$4,076.28 (Insurance, Permits, BOD Patches)
- Arts Director: \$6,430.18 (Ice Truck, Ice, Center Camp)
- Creative Director: \$6,652.34 (Ticket Printing, Wrist Bands, WWW Guides, Survival Guides, Volunteer Shirts, Volunteer Laminates, Center Camp POD)
- Edge of Chaos: \$16,135.39 (Medical/Ranger HQ Offices, Security, Ranger Hats, QRV, Medical Supply Consumables, Medical Contracting, Sanctuary, Engine 11, Department Pins)
- EPW: \$22,284.02 (New infrastructure, Portapotties, Water Truck, Equipment Rental, Generator)
- Organizational Manager: \$157.51 (Angel Wagon)
- Technologies: \$1,630.98 (Radios, E11 Net, Satellite Phone)
- Volunteer Director: \$7,582.23 (Oasis Kitchen, Volunteer Schwag)

Total Event Expenses: \$107,344.30

Total Event Net Income: \$56,946.24

It is of note that the above numbers are inclusive to the Element 11 2016 event only and do not include expenses for our year-round events and monthly costs such as StArt, Volunteer Day/BDITP, Office Rent, BOD Insurance, Town Hall Events, website licensing, community service projects, accounting software, tax preparation, office supplies, and nonprofit licensing. Details of our year round expenses are available on our website in our Quarterly Reports. Additionally, we will have more road repair costs either later this year or next year that is not included in the above amount.

Next year, gate hours should be extended perhaps to midnight for Thursday and Friday due to the remoteness of the location and the time it takes to drive for those leaving after work. Perhaps we should also consider having Gate and Box Office combined due to the layout of the entry road. Logistically it just makes sense as there is a road of only one car width into the event and no way to create a separate space for Box Office different from Gate.



FIRE AND SAFETY

Ranger Genius, Dangerous Arts Director

Stargazer Ranch has a very high fire risk and our fire policy was appropriate for this year, which did not constrict fire spinning to one area as we had done last year. Next year, the policy should be updated to be more adaptable to vegetation status and include a provision that grass should be raked or tilled under for a distance of 50+ feet from effigies. The area for the pre-burn show was raked in front of Rose the Mythical Jackalope, but the far side of the burn was not raked and few small grass fires were put out by Engine 11 (our volunteer fire suppression team) and the Box Elder Fire Department during the burn. We would like to continue to build the Engine 11 team and get more volunteers involved with that department next year. We affixed fire extinguishers to lamp posts around the event – we should ensure these get checked for expiration dates early next year. As well, each theme camp was required to have a fire extinguisher in their public space and there was compliance with this requirement.

Effigy build crews organized their own fueling teams, but they followed recommendations. All the burns went beautifully! The temple burn took 13 minutes from ignition to perimeter release, which is amazing and takes a lot of burden off of the Rangers. Next year, we should codify into a policy the things we told them to do (weak structural supports, put concentrated fuel at flex points, use a slow-burning fuel like kerosene, no one who fuels the structure can be in the group that lights it, and fuelers must leave the perimeter before it is lit, must stay with burn until released by the Fire Department, etc). Perhaps next year, we should add a burn plan to the art grant application form and a guide for artists planning to burn their art should be added as a reference on our website. We will need to either repair or replace the rope lights we've been using to mark the perimeter before next year as most lights are broken. The rope lights really do help to make the perimeters much safer.



Rose the Mythical Jackalope Burn. Photo Credit: Croshane Hillyard



Placement was great for the burns. The large propane cannon was a little closer than would have been optimal to the Dodecalotus burn, but it was outside the perimeter and upwind, so it was not a major concern. The Laser Policy which prohibits hand-held lasers was effective this year and there wasn't any reported unsafe use of lasers at the event.

The Untethered Flying Object Policy needs attention. One ultralight pilot that went out said he wouldn't be able to hear a radio. Perhaps we need a "chopper" headset or maybe we should instead get some flares or smoke grenades in case we need to signal someone down. Drones were flown around the event and not all pilots were based in the specified area – either this section needs updated or more education needs to be provided about where drone pilots should be.

This year, we started the Fire Performer Wristband Program which the Fire Tribe took responsibility for. They trained and certified anyone who wanted to spin fire. There was slight confusion with a child who had been certified and someone else didn't realize that children we allowed to be certified, but that slight mishap aside, the program did a lot to encourage accountability and education among fire spinners, and there were far fewer reports of people behaving unsafely this year.



Photo Credit: Brandi Liefson

Perhaps next year, this department can start a program to inspect compressed and liquid fuel fire art (like propane fire effects and cannons) and ensure it's built to a safe standard. We're seeing an increase in fire effect art and should have a structure in place to inspect and certify it.



OPERATIONS

Kari Larson, General Manager

This year, Element 11 embarked on a cultural shift. For the first time since 2007, Element 11 was an all-ages event.

Element 11 is an officially sanctioned regional Burning Man regional event. This means that our organization has chosen to share in the vision, ethos, and fundamental principles of Burning Man. Maintaining our status as a sanctioned Burning Man event is important, not just in terms of the quality of our annual gathering, but because it allows us to tap into valuable Burning Man resources such as trainings, Ranger support, and Burning Man's full assistance when we need it, as was incredibly important following the 2014 incident. This association with Burning Man also connects the artists in our community to the greater Burning Man community, thus extending their reach.

Having the full support of Burning Man and access to the larger Burner Network is critical to the success and growth of our community and all regionals throughout the world. It furthers the Burning Man spirit and message in a way that non-Burning Man events cannot. We are proud to be one of the first and most respected Regional events and we love the culture that has been built up around the E11 event and the Burning Man principles.

An important principle of the Burning Man ethos is Radical Inclusion. Radical Inclusion means that anyone, including children, can participate the Burning Man experience. Children have always been a part of Burning Man. As Burning Man's founder, Larry Harvey, said: "Kids were at the first Burning Man and they will be at the last."

Making E11 an all-ages event is not a decision that we took lightly. Collectively hundreds of hours were invested in this decision – talking with members of our community, internally as a BOD, with our attorney, with permitting agencies, and with several at BMHQ. We realized that this was a huge change because since becoming an age-restricted event in 2008 there are many new participants who have never attended Element 11 with kids. Additionally, many in our community have never been to Burning Man, where kids are present. Thus, we understand that for many, this was not a return to something that was the norm previously, rather this was an entirely new concept.



Kids being kids! Photo Credit: Brandie Liefson

We worked to create the framework to ensure a smooth transition to embrace E11 as an all-ages event. The framework we put in place included: a participant code of conduct similar to what many other regionals around the world have in place, an active parenting policy which outlines supervision of children at the event and consequences for noncompliance with the policy based on Burning Man's guidance that "all children must be supervised at all times," procedures for lost children, and procedures for registering children upon entry as has been done at Decompression.

We are extremely happy to report that kids were a non-issue at our event! Kids had a blast. Adult participants didn't seem to be impacted in any negative way. All in all, it was all ok and we look



forward to having kids at our events in the future as well. We certainly appreciate the community support as we made this significant change this year.

A couple of years ago we put in place the Master Operational Plan (MOP) for our E11 BOD which outlines each role and related responsibilities/tasks with approximate target dates for accomplishing the task. The Master Operational Plan is a solid foundation for our BOD, but it can continue to be improved with feedback from the AfterBurn reports each year as we continue to learn and develop roles and tasks within the BOD. The MOP is a huge help as each new member can refer to it as a guide which makes joining the BOD and jumping into each role a little easier. Each year as new members are brought on, roles are adjusted to try to best fit each new members' skill set. The nice thing about the BOD is that we have the fluidity to make these changes. This year, we did try to combine roles a couple different ways for some share responsibilities and that did not seem to be the best option. This caused frustrations as roles were not clearly delineated for a few positions. Having one primary person responsible for each department or functional area is a much better way of managing tasks.

Overall our BOD works well together and accomplishes all our tasks necessary to host an amazing event. However, this is not done without an occasional flare-up. Over this year, we've definitely had challenges that seem to have exacerbated due to online (Facebook) communication. We need to do a better job of picking up the phone and calling someone or going to coffee together to have more in-person communication that isn't as easily misconstrued. We should keep in mind the importance of remaining flexible and open to other ideas when we're dealing with issues. Perhaps using an alternative other than Facebook might be beneficial, however, it is our go-to solution since everyone is already on Facebook all the time anyway. Continuing to improve communication between BOD members should remain a high priority focus to continue to develop our team and event.

We use Asana.com as a task/project management solution which helps remind everyone of their MOP tasks as well as can be a communication tool between departments. It is a lot of initial work at the beginning of the year to enter all the tasks into Asana, but it's definitely worth the effort.

We held a BOD Retreat this year that should be continued each year. The BOD and their families gathered together in Snow Canyon State Park for a weekend in April of bonding, hikes, and good conversations about plans for the upcoming year. It really was a great way to kick off the planning season and bring the board together building trust and camaraderie which is critical. Holding the event even earlier in the year might be beneficial and use it as a tool to build cohesion on the team early in the year with the new BOD members.



BOD Retreat. Photo Credit: Kari Larson



We should continue to develop our orientation process for the BOD. We elect our BOD members in Oct each year and invite them to attend our November and December meetings to begin to get them oriented and ready to be functional members of the BOD. We also have departmental meetings with both the outgoing person and incoming person in December where knowledge transfer happens. We talk about lessons learned, review the afterburn report for the prior year and MOP for the year, and do our best to get the new BOD member comfortable assuming the responsibilities of their new position. The general manager was part of all these initial departmental meetings. This overall worked great, however there were some roles last year that didn't have much developed so there wasn't much to transition or share. Each year, I think we can continue to improve the orientation process for new BOD members. A lot of being part of the BOD is figuring things out as they come up, but for the processes we do have in place we should succession plan and transfer as much knowledge as we can to the next BOD member. As well, we should ensure each new person meets with the chairman as part of their orientation. We also have discussed and should implement a focus on each BOD member getting coffee or lunch with a different BOD member each month. This would really help to build cohesion on the team to strengthen those social relationships.



Illumicone. Photo Credit: Mike Conaster



ORGANIZATIONAL SUPPORT

Olga Nikishin, Organizational Manager

The art grant process starts in the fall which makes it a little tough for new BOD members since they're jumping into an already started process. For next year, we should develop an Art Grant Committee policy which outlines who (both BOD and community members) can be part of the committee, how they are recruited, expectations for participation, and outlines the voting/selection process. Perhaps the Art Grant Committee should sign an NDA? Perhaps community members should be rotated each year to allow wider community participation.

The website was utilized for art grant submissions and that seems to work well. We always do, however, have people trying to submit art grants after the deadline. We should ensure that all communication and promotion about art grants includes the deadline and mention that late submissions will not be accepted so that we are fair to everyone who did get their art grant submission in on time. We did utilize a PowerPoint presentation of all art grant proposals that was sent to the committee in advance for review to aid the discussion. This is a good tool and should be continued.

We should also ensure that the Art Grant Award Policy and Contract both state clearly what will happen if you don't end up bringing your art to the Element 11 event. We did have one art grant that wasn't able to finish their project in time, however they did take responsibility to email the BOD with explicit details of what happened, what they were doing to finish their project, and that they would bring the project to Decompression and next year's Element 11.



Photo Credit: Colton Marsala



Organization of the quarterly town halls was done with Sara Tiger. We had food and beverages at each event as well as a DJ or band for the social hour portion. We also drew one ticket to Element 11 at each town hall with all attendees receiving a free drawing ticket. Overall, setup and cleanup for town halls is simple with anyone there early or late pitching in to help.



Sophista Sunken Crows Nest Bar. Photo Credit: Stefan Poulos

We kicked off Volunteer recruitment at Burner Day in the Park, which worked great. We had a volunteer table with “meet the BOD” posters and departments to volunteer with, and sign-up sheets. Volunteers manned the table and answered questions during the event. It was great for recruiting potential leads and met lots of new volunteers.

Volunteer recruitment was a huge job this year. We changed all shifts from 3-hours to 2-hours with mixed results. Yes, it was perhaps easier to fill a 2-hour shift and to replace no-shows, but it was more exhausting/stressful for our day leads & shifts were over just as volunteers were getting comfortable.

Online scheduling was done via Sign-up Genius again and that program works well. It’s easy to create the sign-up forms as well as for the community to sign-up for shifts. Overall there were 604 slots to fill (not including rangers or sanctuary). 80% of these were filled online prior to the event which is fantastic! There was also volunteer sign-ups done at the event – people coming by the Volunteer Lounge to see how they could help. We need to ensure Gate or Greeters have it on their talking points list to mention Volunteer sign-ups available at the Volunteer Lounge. Sunday shifts for clean-up/tear-down are always the most difficult to fill. We had the Big Book of Shifts which lived at the Volunteer Lounge – day leads did an awesome job recording everyone’s hours worked. This system should be continued next year and make sure there are extra pages in the book for random duties sign-ins or extra people who show up to work at WBTC. Need to ensure the Big Book of Shifts is on-site for WBTC.



There were a lot of issues this year with people arriving later than expected on Wednesday and missing their shifts. We should have gate open at noon rather than 10am. Also it would make sense for Kitchen/Angels to start at 2pm on Wednesday, just due to people arriving that day. Some volunteers showed up early for Wednesday shifts but their day leads were running late, so they didn't know what to do. It needs to be reinforced to Day Leads that they MUST be there the entire day – they need to arrive at least the day before their scheduled day lead shift. Perhaps we can draft a “How to Be a Day Lead” general info guide to share important things like: be there all day (don't arrive that day), you're responsible to fill shifts if your volunteers don't show up, where to go for help or who to contact, details about the Big Book of Shifts and recording hours, who gets schwag, pogs, etc.

All day lead positions were filled, however, prior to the event through recruiting on the E11 volunteer FB page and individually emailing/messaging people. We should keep all posts on the E11 volunteer page E11-related only and art projects that are going to E11 only. Although, the BOD should be more involved with recruiting their own day leads and they should be in contact with their leads starting as soon as they sign-up to be a day lead. Training should occur before the event – in person training of day leads would be ideal, but phone calls to each day lead also works. Also, day leads always have tons of questions before they commit to being a day lead; each department should be responsive to these questions when they are forwarded them from Volunteer Recruitment. The entire BOD should remember to plant seeds with volunteers “you would be a great lead next year”. It would be great to send “Thank you” post cards to all day leads. We truly can't do the event without them or all the volunteers for that matter.

It really does work best to have Day Leads rather than one lead for an entire department. We do need a MOOP/Theme Camp check-out lead next Sunday and Monday who is both organizing a team of MOOP sweepers as well as checking out Theme Camps and doing a walk through before the final responsible party for the camp leaves. As well, perhaps a Floater lead would be helpful next year.

We didn't do a great job at distributing volunteer laminates this year and should figure out a better way to distribute these next year. Perhaps Angels should be in charge of distributing schwag for volunteers who work shifts at the event rather than sort of a free for all with volunteers who worked a lot not getting any schwag.

No changes were made to the Volunteer Appreciation Policy for general volunteers this year, although next year, we should consider allocating double hours for clean-up crews working on Sunday and Monday. We were extremely short staffed this year with clean-up and need to do something to encourage volunteers to stay and help. We need to designate specific tear-down crews: Volunteer Lounge, Center Camp, MOOP sweepers – these crews need to be responsible for helping in those areas until the task is completely done.

Burning Angels did a fantastic job taking care of the volunteers working during We Build this City and at the event. There were Angels wandering throughout each day handing out snacks and refreshments to volunteers who were on-shift. A huge thanks to our Angel Day Leads: Jennifer Lavista, Morgan Jackman, and David Nabity. The Mobile Angel Unit held up this year with just a minor fix to the wheel. The Umbrella remained intact due to proper storage, so the MAU should be ready to go for next year. The water containers were also cleaned and properly stored in the POD. We did have daily leads for Angels which works well to train new angles at each shift change.



RANGERS, MEDICAL, SECURITY, ENGINE 11, AND SANCTUARY

Wynn John, Edge of Chaos Director

This year, EOC included Rangers, Medical, Security, Engine 11, and Sanctuary – each department performed like an extremely well-oiled machine. Rangers continued to build social capital with event participants as well as with Box Elder County Law Enforcement, Fire, and Medical.

COORDINATION WITH BOX ELDER COUNTY

Met with Sheriff Department in early in the year. Sheriff Department expressed concerns that were later reiterated in a letter the Sheriff sent to the County Special Events Permit Coordinator. Sheriff's concerns included disproportionate alcohol/drug use at the 2015 event (primarily due to the life flight incident), sexual assault at the 2015 event, demands on department resources, and a request for financial support due to the tree calls that were made to the Sheriff's office during the 2015 event. No law enforcement calls were required this year – and the community needs to be part of the effort to continue to improve these issues. The fee to Sheriff Dept was negotiated to \$3,000 for this year's event and will be revisited next year.

Medical Lead was primary contact with Fire Department and E11's General Manager was the contact with Health Department (primarily with respect to Mass Gathering Permit).

TRAINING

Pre-event Ranger training went exceptionally well. The Black Rock Ranger training increased our knowledge, experience, and confidence. The location and time spent built camaraderie. This is growing to be a big budget item, but is time and money well spent. There were over 75 participants at ROM this year which included approximately 35 new attendees!



ROM. Photo Credit: Kari Larson



PERSONNEL

Recruiting efforts worked extremely well this year thanks to our Volunteer Recruiter, Olga Nikishin, for most departments. Each department utilized day leads and medical also had shift leads. We should continue to focus on recruiting for Medical volunteers as that was our biggest area with open shifts.

Rangers had 69 volunteers work shifts this year, with 38 new Rangers. This is a big increase in numbers, and mentoring went well and the department is excited to have so many new faces. We still had trouble staffing the later part of the event (Saturday night). Rangers responded to numerous typical event issues.

Sanctuary was a big success this year with a new strong leadership team, and training for volunteers. Approximately 20 volunteers assisted participants at Sanctuary this year, with each volunteer shift filled. Sanctuary was a valuable resource for numerous participants this year.

Engine 11 is a small department that will need attention and resources in the future. BECo FD and BLM Fire Crew support are a huge resource supporting the event.

Each department has solid leads and teams with the exception of Engine 11. Consideration for next year includes moving Engine 11 to the Dangerous Arts Department; expanding Engine 11's capabilities should be a priority.

We did develop a new Volunteer Policy for Rangers and Medical this year – primarily allocating double time for hard-to-staff shifts such as Saturday night. These policies appear to have increased volunteer support. We'll need to explain and publicize the volunteer policies more next year.



Burn Perimeter Set. Photo Credit: Lauryn Pehrson



HEADQUARTERS

The hard-sided pods continue to be essential for Ranger HQ and provide a quiet, cool space for Rangers and Khaki. Sanctuary set up in the permanent bunkhouse structure and was a well-used space. The room was air conditioned which is a necessity.

RADIOS

The new radios were great. The check-in/check-out procedure at HQ was sometimes chaotic, but worked well.

OTHER EQUIPMENT

For the most part we had all of the equipment we needed. We purchased eight additional Fire Extinguishers for the event and these were placed on lamp posts around the city. The E11NET team provided an internet link, which made way for a VOIP phone to contact the outside world.

Medical maintains an extensive inventory and other departments maintain limited supplies. Our inventory lists could be improved next year.

SECURITY

Having professional security at the gate after hours and on the radio was again a huge benefit to the event. Our security team was always willing and eager to help when Rangers called.

EVICTIIONS

One participant was evicted for aggressive behavior and not following community standards with respect to consent. This is an improvement over last year, and we will continue to work with the community to educate participants about community standards and the 10 Principles.

POLICIES

Sanctuary generated a new excellent manual this year. Our Ejection Policy was reviewed and no updates were needed. Our Emergency and Evacuation Plans could be improved upon for next year.



Whirlwind. Photo Credit: Colton Marsala

MEDICAL



By JP Bernier, 5th year Medical Lead

2016 was my 5th year overseeing the Medical volunteer team. This year presented some great progress and pointed out some challenges for the next phase of this department.

VOLUNTEER STAFFING

Jackalope Rodeo introduced the first year of having a professional EMS contractor on site for the event. Element 11 hired Box Elder County EMS to provide standby service from 12:00 PM on Friday, to 12:00 PM on Sunday which included one ambulance and at least 2 EMT Intermediate personnel at all times. Coordination was done through Corey Burand, who is the Box Elder County Fire Marshall. It was Corey's 2nd year working with the event and he played a valuable role coordinating his staff with our shifts and ensuring that all situations were handled efficiently and professionally. The Element 11 volunteer schedule was filled somewhat better than years past, but still has a lot to be desired by way of participation. Out of 120 medical shifts available, there were 55 shifts (45%) unfilled at the beginning of the festival. Of those 55, 36 were not filled (30%). However, many of these empty shifts represented the 3rd team member and as such there was always at least one and typically two persons present for each shift. All shifts were staffed by at least one person.

It is my personal recommendation that more reliance be placed on hired EMS teams, and less on volunteer support. Volunteers may still be welcomed to assist professional teams however as the festival grows and volunteer participation remains lackluster it would be a wise investment on behalf of the festival to ensure full coverage and liability by using paid EMS services. It was noted that the several occasions when the ambulance was driven into the city to respond to a patient, the vehicle was too large and cumbersome to negotiate the streets to find the patient. In the future, it is recommended that a QRV be used initially and if necessary dispatch the ambulance directly to the QRV's location.

HEADQUARTERS

Hard-Side Office

The 20-foot containers continued to be a valuable asset to the medical volunteers and their patients. The process was plagued with the perennial problem of getting power connected soon enough. The containers ordered this year came with different air conditioning units than previous years and as such were incapable of being powered by a small emergency generator. The large diesel generator did not arrive until later, and then had an oil leak that same day. Medical went approximately 2-days without power. My emergency generator provided temporary lighting via an extension cord and two small table lamps that were graciously donated. The amount of space in medical is becoming increasingly cramped due to a large volume of supplies. It is recommended that a gurney not be included in HQ as it takes up too much space and appears to serve no real benefit.

HQ Calendar

Posting the medical volunteer shift schedule in the container was a continued benefit for all. There did not seem to be much coordination between medical and Rangers as in past years, but it did not seem to be a problem.

RADIOS

Radios were adequately supplied. No major problems were reported with communications for medical. Closer attention should be paid in the future ensuring that on-shift Element 11 volunteers have at least one radio with the BECO frequency.



SUPPLIES AND OTHER EQUIPMENT

The general equipment needs of Med Tent were met this year with satisfaction. Generally we have an overstock of many items, and a large surplus of unneeded/unnecessary items. Donations should be received judiciously so as to avoid providing unnecessary storage for items we don't need (like 6-pairs of crutches, for example). The shoe organizer storage system attached to the container office walls was a success as volunteers were able to stay organized and readily identify which supplies were being used and required restocking.

OPERATIONS – STATISTICS

- (64) single-line (minor treatment) entries
- (10) MIR (substantial treatment) entries
- (3) Hospital transports
- Total: 77 patients



Sunday Sunrise. Photo Credit: Kai Davis



TECHNOLOGIES

Daren Sabin, Director of Technologies

The extremely remote location of Stargazer Ranch requires our Emergency Communication capabilities to cover long distances and be 100% interoperable with local government. A repeater (UHF), an 800 MHz base radio, and a link radio (to link E11's radio system and the State's) were utilized. Last year, permanent base antennas for the repeater and the 800 MHz base were acquired and hung on the flag pole/antenna mast prior to WBTC I, as well as heavy weatherproof antenna cables.

In 2015 an interoperability plan was established with the Box Elder County Sheriff and Fire Marshall, to make communications (routine and emergency) seamless and efficient. Details of call signs, procedures, and other emergency communication information was shared among local agencies, along with instructions for contacting E11 volunteers on the radio. This same plan was utilized this year and should be reviewed/utilized again next year. Perhaps it would make more sense for this plan review to be moved to the EOC department.

RADIOS

All of E11's handheld radios, as well as numerous units owned by volunteers from Medical and Rangers were programmed to use the UHF repeater. Several 800 MHz handheld units owned by Medical volunteers were also programmed to match state 800 MHz channels. E11's radio system handled thousands of routine radio calls and several emergency calls with minimal disruptions and few equipment problems.

Motorola Inventory:

- 17x usable radios (1/3 missing channel 6)
- 2x Motorola Shoulder mics.
- 2x Motorola gang chargers. (purchased new power supply, one went bad)
- 10x Motorola shoulder mics purchased. (off brand)

Baofeng Inventory (all new purchased 2016):

- 20x Baofeng 888 (~\$12 each)
- 10x BF shoulder mics.
- 2x BF headsets (cheap quality)
- 2x BF 6 place gang rapid charging base.

We had one of the new baofengs antenna break, but it was a simple fix. Over all this year was a blazing success with the new radios. We should keep replacing with cheap almost disposable radios such as the baofengs. We can also pick better channels next year and more of them in case of interference. Great learning year for event communications. Perhaps next year we can have a lead responsible for radio check-in/check-out as Khaki often does not have the capacity to manage that task. We had to track down 5 radios at end of event which was not too difficult. We did not lose any radios this year.

E11 NET

E11 NET again brought limited internet service and VOIP (Voice over Internet Protocol) to Element 11 this year with a big thanks to our lead, Jeff Jayne. Jeff programmed all the dishes and loaned us all the mountain top hardware (batts, solar, links, stand, charging controller, power controller, PoE unit). We have offered to have Jeff rent or sell us the mountain top hardware or we



will need to purchase and build out new next year (~\$600). The first set of batteries were dead on arrival and only worked with low usage and lots of sun. Jeff sent up two new batts with some participants which were installed Thursday morning of the event. This setup really must be done and tested during the WBTC weekend so they are fine tuned for a more stable link.



Sophista Sunken Crows Nest Bar. Photo Credit: Stefan Poulos

Jeff is also the sole contact that has worked with Beehive Broadband (Park Valley Telephone company) who provided the bandwidth for the event internet. Perhaps we should set a formal agreement with Beehive for next year to ensure connection. We certainly appreciate that Jeff was able to establish the connection for us and that Beehive donated the bandwidth to us. Come to find out there is a fiber connection between Nevada and Idaho going up US Route 30. Park Valley has an abundance of bandwidth.

This connection and a small amount of infrastructure equipment led to a VOIP

phone that was installed in the Khaki Shack, which saw a small amount of use by Medical and Ranger personnel. Next year we should create a document and post with phone base in both medical and khaki shack. This year we ended up only finding one phone base so the phone was not left in the charger most times which made it hard to use when it was dead. Medical/rangers did make some calls on the VOIP phone, but service was unreliable from internet. The dishes kept losing connection to one another and had to be reset or reset themselves after so long before connection would stabilize. Maybe this was a configuration issues or a firmware issue. This should be a main priority for internet next year to ensure more stable link. This is only the second year for this setup and it should get one more year at least to mature before we could count reliably on this form of communication. Should focus more on this next year. Would also like to secure the radio/infrastructure shed to be more dust and weather proof.

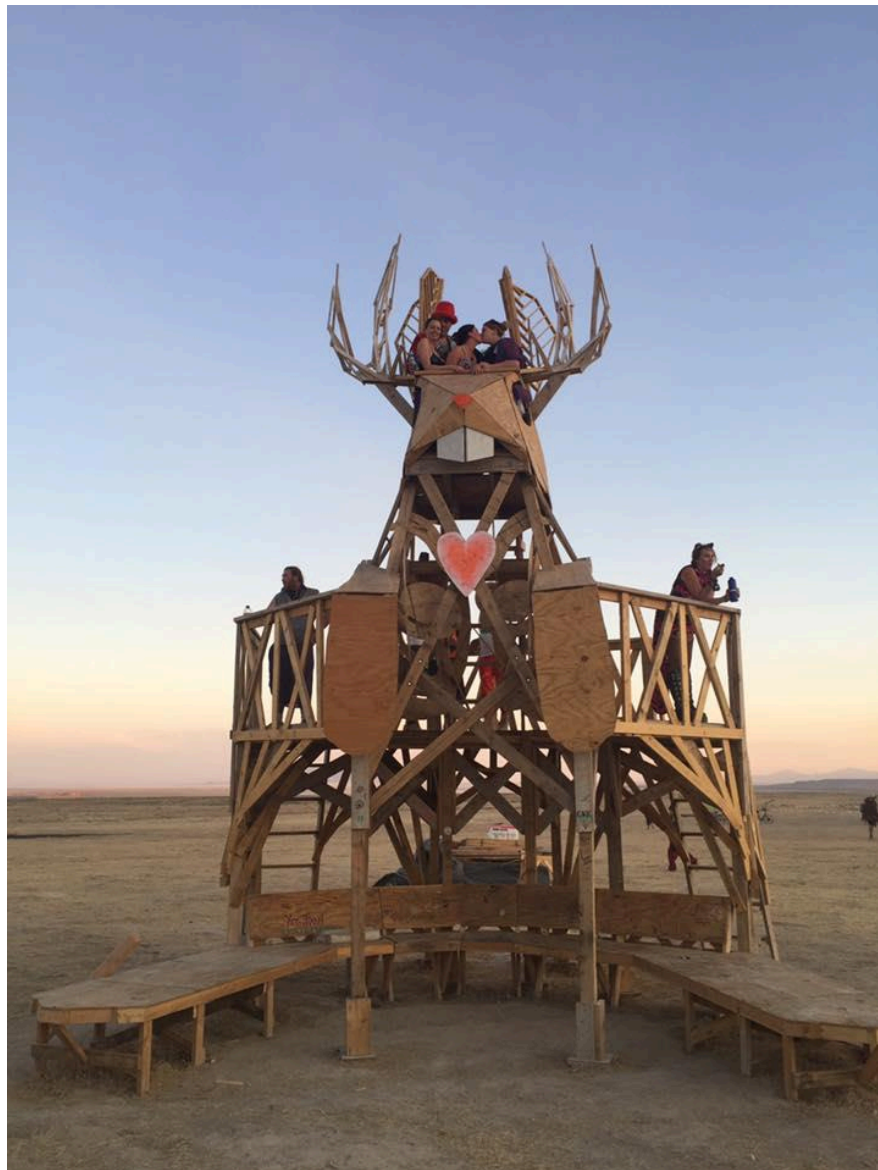
A fun idea to continue to utilize the internet and technology at our event is to possibly have a live web cam stream. Perhaps an art project to connect to another event going on at the same time that allows interactivity between participants through a "portal" view.



WEBSITE

There have not been any major changes this year to our website or Wordpress platform. We utilized the website for all event registrations, submissions, nominations, etc. works well. Continued communication between department leads is needed to ensure updates to forms are provided in advance and that requested open/close dates are known. A lead to assist in web duties and ensure we are not missing anything would be extremely useful.

Ideas to improve next year include an overhaul of our website and training more BOD members to manage content in Wordpress. However, all website content will need to go through the marketing committee for approval prior to release. As well, we can continue to develop our search engine optimization.



Rose the Mythical Jackalope. Photo Credit: Mike Silva



VOLUNTEER SUPPORT AND LOUNGE, INFO BOOTH, AND GATE

Martin Gassner, Volunteer Director

Our volunteer lounge this year was the best it's ever been – it was a true highlight of the event! Anne Russo was the overall lead and coordinated delicious meals to server our volunteers as well as created a wonderful communal shady space for volunteers to hang out. It brought people together as well as nourished them. There were lots of volunteers who helped preparing food and with clean-up. Day leads were required to have food handlers permits and they all did a great job organizing their crews. There was always a radio at the volunteer lounge for communication ease. The volunteer lounge structure was purchased this year and will be a great space for the lounge in following years. The kitchen was erected during the first WBTC and was able to support volunteers throughout the entire event build time. We kept the Big Book of Shifts at the volunteer lounge which worked very well for day leads to record hours worked as well as rally volunteers hanging around the lounge when a shift needed filled.

We tried a pog system for meals, which didn't really work, so that should be rethought for next year. The only other area for improvement regarding the volunteer lounge is to have a plan for all the garbage generated to haul it out at the close of the event. This year, we had to hire the property owners to do a dump run to haul the volunteer lounge garbage out as well as other left MOOP, which worked, but isn't the way it should be handled.

Schwag for volunteers this year included E11 thermoses, t-shirts, patches, and pins. We ran out of pins and t-shirts which is wonderful to have that many volunteers! More should be ordered for next year as we want to continue to grow our volunteer base or perhaps volunteers should only get schwag after working 2 or more shifts.



Burners! Photo Credit: Lauryn Pehrson



The volunteer party was held in September this year and was a smashing success! It was just a little way to let our volunteers know that we really do appreciate them. The event could not happen without all of their efforts and dedication. Anyone who is a registered volunteer with E11 and/or part of the E11 Volunteer Facebook page was invited – even if they didn’t work a shift at E11 this year. In line with this year’s theme, the appreciation party was held at the Jackalope Lounge downtown SLC which was a lot of fun. Ideas for next year include organizing and promoting the event even more before E11 so that we can begin get volunteers’ excited leading up to and at E11. As well, we did have underage volunteers who were not able to attend the party, so having it at an all ages venue would be a good idea.



Glow Forest. Photo Credit: Stefan Poulos

between the 2 areas.

The gate ran beautifully this year, Erika Hummel was our overall gate lead. As well, we worked with day leads who were responsible for training each new set of volunteers at shift changes. The gate and box office were set up in the same area, just due to the road logistics of our event – there isn’t space to separate them. Next year, perhaps the gate and box office departments should be combined. We should evaluate the carport used for gate and ensure all the pieces are there for next year – we may need some new poles next year.

Additionally, we MUST plan for lighting the gate. This is the 2nd year we’ve only had one small lantern that a volunteer provided for light at night. Perhaps investing in a deep sea battery and solar panel and some LED light strings would be a good solution. Further, feedback to go back to 3 hour shifts rather than 2 hour shifts was noted. It’s too exhausting and stressful for day leads to have to check in every 2 hours. As well, 2 hours shifts don’t give volunteers enough time to get in to the flow of a job before it’s time for them to change out. It would be beneficial next year to get all the gate day leads together for training before the event. This is such a critical component of the event, we should discuss different scenarios and how they should be handled. As well, we should either combine box office and gate or clarify their roles better – overlap is confusing for everyone in those shifts and/or difficult if volunteers’ no-show and someone in the other department has to pick-up those responsibilities. We do need to make a small D lot for those with complicated ticket issues – understandably the layout of the land with the road berms is difficult to make this happen, but we should try to plow some space for this. And, if possible, move gate further up the road from greeters to allow more space



Gate hours were until 10pm Wed – Fri nights, but perhaps should be extended due to the remote location of Stargazer Ranch. If people work on Thursday or Friday and then drive to Stargazer after work they're not arriving by 10pm when the gate was scheduled to close this year. The gate staff stayed late on both Thursday and Friday to help security with the influx of vehicles. Perhaps staffing it until midnight would be better. As well, we never have very many people at all showing up at 10am when gate opens. Perhaps gate should start at noon.



Temple of Awakening. Photo Credit: Kimmie MeeOw Broutsas

The info booth was part of Center Camp and it worked great having it there! Our Info Booth doubled as the Hug Deli this year and volunteers had a lot of fun with their shifts not only providing information, but hugs as ordered too! We used Genius' Hug Deli structure. A component of the Hug Deli is teaching about Consent – we should do a better job explaining to day leads all the complexities of this in advance so they come mentally prepared to train volunteers about consent. We had a "How-To" guide for the Info Booth, but not for the Hug Deli/consent part of the job. The guide should be updated next year so that it's inclusive of the entire job should the Info Booth and Hug Deli be combined again. Over all, even though the combination of Hug Deli and Info Booth was sort of last minute this year, it worked so well that we'd like to do it again next year. We keep talking about the need for a "Town Crier" with a megaphone to wander the streets 20 minutes or so before big events to alert people a burn is going to happen or opening ceremonies or whatever it is. This didn't get staffed again this year, but hopefully it will next year as a component of the Info Booth. We did have day leads for Info Booth who were awesome. We do need to ensure the day leads know to check-out a radio at the beginning of the day and back in at the end of the day in case they need to reach the BODOD or rangers. Additional feedback is to



possibly change shifts from 2 hours to 3 hours which would make it easier on the day leads who have to check-in at each shift change. As well, extend the hours of the Info Booth to 8pm as there were lots of people stopping by after hours.

Lost and found continues to be a challenge, although we did return numerous valuable personal items including wallets, cell phones, backpacks, clothing, etc. Perhaps having a lock box at the Info Booth to keep found items in would be better than lugging a tote back and forth between the Volunteer Lounge each day.

An idea to further develop our volunteer community for next year is to have dedicated social events throughout the year that volunteers can plug into. This would be beneficial so that when people register to be an E11 volunteer, they're not just left hanging until shift sign-ups happen in June. Throughout the year, they can be making friends, connecting with other like-minded people, and learning about the Burning Man ethos and culture. As well, as volunteer opportunities come up throughout the year, we have an avenue to easily get them engaged.



Temple Burn. Photo Credit: Croshane Hillyard



COMMUNITY TOWN HALL FEEDBACK

We hosted our 3rd Quarter Community Town Hall on August 14, 2016. Gathering event feedback was an interactive activity where participants wrote pros/cons ideas and posted the sticky notes all around the room on applicable departmental posters. During the meeting, each poster was reviewed and ideas were read out loud for the entire community to hear and add additional comments that came to mind. The process worked very well. Ideas gathered are listed below.

ARTS:

PROS:

1. More art – yes!
2. Idaho – thanks for bringing so much awesome art!
3. Most art grant \$ to date and it shows. Amazing art!

CONS:

1. Would like to see more art around the city not just in the esplanade

BALLYHOO (PRESS RELEASES, VIDEOS, SOCIAL MEDIA, AND ANNOUNCEMENTS) and MARKETING MATERIALS:

PROS:

1. Felt inclusive to newcomers. Lots of good information – map, WWW, signs – all great
2. Newsprint for Survival and WWW guides was fantastic!
3. Absolutely fantastic PR and marketing – so creative!
4. Jackalop tips were great!
5. Love the new WWW and SG styles! So cool!

CONS:

1. Hard to find the WWW guide on the website

CENTER CAMP and INFO BOOTH/HUG DELI

PROS:

1. Solar Powered Center Camp and Stage!!
2. Live bands
3. Compooster at Center Camp was awesome!
4. LOVED the décor!! Best yet!

CONS:

1. Would be helpful to have Ranger HQ or outpost at Center Camp
2. Need fixed location for Lost and Found (moved between Info Booth and Volunteer Lounge)
3. Center Camp didn't feel like it was the "center"
4. Unclear that the Hug Deli was Info Booth
5. Center Camp was dark a lot of the time



6. Need Radio at Info Booth at all times
7. Center Camp shade was WAY too far away from the stage
8. Ran out of ice – need better communication about ice for pre-purchase
9. We got ice – but SOOO many didn't – need more ice!

DANGEROUS ARTS (BURNS, PRE-BURN SHOW, FIRE ARTS, ENGINE 11)

PROS:

1. Structures burned fast, fell neatly, no long-ass perimeters!
2. Pre-burn show was awesome. Best one yet!
3. Fire performer wristbands encouraged responsible fire performer ethos

CONS:

1. Perimeter rope lights need maintained, repaired, etc. Need protocol on storing and laying out.
2. Need laminates for ember patrol so they can be identified as ok within the perimeter.
3. Need more volunteers recruited for perimeter.
4. Maybe do main effigy burn Friday night and Temple burn Saturday night
5. Grass fires inside perimeter – need to rake or disc areas around burns
6. Need Town Crier with 10 minute warning for burn times especially if the Fire Department wants to burn early due to weather

EPW (LAYOUT, PORTA-POTTIES, WATER TRUCK, ETC.):

PROS:

1. New layout was nice. Great view. Easy to get around. More consolidated.
2. New layout FTW!
3. Loved the new layout with the art to the south
4. Portos were clean!
5. Streets were wide and smooth

CONS:

1. Would be helpful to indicate sound camp/noisy area on map next year
2. Don't change the event map after the map is made and shared with the community or printed
3. Don't place portos south of art and esplanade – put them in the camping areas
4. Roads were especially fucked on exit
5. Time to spend some \$\$ on road work!
6. Street lights need to work at night
7. Need more street lights.
8. Need speed bumps for speeders
9. Need MOOP de Playa Department
10. Need more information on when city clean-up is and expectations for tear-down



GATE/BOX OFFICE/ENTRY/TICKETS/WILL CALL:

PROS:

1. Volunteer shift at gate was much smoother! Awesome!
2. My experience was great! Love gate people!
3. Ticket sales process went smoothly
4. Cloth wristbands – awesome!

CONS:

1. Ticket transfer process needs work
2. Combine gate and box office to prevent confusion
3. Too many lists at Box Office
4. Gate and Box Office leads need radios (as well as stations)
5. Need lights at Gate and Greeter stations!
6. Gate and Greeters need to wear lights during evening shifts – don't be dark wads!

GREETERS:

PROS:

1. 10 Principles Scavenger Hunt!
2. Greeters were drunk

CONS:

1. Greeters were drunk
2. Interfering with Gate/Box Office operations
3. Would like express lane – not everyone likes spanking (or better education that spanking is not required; greeters have talking points that are important for all participants to hear)

KIDS:

PROS:

1. Kids make great volunteers!
2. Great addition – seemed to facilitate a shift in the culture for the better – more arty/less party!
3. Non-subsidized tickets meant parents were involving their kids with their burn experience.
4. Yes for Kids – better policy
5. Loved having them! They really fit in well.
6. It was awesome seeing them all having a great time.
7. As a kid, I loved being there!
8. Kid supervising policy should be relaxed next year, such a non-issue
9. Kids at E11 rocked it! Radical inclusion, baby!

CONS:

1. Unsupervised kids



2. Kids wristbands should be different colors
3. 12 and under should be free. 13 – 18 should be discounted.

SECURITY, MEDICAL, RANGERS, AND SANCTUARY:

PROS:

1. Whisky pancake breakfast – fun gathering!
2. Nice to have EPW, Ranger HQ, Medical, and Volunteer lounge all in the same area
3. Rangers were provided internet access by mounting transceiver at nearby peak to beam data back to default world. Awesome!
4. No calls to Law Enforcement!
5. Friendly rangers!
6. Lots of new blood
7. Extra BECO medical coverage was very appreciated
8. Med tent was a great place to relieve any stress build up. Good quiet place to just sit and be for a bit.

CONS:

1. Need Lost and Found somewhere other than Ranger HQ
2. Need ranger outpost by center camp
3. Emergency cars drove really fast when there was not an emergency
4. Security team had a blinding green light
5. Need new shiny penny rangers to walk more shifts

TECHNOLOGIES:

PROS:

1. New radios were great – no hassles to get a charged and working one!
2. Radio in and out process worked great

CONS:

1. E11 net not working all the time
2. Trunk (repeater) not working – radios only direct

THEME CAMPS:

PROS:

1. This year's theme camp layout much better than last years, but some theme camps were kin of peripheral. Overall great though.
2. Great theme camps with wide assortment of offerings!
3. Loved how close the theme camps were placed along the esplanade – could see a lot in a short amount of time



CONS:

1. Some camps with premium placement had little to no interactivity
2. Camps need better placement markers please
3. Need better info on expectations for clean-up, tear-down, and check-out
4. Perhaps have an inner city sound policy (no sound after 2am inner city)

VENUE/LOCATION:

PROS:

6. Super awesome! So peaceful!
7. BECO is awesome!

CONS:

11. We've hit our capacity for growth for our current layout. Should expand open camping area to make room for growth.
12. Need speed limit signs ever 5 miles
13. Need more water trucks – too much (not enough) dust
14. Helicopter landing zone needs marked
15. Need wider roads

VOLUNTEER LOUNGE/KITCHEN/APPRECIATION/SIGNUPS/RECRUITMENT:

PROS:

1. OMFG! So good! Way best improvement!
2. Wonderful to finally have it's own infrastructure for the volunteer lounge.
3. Thank you! *Best thing
4. The Lounge was one of my favorite places this year. Huge props and thank you!
5. Loved the E11 volunteer mugs! Wish I would have gotten a shirt.
6. For the board – Thanks for doing all the awesome things! My feedback is to reward yourselves for all the hard work, snuggle your pets, and burn more things.

CONS:

1. Have meal times more flexible
2. Need more schwag/tshirts and a better process of handing it out
3. 2 hour shifts = lots of strain on day leads
4. Would be nice to send appreciation notes to artists, theme camps, center camp décor crew, volunteer lounge crew, etc.
5. Clean-up/tear-down shifts need more volunteers
6. Need more angels during WBTC
7. Need dedicated post-event MOOP team
8. Too few volunteers ate during the event – extra food
9. Need more coffee available and/or instructions on how to make coffee at night



10. Would be nice to have a menu that is published in advance so people can plan
11. Meals were not ready on time
12. No pogs!
13. Should have it more clearly defined who is allowed the privileges of the volunteer lounge.
14. Need a snow cone maker!

