



Element 11, Inc.  
663 West 100 South  
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# ELEMENT 11 2018: “As You Wish”

## AFTERBURN REPORT



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



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### **2018 Element 11 Board of Directors**

*Wynn John - Chair, Executive Director*

*Matt Chiodo Vagabond - Vice-Chair, Arts Director*

*Callie Voss - Secretary, Corporate Records Director*

*Rachel Gillmor - Finance Director, Box Office/Ticketing*

*Olga Reese - General Manager*

*Beth Johansen - Ballyhoo Director*

*Alan Killingsworth - Theme Camp Director, Greeters*

*Felix DeSiena - Gate, Info Booth & Ice Sales Director*

*Phil Oleson - Dangerous Arts Director*

*Chase Reed - Infrastructure Director*

*Joe Russo - Rangers & Event Safety Director*

*Crystal Miller - Medical & Sanctuary Director*

*Daren Sabin - Technologies Director*

*Cami Chatterton - Volunteer Director*

## **INTRODUCTION**

What an inspiring event, Element 11 2018 “As You Wish”! The collectiveness within the community, countless hours of our volunteers, artists, theme camps, board of directors and all individuals really brought it hard this year and we created an event of a lifetime, best Element 11 yet!

We have been excited to welcome children back to the event for the 3<sup>rd</sup> consecutive year since 2007. Having children become part of the event has allowed the child within us all shine. Children in communities play an important role, reminding us to view art, passion, new experiences through a different level of lense that engages us to slow down, and have limitless experiences. 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.

A huge 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, all of this is possible.

All in all, an unforgettable place in time was created. Thank you all who were a part of it on whatever level you participated! Here is an awesome drone recap by Jerrick Naylor:

<https://www.youtube.com/watch?v=UWLvyhheDbg&feature=share>



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## ARTS

*Matt Chiodo Vagabond, Arts Director, Vice-Chairman*

Art Participation at Element 11 continues to grow. Although we had a slightly reduced budget for Art Grants this year, we awarded a similar amount of projects to Element 11 virgins and veterans alike, as well as to groups from our local area as well as adjacent cities, notably from the Idaho and Colorado.

Due to the smaller budget, most projects only received 60 to 80 percent of their grant request. While this is normal for our process in the years I've participated in Element 11 Art Grants, this year these budget cuts, mostly in the \$200-400 range, seem to have had a negative effect on project creep. In future years, I think Element 11 should seek more fully fill requests, and support less projects overall to help stimulate further competition for those funds. Our grants are awarded through a 10 member committee of participants, so this case will be made to the people selected for that committee.

Regarding Burnable Art, we had only 2 submissions this year, being for our Main Effigy (The Golden Unicorn Calf) and our temple, The Temple of Forgiveness. Both burns were successful. These projects have oscillated between being organized directly by Element 11 and being proposals coming from the community itself. It's my opinion that Element 11 should take on the design and execution of these two important pieces, as we have our own volunteer structures, and an organizational relationship with the Utah Builders Community. Utilizing both will help community involvement, get people excited about their own future burnable art, and get a higher level of collaboration to raise up the aesthetics and execution. Hopefully this will also help generate some participation in smaller burns, so that we may continue to use all 4 of our burn platforms. The Pre-Burn show was organized by our local Fire Tribe. They had their biggest performing group to date as two different conclave groups collaborated and put on a spectacular show before the Effigy Burn.

Space on our Playa is very tight. We will need to put restrictions on where art may be placed in the future, if our open playa space does not find a way to expand. Due to fire danger, the Box Elder Marshall has requested that no art at all be placed outside of the Rim Road, so that we have an effective two lines of firebreak. This greatly reduces space available, and even if we experience no growth next year, this will overcrowd the art in our playa, which may also become obstacles for our fire crews during burns. If this expansion is not possible, it may take quite a large aesthetic shake up to fix the problem.

Elemental Mutant Vehicles was given its own lead this year, who ran the department by himself. This went well, and saved myself quite a lot of work over the course of the event. This department should continue to grow and refine its structures, but also since we only have a small amount of participating art cars, this seems to be working pretty well for now.

Our rebranded stART (Pre-Compression) event was very successful. We held the event in the same public art gallery as last year. We had our biggest attendance yet!

This is an event hosted by Element 11 for Grant Artist Recipients to educate and showcase their Projects to the community and raise funds to support their vision. It also invites the community to become more involved with supporting the artists by signing up to assist with the building, creating, setting up etc of the project at the event and allows space for others to jump in where they feel they can to support the project in other ways than monetarily.



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Photo Credit: Brandi Leifson

## **BALLYHOO**

*Beth Johansen - Ballyhoo Captain*

This was the fourth year of our Ballyhoo Department which was created to positively promote Element 11 within the community.

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. We created an archive for outgoing posts from Element 11 Facebook and Instagram to use for releases to keep a more unified delivery for posts and updates. We included #E11Utah hashtag to broaden the viewer demographic.

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.





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Our post-event photos was coordinated as a volunteer position this year. We provide the artist a picklist of items we would like captured such as the Art Grant Recipient Lists, all Departments (Gate, Greeters, Rangers, Center Camp), Children, the Welcome to E11 Address from BOD/Land Owners etc. They are given the same autonomy and respect that all participating artists are given, and free will of their creation. The results each year have been fantastic.

We have updated and recreated a more time efficient calendar to assist with promoting and timing release for our marketing information. This includes our Theme Submissions, Theme Art Submissions, WWW Guide information, Printed items such as WWW, Tickets, Stickers, Signs, Laminates, Survival guides.

## CORPORATE RECORDS

*Callie Voss - BOD Secretary*

All of Element 11's bylaws, corporate records, pertinent documents, permits, and meeting minutes are stored in our cloud, which is accessible only by BOD members; hard copies are also kept, but they are scanned and uploaded to the cloud. As well, bylaws, policies, and Town Hall meeting recordings are available to the community on our website. Financial information is available upon request. It is organized by year with folders for each department. Having all corporate records in the shared 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 or to store perishable items. This location also functions as our mailing address.

## ELEMENTAL PUBLIC WORKS

*Justin Hogue - EPW Lead Fella*

As per request of Box Elder County roads department, 7000 gallons of magnesium chloride was applied to the 4.4 miles of the northern Red Dome Road, for dust control.

The firebreak access road around the event space was cleared of new growth and expanded by 10 feet.

We cleared approximately 15 additional acres of camping space. And widened the city roads 2-3 feet while grading them.

Porta potties were 57 standard units and 8 ada accessible. I think we'll coordinate better with the art and theme camp directors for next year's placement and keep the same numbers.

Despite some mechanical problems, our water truck was running 3000 gallons of water on the roads for dust control 6-10 times per day and kept full for the burns.

Inventory of the E11 pod was completed in April.

The owners of the venue provided a semi permanent structure for the volunteer kitchen.



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Mowing of the event space should continue to happen 2-3 times a season. Dragging the roads and burn areas at least once.

Alternating winds and unsecured trash was the largest problem with moop this year. As we were breaking down the city we watched multiple theme camps with metal detectors and moop sticks walking around cleaning things up. THANK YOU! We ended up with just one bucket of small moop and a few structural pieces to clean up. We will continue to encourage and educate on Leave No Trace.



Photo Credit: Matt Hogue



Photo Credit: Brandi Leifson

## EXECUTIVE

*Wynn John - BOD Chair*

This year the Executive Committee consisted of Callie Voss (Secretary), Rachel Hamilton (Treasurer), Matt Vagabond (Vice Chair), Olga Reese (General Manager), and me (Board Chairman). The Executive Committee worked exceptionally well together keeping “all the things” on track and improving our processes along the way. Callie (Secretary) reinstated Meeting Minutes for our BOD meetings which was a great help in reminding us of previous discussions and decisions.

While there were a few disagreements and disappointments within the Executive Committee along the way, they were all handled professionally and productively with the best interests of the event in mind. I have to say, in particular, working with Olga (General Manager) was outstanding, and I could not have done my job without her help. She was very effective at keeping everyone on track but also very kind and patient and was always willing to help people out who needed guidance or direction. In hindsight, I feel like I should have included Matt (Vice Chair) in more of the discussions between Olga and me because of his perspective and insights. He didn’t complain about feeling left out and always seemed to have his department (Arts Department) running smoothly, but as the event grew closer, I felt like we would have benefited from including him in more of our operational discussions.



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As Executive Committee members are selected in the future (particularly the Chair and GM), the importance of their ability to get along and operate professionally cannot be overstated. I feel lucky we had such a great team this year.

As we considered new BOD members last fall, a high priority was placed on whether we felt that the new members would work well as a team with minimal personal drama. This eliminated several highly qualified people from consideration and, along with several people who just didn't quite fit our current needs, was a disappointment for the BOD candidates and a few existing BOD members. However, the personal conflicts within the BOD this year seemed far less than previous years and less time was spent dealing with interpersonal issues. Huge amounts of time have been wasted in the past trying to sort out interpersonal issues that, in the end, detracted from the event. We did have a few fairly heated disagreements (particularly online), but those were generally allowed to play out rather than trying to referee every argument. It's hard to tell whether this hands-off approach was successful, because it's clear that a few BOD members are on poor terms, but experience has shown that this may be inevitable regardless of the time (sometimes enormous) spent trying to reconcile disagreements and personalities. However, everyone completed their tasks and responsibilities professionally and respectfully within their abilities, and others often stepped in to assist when needed.

Along with monthly meetings, Facebook continues to be our primary means of communication. Although this is not ideal, there doesn't currently appear to be a viable alternative. Most online discussions were limited to only include the individuals involved (rather than the whole BOD) which seemed to be more productive and reduce conflict. Monthly meetings were generally productive and fun. It remains a challenge to keep discussions focused but also keep everyone engaged. Setting an agenda and sticking with a meeting time limit seemed to work for most people, and every meeting covered a lot of ground without wandering too far off track. Most decisions made by the BOD this year were either unanimous or made with a strong consensus. The BOD operated as a great team this year, and the resulting event was a big success.

Personally, I had a great time at Element 11 this year. I was prepared to work through the entire event, but it didn't feel like work. Everyone on the BOD and in the community created a great event. Opening Ceremonies were fun. We made several substantial changes to the event this year; including shortening the event by one day and shifting the burn schedules (Effigy/Main Burn on Friday night and Temple burn on Saturday night). The community seemed to adjust and support these changes. The Rangers and DAD implemented new perimeter procedures this year (including recruiting volunteers to work on the perimeters) that resulted in an astonishingly improved and organized perimeter. So many things went better than planned. Not everything was perfect, but that's pretty normal.

There was one non-emergency medical transport off site (requested by participant), and one law enforcement call (also instigated by a participant) but there were no arrests or evictions from the event. Law enforcement was very present at the event this year and frequently walked around the event, both unaccompanied and with Rangers or BOD members. Participants were friendly and respectful, and the Sheriff's deputies seemed to genuinely enjoy themselves. We continue to have an exceptional working relationship with both the County Fire Marshall and the Sheriff's Department. A good working relationship with them is critical to the success of the event (both with respect to participant/event safety and permitting). Because we have had minimal issues the past two years, the Sheriff's Office has indicated that they will likely reduce personnel coverage and costs next year. The event also seems to have evolved into a "non event" for the Park Valley locals, which is good news considering that a few locals have been very vocal critics of our event in the past.

We continue to have successful year-round events. Our quarterly Town Hall meetings are well-attended and productive. Art grant awardees were announced at our annual stART along with displays and presentations from artists. Burner Day in the Park (BDITP) also continues to be a big success where artists, theme camps, and volunteer teams set up tables or other displays to inform participants and/or recruit volunteers, event tickets are sold, food is sold as a fundraiser, and several artists perform. Attendance this year seemed to be significantly higher than the previous few years.





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The event was a big success this year because of the huge efforts of the BOD and strong volunteer leads, as well as the committed and engaged community in Utah. We have some longtime Burners who understand how to get things done, and love doing it. It couldn't happen without our engaged community. We have many time-tested policies and processes that make our event a success, and we fine-tune and build on them every year. Suggestions that I have for the future include:

- 1) Shifting the event to a different time of year (cooler and a date further away from Burning Man). The BOD will be seriously reviewing this issue before announcing next year's dates.
- 2) Reducing the number of BOD members. This has been suggested in the past. The current by-laws allow for 15 BOD members (no fewer than 9). Some roles on the BOD could be consolidated or more efficiently taken by strong volunteer Department Leads allowing the BOD to focus on larger mission and logistical issues. Unfortunately, this reduction in Directors has been hard to implement because of the already heavy workload for existing BOD members. The inherent accountability of the BOD position would also be hard to replace. But the BOD and the event would simply operate more effectively with fewer Directors and more dedicated and empowered Department Leads.
- 3) It has become clear over the past two years that the Ballyhoo Department (public relations, social media and web content, Survival and WWW guide prep and printing, graphic design, ticket printing, etc.) is too large of a responsibility for a single person unless they have very motivated and experienced Leads to assist (which we do not currently have). Unless a Director can be found who is very experienced with these responsibilities (i.e. a public relations professional or graphic artist) or strong Leads are recruited, the duties should be distributed between several people.
- 4) A close evaluation of Element 11 insurance coverage. A preliminary assessment of our coverage was initiated earlier this year, but there was a reluctance to pursue this too aggressively out of concern that our coverage would be cancelled or costs would substantially increase. I remain concerned that our policies may not actually cover possible incidents due to the large number of exclusions and limitations in our policies, and our lack of understanding and clarity regarding them. I would like to revisit this before the current BODs term is up.

## FIRE AND SAFETY

*Phil Oleson - Dangerous Arts Director*

Stargazer Ranch has a very high fire risk and our fire policy was appropriate for this year. Box Elder County Fire crews had a fire they were dealing with at the beginning of the event, and we wanted to ensure that Element 11 went without incident. We annually review and update the Fire/Flame, Airborne Art and Laser Use policies. We continue to use our Effigy Burn Guidelines and Burn Plan documents which were completed and reviewed with the Effigy builders and the fire team on site. For the 3rd consecutive year, we implemented the Fire performer wristband protocol, which was created with our legal liaison which the performer must attend a safety course and sign a liability waiver. The area for the pre-burn show as well as the area surrounding the effigies were prepared prior to the event to eliminate as much risk as possible by mowing and dragging the cheatgrass off of the surrounding areas as well as creating fire breaks around the Ranch property.

The Dangerous Arts Director met many times throughout the event with officials to ensure a safe burn plan was executed. In the future, it will be beneficial to hold a class for the effigy builders to educate and allow the builders to share amongst themselves on best practices for fueling etc, regardless of prior experience. We had a FAST Lead for Element 11 who inspected all the liquid propane art installations. Mark Wakefield was the Dangerous Arts Lead and Fire Chief for the event. This year he was told to go enjoy the event more and only "work" when we burned the effigies. I called upon Princess Stephanie, our assistance Fire Chief more to spread the responsibilities, out, as well as taking more responsibility myself. Though having a lead is imperative for this department, in order to spread out responsibilities.



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We continue to enhanced the Engine 11 team and got more developed on our process and procedures in working with the Edge of Chaos Director towards enacting a successful I.C.S. process. We are actively working on recruitment for Engine 11. Some of our volunteers are out of state participants and we have had the opportunity to partner with Box Elder County and BLM. As an aside, The Box Elder County Fire Marshal asked to take part in the lighting of the Temple this year, and was included among those lighting the effigy.

Overall we had very safe and successful burns this year. With additional training, education and more volunteers this department will continue to grow.

## RANGERS, SECURITY, & EVENT SAFETY

*Joseph Russo - Edge of Chaos Director*

### COORDINATION WITH BOX ELDER COUNTY

We have an exceptionally good operating relationship with Box Elder County Sheriff and Fire Departments. The Fire Department (along with BLM fire crews) provides exceptional support during our burns, and the medical/paramedic support has also proved to be a great asset.

Because of off-site incidents and concerns raised by local residents after the 2016 event (issues that we were not aware of) the Sheriff's department committed to the residents to increase their patrols and coverage of the area during our event. E11 was expected to cover the costs of these increased patrols. Due to our commitment to safety for our community and the area residents, our desire to cultivate good relations with our neighbors and the Sheriff's department (and don't forget Civil Responsibility), we agreed to cover these costs. This resulted in an \$15,000 expense for the event again this year.



Photo Credit: Phil Oleson

Law enforcement was far more present and visible at the event this year. Two of the roads at the event site are county roads that LE can enter and travel at any time. Throughout the event about a dozen Law Enforcement folks came out to look around and satisfy their curiosity. I believe all of them left feeling good about the event. It was a great year for building social capital with the locals. Will be working throughout the year to create guidelines / policy on escorting LE through our event.

No arrests or evictions were necessary this year, and only one medical transport was reported this year. This has not happened in a long time. We attribute this, at least partially, to our community efforts to encourage people to take care of themselves and others. We also are not aware of any off-site incidents this year. Due to our lack of incidents this year, the general reduction



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in incidents over time the Sheriff has indicated that we could see a price reduction on LE next year. We recognize that a good relationship with the Sheriff's department is essential for the well-being of our community and the event.

### **RANGER TRAINING**

Pre-event training at ROM went exceptionally well. The Black Rock Ranger training increased our knowledge, experience, and confidence. We had our training at Sugarhouse Park in Salt Lake City. We maxed the cap for attendance. Food for all in attendance was provided with special consideration for those with special diets. Element 11 covered the venue and food costs as well as Pizza for a post burn department party. We also participated in a team building BBQ with Medical and Sanctuary at the conclusion of ROM at the venue we had secured.



### **PERSONNEL**

Rangers had 54 volunteers work shifts this year, with 15 new Rangers, as well as 5 out of state Rangers. We also had a very active Ranger Outpost (Outpost Alderaan run by Vader and Wookie) this year which was a great asset to the community .Overall we did a tremendous job with staffing at this years event. Rangers responded to numerous typical event issues.

### **HEADQUARTERS**

The hard-sided mobile containers continue to be essential for Ranger and Medical HQ and provide a quiet, cool space for department volunteers. No issues with power this year after purchasing the right equipment last year. We also provided water, gatorade , an assortment of small snacks , and some consumable supplies.

### **RADIOS**

Radios worked well again for us this year. Will be looking into purchasing even more for next year. Ranger HQ has become the check in / check out for all Department radios. Something that may need to be revised next year.

### **OTHER EQUIPMENT**

**A new cooler was purchased for Ranger's this year as well as a vinyl banner for Ranger HQ.**





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## EVICCTIONS

There were no participant evictions this year. This is an improvement over last year and we will continue to work with the community to educate participants about our code of conduct. We had one participant on our banned list who made it into the event. The decision was made to allow them to stay because they had purchased a ticket. Action will be taken to reach out to participant and resolve issue.

## POLICIES

Small modifications to existing policies.



## MEDICAL AND SANCTUARY

*Crystal Miller - Medical Director*

### VOLUNTEER STAFFING

- Crystal Miller, RN and Andrea Warner (Lead), RN arrived at Stargazer Ranch on Wednesday afternoon, and set up the medical tent to prepare for the festival. This took approximately 6 hours.
- Crystal and Andrea covered all shifts from Wednesday 1500 until Thursday 0800 (17 hours each) at which time the first volunteer shift began
- Starting Thursday at 0800, until Sunday at 1200 there were (13) 6-hour Medical Lead shifts available and (50) 4-hour Medical shifts. Of these, (8) Medical Lead shifts and (38) Medical shifts were filled by volunteers other than Crystal or Andrea.
- Morgan Jackman covered all shifts from Sunday at 1300 when Crystal and Andrea left the festival grounds until she left on Monday at approximately 1200.
- Andrea covered a total of 23 hours of shifts available for sign-up.
- Crystal did not sign up for any shifts but was available for the entirety of the festival for back-up.

### TRAINING

There were discount CPR classes made available this year, and we had (22) people attend those trainings. Andrea Warner, RN was the instructor and provided (16) hours of instruction, and (14) hours training and preparing to teach the classes for a total of (30) volunteer hours relating to CPR training.





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## HEADQUARTERS

Hard-Side Office - The office had a broken door that could be locked from the outside, was very dirty, and had only 1/4 working light bulbs. The A/C was not initially working, but Justin Hogue was able to fix that. It was sufficient for the needs of the medical department.

## RADIOS

A point was made to emphasize the importance of each volunteer having a radio checked out to them individually at the beginning of each shift and checked back in at the end of the shift. While I observed that the majority of radio traffic was between leads and medical director, or leads and Khaki, there did not appear to be any difficulty with using the radios. No problems were reported to me with radios.

## SUPPLIES AND OTHER EQUIPMENT

Equipment to be replaced:

- 18-gauge hypodermic IM needles
- Syringes of various sizes
- XL Nitrile Gloves
- 500ml, and 1000ml injectable NS
- Sharps container



## T-shirts

The t-shirts came out beautifully, but we had a major shortage for the volunteers. We were able to give out shirts from previous years to those who didn't get one of this year, but we need to order more next year. Crystal had to simply guess how many shirts to order and in what sizes, as she could not get information on previous years' orders.

## OPERATIONS - STATISTICS

- (70) documented single-line (minor treatment) entries – some of those were for follow-up care
- (13) documented Injury Reports (substantial treatment) entries, including (3) incidences of heat illness that required IV rehydration therapy.
- 1 Hospital transport – not medically necessary, but participant insisted. It was for a pre-existing condition that was not life-threatening

Total: (57) documented patients

Patient 1 - reported to the Medical Tent with s/s of high blood pressure (HTN), which was a pre-existing medical condition. He demanded to be transported to a hospital for treatment on this chronic illness. There was no medical emergency, and this should not be considered a "transportation incident".

Patient 2 - brought to the Medical Tent by campmates demonstrating s/s of heat illness. He had N/V and was not able to keep anything down. He refused IV rehydration and remained in the Med Tent for approx. 10-15 minutes sipping Gatorade before he decided to leave AMA. He refused any further treatment and left the Medical Tent on foot. He was observed vomiting x2 on his way back to camp. Crystal spoke with Khaki, and since it was after 1800 and getting cooler, it was decided to let him stay and reassess if he needed further medical tx. He was observed later and appeared to be improved



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Las Vegas SNRG Volunteers Dr. Chris Chen attended again as a volunteer. She volunteered overnight during the Saturday burn, from 2000 to 0800 Sunday morning. She was instructed to document everything and she verbalized understanding and agreement. There were several entries by Dr. Chris. We would be happy to have her back again.

## TECHNOLOGIES

*Daren Sabin - Director of Technologies*

The website runs well with minor trainings needed for other Element11 directors to help maintain content. Email hosting on GMail G-Suit for non profit is working well. In 2018 we purchase new hardware for local WiFi controller and switch. The wifi link to center camp was a success and we broadcast open wifi connection at center camp for the duration of the event. We setup open Wifi for volunteers prior to gates open and then put a password on the volunteer access point for the duration of the event. We started the year with about 40 working baofengs radios and purchase 20 new radios for event communications. Bringing a total of 60 radios for event communications. The VOIP phone worked well for outgoing. 2018 was a great year for Element 11 Technology department.

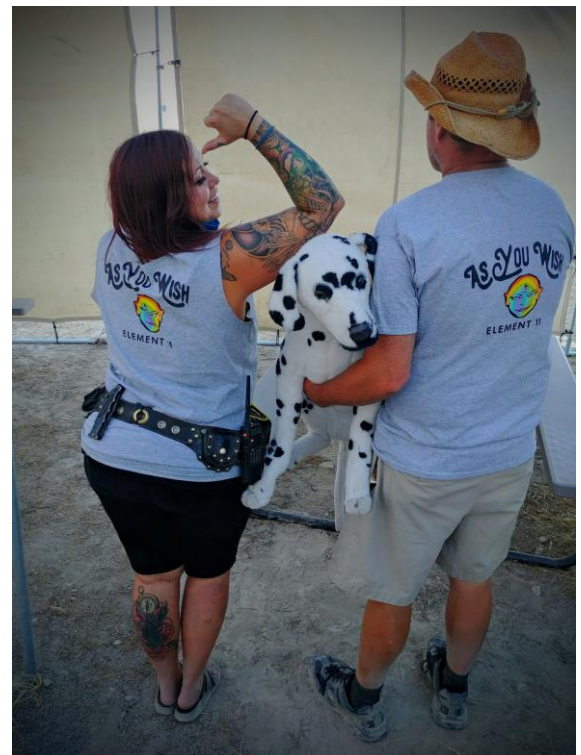


Photo Credit: Olga Reese



Photo Credit: Olga Reese

## Finance

*Rachel Gillmor Hamilton - BOD Treasurer/Box Office*

Element 11 2018 had another successful year! We almost sold out. 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.

Our Finance department is well organized with detailed spreadsheets that quickly break down all our expenses and track all the needed tasks such as reports. This makes it a lot easier to transfer information from Quickbooks. These spreadsheets can be reused each year so even someone with no financial background can step into these tasks with ease. Car passes were in their second year of implementation, which helped reduce the number of vehicles vs. attendees. We kept the price at \$20 per vehicle. This has helped offset the high costs of road repairs from last year and shrinking camping space as more participants come to our event.



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**Event Income so far:**

- Standard Ticket Sales: \$140,250.00
- Discounted Ticket Sales \$4,990.00 (Free tickets, 50% off tickets, 25% off tickets)

**Total Ticket Income: 1262 Tickets = \$145,240**

**Total Ice Sales: \$3,680.00**

**Total Vehicle Pass Income: \$12,780.00**

**Total Event Income = \$161,700.00**

**Expenses so far:**

- Art Grants: \$30300
- Executive: \$12,666 (Venue Cost)
- Finance: \$1,576 (Postage, Envelopes, Labels, accounting expense)
- General Manager: \$23,062 (Insurance, Permits, BOD Patches)
- Theme Camps: \$91
- Ballyhoo/PR: \$5493 (Ticket Printing, Wrist Bands, WWW Guides, Survival Guides, Swag, Volunteer Shirts, Volunteer Laminates, Social Media)
- Infobooth/Gate/Ice Sales: \$1401 (gate signs, grant application, Ice truck rental)
- Center Camp and Infrastructure: \$35,630 (EPW expenses, New infrastructure, Infobooth, Decor)
  - EPW: (New infrastructure, Portapotties, Water Truck, Equipment Rental, Generator, road maintenance)
- Dangerous Arts/Fire Safety: \$191 (Perimeter lighting, Supplies)
- Edge of Chaos: \$6972 (Ranger Training, Gear, and Perimeter training)
- Medical/Sanctuary: \$1125 (medical supplies, BLS training for support)
- Technologies: \$2,074 (Radios, E11 Net, Satellite Phone)
- Volunteer Director: \$1489 (Oasis Kitchen, Volunteer Schwag)

**Total Event Expenses: \$122,070**

**Total Provisional Event Net Income: \$39,630**





Photo Credit: Olga Reese

## VOLUNTEER SUPPORT

*Cami Chatterton - Volunteer Director/Community Development*

We kicked off Volunteer recruitment at Burner Day in the Park in May, which worked great. We had a volunteer table with sign-up sheets. Volunteers manned the table and answered questions during the event. It was great for recruiting potential leads and meeting new volunteers. We gathered emails that would then be added to our Mailchimp email list where we would send volunteer opportunities. Mailchimp is proving to be a tedious and time consuming form of collecting volunteer information and I am working with the technologies director to improve the efficiency and ease of collecting this data.

We also have a very active “Element 11 Volunteer” Facebook group. This group has shown the greatest response to volunteer needs, Element 11 updates/events, and answering volunteer questions. There were many questions that came in through Volunteer Director and Element 11 page Facebook, as well some questions to our emails.

Volunteer recruitment definitely takes a lot of communication and involvement on the Volunteer Director’s part. This role needs to be able to respond to a lot of online communication. 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 364 slots to fill (not including rangers or sanctuary). 70% of these were filled online prior to the event and almost all the rest of the shifts were covered with on-site sign ups!



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During the event, the Big Book of Shifts were available at both the info booth in center camp and the volunteer lounge. Most shifts were two hours. Two hour shifts attract more people to sign up and less stress if someone does not show up. We need to continue encouraging 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, however, it seems we had a great turn out for tear down this year. Day leads did an awesome job at ensuring everyone was recording their hours. This system should be continued next year. We also had a Sign in sheet at “We Built This City” for set up. We use these Sign ins to calculate volunteer rewards for the following year.

The laminated “How To Guides” continue to prove to be useful in ensuring everyone understands their duties during their shifts. This year we implemented “Volunteer Coordinator” roles. We had great feedback on this position. This person was in charge of managing/signing people into the Big Book of Shifts. They also helped guide volunteers if there Lead was running late.

Next year we want to put more emphasis on empowering Lead positions and setting clear expectations ahead of time. We want them to be more involved throughout the year to have more ownership and take charge of their departments. We have some strong Leads but often times the first contact they have with their BOD trainer is through a Facebook message online and then at the actual event. We hope to keep this dialog going all year so we need to rely less on opening up “Day Lead” positions to the public and getting people who do not have enough knowledge to take charge of Lead positions. 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. We tried to promote signing up to be a Lead or Board member all year and we got a few new faces that way but it’s usually the same people who really commit to the Lead roles and can take charge when issues arise. It was also helpful to send out Volunteer/Lead “Feedback Surveys” to hear more details about how volunteering went for those involved.

It really does work best to have Day Leads rather than one lead for an entire department. This year, we had a MOOP/Theme Camp check-out lead on Sunday, 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. This proved extremely helpful in ensuring we LNT.

We also had the owners of Stargazer stopping each car on the way out of event to make sure they were sober and alert to drive. This caused a bit of an exodus but overall this impressed County officials in making sure our event is safe and promoting more responsible behavior in general.

This year clean up seemed to go very smoothly and everything was done by the end of the day on Sunday. Volunteer Lounge was broken down after breakfast around 10am on Sunday. We had enough hands on deck after feeding people and it went relatively quickly. We had a little trouble finding room for the last few bags of garbage after the cleanup of the kitchen/lounge and the owners ended up taking care of the rest of the garbage. I recommend that a trailer/truck be designated to lounge next year to ensure the excess trash doesn’t continue to fall on the owners.

No changes were made to the Volunteer Appreciation Policy for general volunteers this year, and this still proves to be a helpful incentive program in engaging volunteers. It is slightly concerning that the number of awards has been growing each year since we added another day to the event and volunteer hours are being more closely tracked. We hope this number does not keep growing too much to affect our ticket sales.



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Photo Credit: Olga Reese





Photo Credit: Brandi Leifson

## VOLUNTEER LOUNGE

*Cami Chatterton - Volunteer Director/Community Development*

### Kitchen/Lounge

Our volunteer lounge continues to improve every year! The owners of the land have built a permanent structure for the kitchen and have plans to further improve the space for next year. We reused the shade structure from previous years for the lounge, with minimal maintenance expenses.

Anna Sierra took the reins this year for kitchen/lounge lead and Anne Russo made herself available for consulting. Anna and I coordinated with the day leads to provide sustenance, shade, and proper hydration to our volunteers. There were many volunteers who helped prepare the food and assist in 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 lounge was set up and utilized for both We Built This City as well as the main event. Hours for We Built This City were recorded the same as last year - 4 or 8 hours to people who worked about half day or full day.

This year we simplified meal time by saying anyone wearing their volunteer laminate could eat at the volunteer Lounge. This worked out well and we didn't catch people abusing this system. We also gave out "build crew" laminates to Temple and Effigy builders. They were super grateful for the food as they spent hours setting up their projects.





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### **Schwag**

Schwag for volunteers this year included E11 water bottles, t-shirts, stickers, and posters. We ran out of the water bottles and shirts fairly quickly as they were highly desired. We will need to re work the way we are distributing them, as well as ensure day leads are being diligent in ensuring people aren't taking more than they are supposed to. We also ran into a surplus of local law enforcement wanting to take home schwag, thus, taking away from the volunteers of the event. We let anyone who went to We Built This City have whatever swag they wanted. Otherwise you had to work at least three shifts to get the water bottles. Rangers/Medical had their own shifts/swag as well.

### **Burning Angels**

Burning Angels is such a fundamental part of this event. Our angels worked hard to fluff all of our volunteers and keep everyone hydrated, cool, and happy during the long and hot work hours. We have so many wonderful volunteers that opt to be angels and serve our community in that way.

### **Volunteer Appreciation Party**

The volunteer party for 2018 will be held in fall again this year. Planning has not yet started, however, we have already been discussing how to make it more successful than last. We will also ensure it remains a family friendly option.

## **BDITP, (BURNER DAY IN THE PARK)**

*Cami Chatterton - Volunteer Director/Community Development*

Burner Day in the Park was incredibly successful this year! There was more attendance and drawing donations than in previous years and the community really came through to show support. We made a total of \$12,396. This total is from \$878 from the opportunity drawing, \$531 in food sales, and 10,987 for 112 tickets sold.

We have been holding the event at Murray park which has allowed us to have a fun, free flowing event. We rent the largest pavilion and host a BBQ which has increased our fundraising not only from BBQ sales, but also from an opportunity drawing. Having the BBQ the past few years has proven to be effective in generating more funds to grant for artists. We have coupled this event with our Quarterly Town Hall, offer volunteer sign ups and allow for in person presale of Element 11 Tickets.

### **Sign up/Ticket sales**

We combined the volunteer sign up and the tickets sales to one booth this year in hopes that we could encourage more sign ups from people purchasing their tickets. While it did encourage more volunteers to sign up, it also caused a bit of a line build up. Next year, we will be sure to separate the booths as well as strategize other efficient methods.

### **Theme Camps**

This year, we had a couple Theme Camps come and set up, including a first time theme camp! One theme camp, Baristas and Beats, provided our sound and PA system for the town hall and live music.

### **Activities**

There were many activities including arts and crafts for the kids, sign painting, opportunity drawing, live music, DJs, and the Utah Fire Tribe came out to perform/flow throughout the event.



Photo Credit: Brandi Leifson

## OPERATIONS

*Olga Reese - General Manager*

This year the Board of Directors did a phenomenal job planning and executing our START (Precompression), Burner Day in the Park, Volunteer Appreciation Party, and Element 11 Regional Burn. We have hosted quarterly community Town Hall meetings where the community is engaged in the planning aspects of our non-profit organization, which we also invite the RCs to give updates as well. All of our activities this year have been family-friendly, including Element 11 which welcomed children under 18 back for the third time since 2008. Bringing back kids to Element 11 has continued to enhance our event without any issues.

The BOD meets monthly, which allows us to build positive rapport and gain trust 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 try to do “department updates” at the end of the meetings so we can all stay in the loop on what is going on with each department. In addition to Board meetings, members are encouraged to communicate regularly through Facebook (our main form of communication), phone calls and (ideally) one-on-one meetings. We have also had good success with doing occasional Board socials where we can all get to know each other better. This really helps us exchange more information and build rapport. We also had a Board retreat with an over-night campout. I think it’s key to do this earlier in the year so the new Board members can plug in faster and feel more connected. This is a great time for knowledge exchange and team building. In the past have used this time to share things we had learned at the Global Leadership Conference. We hope they will bring that this event in the future, as it a great tool for us to plug into the greater community.



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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 should provide mentorship and extra support to the rest of the Board. The EC is a great tool for steering the vision with the rest of the BOD, and stepping in to help all departments, when needed. All Board members commit to serving a three year term.

The Master Operational Plan (MOP) really helps define each director's responsibilities. These duties are re-shuffled each year based on the different skill sets each individual possesses. All of these tasks are detailed out into Asana (task manager program) and ideally this provides the groundwork of everything that needs to be done, so this knowledge can be passed down and perfected each year. These are also great tools for the General Manager to manage and make sure things do not get missed. Our Facebook group is the primary place for our communication, as well as E11 emails that each Board member is assigned. Another very helpful tool has been organizing all of our year's files on a shared Google Drive. This allows us to access all the information we need, as well as tools that were used in past years.

#### **Permits, Insurance, Paperwork:**

This is definitely a challenging aspect of the General Manager role to initially sort out. I tried to make it as simple as possible this year and break out all the deadlines, files, and websites on Asana. First off we have many different policies and guidelines that we review and vote on at the beginning of the year. This provides a lot of information to new Board members and helps keep us all in the loop on how things operate.

- **Insurance** - We have our General Liability Policy, D & O policy, and any additional Special Events policies as needed. This year we ran into an issue with Event Helper not wanting to add anything Burning Man related as additionally insured. We worked it out with their supervisor but I hope this is not an issue in the future.
- **Permits** - We needed to submit the Mass Gathering Permit and Special Events Permit to the County where our Regional is held. They were a lot easier to work with this year and their demands for road repairs were not as bad as last year. It seems they are warming up to our community, however we still needed to pay a lot for extra law enforcement, some road maintenance, fire department, and medical. Otherwise we had no issues getting our permits
  - Other permits - UT Charitable Solicitations Permit, UT Non -Profit Corporation License, Three year contract with our venue owners, and contract with our Regional contacts to help support the events they organize such as Decompression and Burners Without Borders events.



Photo Credit: Chris Condrat

## GATE, INFOBOOTH, & ICE SALES

*Felix DeSiena - Gate, Info Booth and Ice Director*

Front gate worked well this year. We tried many new design elements consistent with feedback from previous burns (see previous year Afterburn Reports). This year, we merged gate and box office into a single entity with shared leads and volunteers. In addition, the Stargazer entrance has been widened to accommodate 3 lanes at entry.

Each day had a single lead and a rotating volunteer staff of 2 – 4 persons working in 2- to 3-hour shifts. In addition, a BOD member was available during normal gate house. All gate personnel kept in contact via radio, allowing swift resolution of any ticketing issues. Our schedule was copied from last year- adjusted for the new shorter 3-day event. After hours, Event Security provided a one-person staff at the Front Gate to accommodate late arrivals. On Sunday, the gate was staffed by the land owners plus several impromptu volunteers. Our schedule seemed to be very effective. However, we had an insufficient number of volunteers on Friday and Saturday, leading to early gate closures. We wish to thank all volunteers that worked Gate shifts, as well as those community members who helped cover shifts during difficult times of insufficient coverage! Volunteer coverage aside, In the future, it might be beneficial to remain open later on Wednesday, Thursday, and Friday to accommodate the substantial number of attendees that arrive after 10pm.

Having 2 – 3 lanes at gate worked well to streamline processes, speed up entry, and reduce gate congestion. Based on volunteer turnout and the number of vehicles entering E11, attendees were either met at their vehicles, or were asked to exit their vehicles to meet with volunteers at the Gate. This additional flexibility appears to have reduced stress on Front Gate staff and worked well to streamline entry.





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Gate tore approximately 1,200 tickets and gathered \$694 from on-site sales. Following the event, we have approximately 130 unused physical tickets, 35 parking passes, and 150 cloth wristbands. These will be gathered along with any unused portions from Iconoclad sales and other BOD supplies for final tabulation and disposal.

We wish to sincerely thank our Leads Nick, Morgan, and Colleen for their kind and diligent work, without which E11 would not be possible! We also wish to thank all of our scheduled volunteers for their diligent and reliable support! And finally, I would like to give special thanks to those generous volunteers that served as pinch-hitters to cover vacant lead and volunteers shifts- without which gate might have closed early during the event!

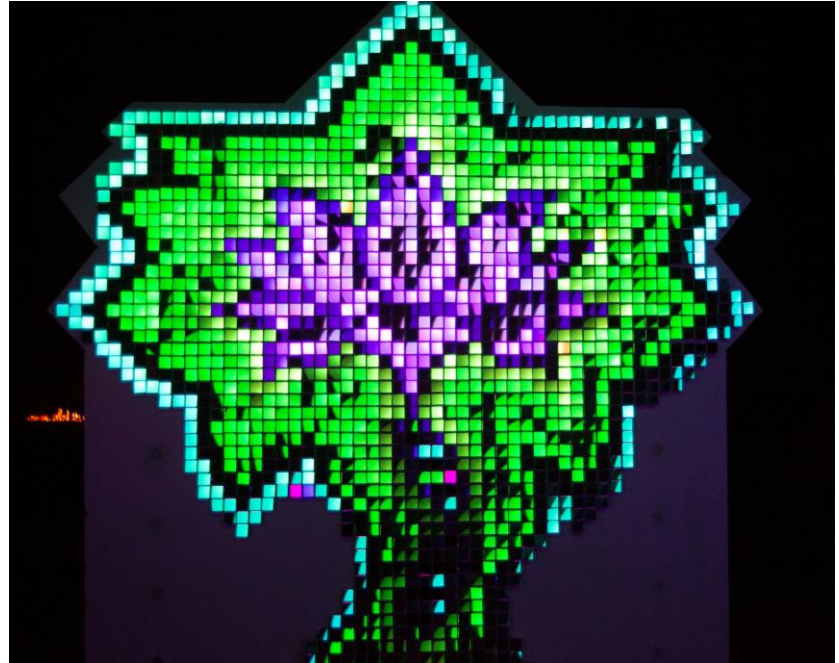


Photo Credit: Brandi Leifson

### Info Booth

After a one-year hiatus during 2017, the hug deli has returned to Element 11! This year, Info Booth and the Bacchus Camp Hug Deli were merged into a single entity. This structure was placed immediately adjacent to the E11 Center Camp, and was staffed during the event by a group of daily Leads, and a small group of rotating volunteers. Each shift was two hours long, and had 2 to 3 volunteers. Volunteers gave out hugs, information, and served as Town Cryer during key events.

Similar to Front Gate, there was a radio at Info Booth during all operating hours, and each Info Booth Lead had a radio as well. In addition- a BOD member carried a radio during all info booth shifts in case additional support was required.

A small Lost-And-Found was operated from the Info Booth. Items were retrieved each day and given to BOD members or Ranger Command as appropriate. All valuable items (such as cell phones) were given to Ranger Command before later being retrieved by their owners. Assorted small value items were brought back to Salt Lake by BOD members. These items will be posted on our FB page before being taken to the E11 office for long-term storage and disposal at a later date.

The Physical structure (the Bacchus Hug Deli) has traditionally been moved from Salt Lake City to Stargazer Ranch for each year's event. However, community member Genius has generously allowed that the Hug Deli shall remain at Stargazer for the foreseeable future to serve as Info Booth in 2019 and potentially later years! This change should significantly reduce work required to set up Center Camp and Info Booth and benefit future events. We advise future E11 Boards to check in with Genius and Bacchus camp each year to confirm that they wish to continue storing the Hug Deli at Stargazer, and determine when the structure shall be returned to Salt Lake City.



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## Ice Sales

Ice Sales went very well this year, with over 650 bags of ice distributed to approximately 200 attendees and E11 departments in under 2 hours! Ice Sales brought in \$2,890 in online sales and \$840 in cash sales.

Unfortunately, Ice Sales was plagued by a number of negative events during the event. Most of these were unavoidable, and we sincerely thank the community for rallying to solve issues as they arose. The E11 BOD sincerely apologizes to all those adversely affected.

This year we employed a new system where the master ice sales list was divided into 4 groups: A-H, I-M, N-Z, and cash sales. Attendees were asked to queue up in a single line, and when they reached the front of the line, they split into the four groups to accelerate the speed of distribution. This system worked very well, and we advise future Boards to continue using this system as it requires minimal volunteers and provides maximum speed and accuracy.

We sold 578 bags online during the presale to 199 persons. Based on past calculations, we purchased an additional 10% for cash sales (58 bags). We also purchased 34 bags for distribution to the Volunteer Lounge, Sanctuary, Medical, Center Camp, Ranger HQ, and Fire Patrol. For a total of 670 bags of ice. Unfortunately, we did not receive all that we ordered. Prior to our event, ice was purchased from the Ogden Costco, manufactured by Reddy Ice, and shipped to Stargazer Ranch by Wanship Shipping. Manufacture, purchase, and shipping were coordinated several weeks in advance to ensure proper execution. Unfortunately, on the morning of the event, everything went wrong. Reddy Ice did not deliver the ice to Costco as agreed, Wanship Shipping was late to pick up the ice, and Costco did not have sufficient ice to fill our order. As such, our shipment was at least 50 bags short, and started transit

several hours late. Fortunately, based on previous years, we had anticipated some degree of difficulty, and had build in some flexibility to accommodate just such errors. Therefore, despite these shortfalls, we received enough ice to fill our minimum needs, and it arrived right on time at 11:30 on Friday.

On the day of the sale, we notified the community by sending several persons to ride through the community and inform attendees about the ice sale arrival. Most were on art cars or bicycles, yelling the info or using megaphones. Announcements were also made over the radio via general and Ranger channels. We also asked members of the community to notify their camps, friends, and any persons they saw. The community was wonderful in assisting us in these efforts. In the future, we advise the BOD to add ice sales info to the WWW Guide to further remind attendees to save the date.

At the sale, we were struck with another blow, when the majority of our volunteer work force failed to show up. As such, we pulled volunteers from the crowd, and quickly trained them to assist in sales. Several BOD members and community leaders also came to assist.

Ice sales started at approximately noon on Friday, exactly as scheduled, and lasted for approximately 90 minutes. Unfortunately, E11 does not have any infrastructure to store ice for future sales. Sales are designed to occur as we unload the delivery truck, and terminate when the truck is empty, or the customers are gone, whichever comes first. After all attendees were served, we distributed the remaining ice to Fire Command, the Volunteer Lounge, theme camps, and our volunteers. The supply truck left, we packed up our supplies, and everyone left happy.

Unfortunately, many community members missed the ice sale due to scheduling conflicts and other factors. Following this event, we have offered refunds to any attendees that have made such requests. Total returns have been minor, and the cash value has been substantially less than sales amounts. This final value will be calculated and amended here following an audit of our final sales and return numbers.



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## Food Drive

This year, Element 11 tried something new. During the Sunday event Exodus, we invited the community to donate leftover food and toiletries at the front gate- specifically new, unopened food, towels, and similar. This program was modeled after the Burning Man Collexodus program and was designed as a way to foster good will between the Element 11 burners and the local community. This program was promoted on the Element 11 and Utah Burners Facebook pages and had corresponding promotional material at the event including signage posted at the front gate.

Our initial intention was to bring donations to the Box Elder County Food Pantry, however, the chain of custody for donations failed on Sunday during Exodus- as a fallback, the BOD retrieved the donations and brought them to Salt Lake City, where these donations were given to the Utah Food Bank. The final collection was approximately 110 pounds of total donations.

Moving forward, we advise future E11 Boards to add additional promotions for this program, such as an ad in the What Where When guide, and perhaps a sign at Info Booth. And we would hope that in future years that the community might embrace and support this program to encourage good will with Box Elder County and the greater Utah Community.

## CENTER CAMP

### Responsibilities-

Support Center Camp coming alive as a communal space. Oversees infrastructure design for Center Camp, decor and music.

1. **Ensures the Center Camp info is updated on the website** - Due to some unforeseen circumstances it was very hard to work with Ballyhoo in making sure this was done. Next year Center Camp Lead will need to work with Ballyhoo much better than in past years.
2. **Appraised Center Camp structure and design** - We re-used the same structure as last year. We plan on using the same structure next year with an upgraded aluminet.
3. **Managed Center Camp Decor Team** - We had an amazing Decor team that made it very easy for me to manage my other tasks. I practically did nothing in this department. My Decor team rocked. Next year I hope to have more advance planning and acknowledgment of the Decor team.
4. **Coordinates Center Camp sound, lights and power** - the power was provided by EPW. The sound was done by Jon Wesley (local artist) for \$2,000. The lights and projections were done by Light Tribe (local artists) for 5 tickets as a trade.
5. **Coordinates workshops and entertainment** - We didn't do any workshops at Center Camp this year. Next year we need to coordinate with the community better to schedule more yoga and workshops during the day. At night we had Simply B (local artist) coordinate all the live acts. Next year we need to do a better job getting the community involved with Center Camp bands.
6. **Coordinate Center Camp build** - This year we had 10 volunteers for We Build This City and it was perfect. For breakdown we had about 10 as well. It was a perfect number.



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Team Lead positions :

1. Decor lead
2. Build lead
3. Strike lead
4. Lights lead
5. Sound lead
6. Band management lead

Team Leads to add for next year :

1. Yoga lead
2. Coffee lead
3. Workshop lead

**Future Suggestions:**

-Center Camp Swag,  
especially for Leads



## THEME CAMPS, GREETERS

*Alan Killingsworth – Theme Camp Director*

Element 11 had it's highest number of registered theme camps this year, 30! Despite the high number, a lot of focus was given pre-event to personally speaking and getting to know each theme camp mayor and camp offering. This tremendously helped with rapport and placement. When placing camps, flow of foot traffic was given a high degree of attention. Camps were spread throughout the city. We had 2 main thoroughfares and an esplanade. Placement was able to add one more camp to Esplanade. Esplanade had a great mix of sound camps and non-sound camps. Each camp stepped up the art and interactivity. The greeter station went well. There were 3 hour shifts each day of the event. These were primarily filled by theme camps. That has been the Element 11 tradition. Each day had a lead to handle shift change and give instructions. Definitely a 10/10 year!





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