

ELEMENT 11 2019: “TRIP TO THE MOON”

AFTERBURN REPORT



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



663 West 100 South
Salt Lake City, UT 84102
www.element11.org
info@element11.org

2019 Element 11 Board of Directors

Alan Killingsworth, Chair, Executive Director, Ice Sales, Technology

Matt Chiodo Vagabond, Vice-Chair

Callie Voss, General Manager

Felix DeSiena, Finance Director

AJ Silva, Theme Camp Director, Greeters

Jordan Lenaburg, Gate, Box Office, Greeters

Phil Oleson, Dangerous Arts Director

Rebekah Myers, Center Camp Director, Info Booth

Joe Russo, Rangers & Event Safety Director

Crystal Miller, Medical & Sanctuary Director

Cami Chatterton, Volunteer Director

Sean Plant, Arts Director

INTRODUCTION

What an inspiring event, Element 11 2019 “Trip To The Moon”! 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 4th 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!



Photo Credit: Jason Buchanan

ARTS

Sean Plant, Arts Director

2019 Arts Dept Afterburn Report for Element 11, Trip to the Moon

We gave out 29 art grants this year, with quite a few of them being larger scale projects. A good mix of veteran builders/artists and virgins. 5 of them came from surrounding states.

We had three burnable pieces this year, 1 from a new crew of both experienced and new builders for the main effigy, Utah builders Crew was back for another beautiful temple and the third was able to burn his dinosaurs, He had worked with us to not burn them like planned the first year so the heard could keep growing.

We had enough to spread out the pieces through the city. As previously stated, our area to place art has decreased, but I feel we are on a good path to spread the art and still have a vibrant esplanade with amazing art.

EMV department was headed up by the previous years lead. We had quite a few Mutant Vehicles this year and the numbers keep growing.



Photo Credit: Jason Buchanan

BALLYHOO

Chase Reed, Ballyhoo Captain - Also Callie Voss and Matt Chiodo Vagabond

This was the fifth, and most challenging year of our Ballyhoo Department which was created to positively promote Element 11 within the community.

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. For the next year, we are leaning heavily toward having this department designated to a lead rather than aBOD 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. 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.



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CORPORATE RECORDS

Rachel Hamilton, BOD Secretary-- Also Cami Chatterton, Callie Voss, Feliz DiSiena et al.

Little has changed this year regarding the corporate records of Element 11, Inc. As in previous years, all of Element 11's bylaws, corporate records, finance ledgers, permits, meeting minutes, and other similar documents are stored electronically in our cloud, which is accessible only by BOD members. Bylaws, policies, Town Hall meeting records, and similar public documents are available to the community on our website. Duplicate backup electronic copies are also maintained by several BOD Executive Committee members. Hard copies are also kept for various purposes at various locations- such as physical receipts and invoices, bylaws and how-to guides, and similar as required; however, this is not our primary record-keeping method. All documents such as invoices and receipts must be scanned and uploaded to the cloud at the earliest practicable date, and no original documents are maintained in physical formats. Financial information is available upon request. Although detailed financial records are maintained at all times, these documents are provisional and exist in a constant state of flux as documents are received and transactions are processed.

Budgets are managed for each department by the respective board member, and are supervised by the Executive Committee. Detailed reviews occur at all monthly board meetings and are constantly reviewed by the Executive Committee as required, but these versions are not released to the public until documents are properly reconciled and verified to be accurate and complete. As such, summary information is provided to the public during quarterly Town Hall meetings, at our annual StArt event, at the Element 11 festival itself, in social media as appropriate, and intermittently in other formats when information is available in the appropriate formats. In addition, complete and thorough financial information for our organization can be viewed in two primary locations- 1) in the Afterburn Report released by our organization following our festival each year (approximately August); and 2) in our nonprofit tax return which is readily available to the public from a variety of online resources.

ELEMENTAL PUBLIC WORKS

Justin Hogue, EPW Lead Fella

As per request of Box Elder County roads department, an additional 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.

Porta potties were 57 standard units and 8 ada accessible. This year, porto banks were placed on the event map including quantities per bank, which allowed seamless placement of the portos.

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.

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



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ended up with a virtually disintegrated trash fence and a few structural pieces to clean up. We will continue to encourage and educate on Leave No Trace.

EXECUTIVE

Alan Killingsworth, BOD Chair

The Executive Committee consisted of Callie Voss (General Manager), Matt Vagabond (Vice Chair), Felix Desiena (Treasurer), and Rachel Hamilton (Secretary). This year's Executive Committee worked well together keeping the event on track. We began having regular Executive Committee meetings in addition to our monthly BOD meetings. This helped to keep the Executive Committee operating as a team and maintaining the same vision throughout the year leading to the event.

Leading up to the event this year, the board experienced a myriad of challenges. The EC was able to maintain a solidified approach to overcome most of these. Both Matt Vagabond and Callie Voss stepped up to cover the Ballyhoo role and other duties as needed. These two individuals were critical to ensuring the event took place. Callie went above and beyond in her duties as GM this year. She was in constant communication with all board members. She also helped several complete their own tasks when they were unable. Matt likewise really stepped up to assist with issues as they arose. Felix, our treasurer provided some very in-depth looks into our financial history and projections. It helped the board to really see the financial trends for the event. I am thankful for each of these members and the work they put in.

The event was a success! It was decided last year to move this year's event from July to June due to summer heat and participant safety. Ironically, the weather in Utah was exceptionally cold later in the year than normal. This caused issues with it being cold during the nights. Overall the weather was good and the BOD will most likely maintain the June dates. There were no incidents at the event this year that required medical evacuation or law enforcement action. However, post event there were two notable events. A vehicle rollover caused by a participant falling asleep while driving home. As well as, a community member that left after the our last gate shift. This person was found intoxicated, in their vehicle several miles down the road from the event. Something that we have had success with and want to increase is having gate shifts at the end of the event that talk to drivers on their way out. We remind them that if they are tired, intoxicated, or shouldn't drive that they are welcome to stay and take a nap. We have it approved and even requests by the property owners for these participants to stay until it is safe for them to drive. We will evaluate and attempt to step-up these efforts.

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). The Sheriff's office has decided that due to our minimal incidents the past few years that their services are better utilized at the beginning and end of the event to monitor traffic. They have stated their intention to reduce the number of officers patrolling during the event. 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, events 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.



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 that 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. This year we have put together a committee that will be evaluating the organization itself. There are some, including myself, who believe that we need to look at how the organization functions. We intend to look at the size of our BOD, our lead program, year round community engagement, ballyhoo, etc. This will be a big focus for us now that the event has ended for this year.



Photo Credit: Gary Anderson

FIRE AND SAFETY

Phil Oleson, Dangerous Arts Director

Stargazer Ranch always has a fire risk, regardless of the weather conditions in the months preceding the event. As we moved up the date of our event by 3 weeks to decrease the severity of the heat, this also increased the water content in the plant life at our event site. Our staffing for Engine 11 had new challenges, as well as my wristband program for fire performers, but we were able to move through these issues and had an uneventful burn during this year's Element 11.

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 4th 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 location of the exchange of the signature for a wristband this year created an issue as it was adjacent to a camp that was being unprofessional. I am strongly suggesting to the next director that we move this program to our volunteer lounge or gate to avoid similar issues.



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The area for the pre-burn show as well as the area surrounding the effigies were not prepared as in previous years. The county Fire Marshal said the humidity was high enough the previous years efforts to drag the cheat grass were unnecessary. The EPW lead did create fire breaks around the Ranch property prior to the event.

The Dangerous Arts Director met many times throughout the event with officials to ensure a safe burn plan was executed. We did learn that metal support structures for effigy burns, impeded the Engine 11 inner circle crews ability to bring the burn down to the ground, to make it safe for perimeter to be dropped.

Mark Wakefield stepped down as Fire Chief prior to the event. As a result, I called upon Princess Stephanie, to assume the Fire Chief role, as well as taking more responsibility myself. Though having a lead is imperative for this department, we must spread out these responsibilities to prevent burn out.

We continued to cooperate with the Edge of Chaos Director towards enacting a successful I.C.S. process. We will be actively working on recruitment for Engine 11 for the foreseeable future. Some of our volunteers are out of state participants and we have had the opportunity to partner with Box Elder County and BLM. The Box Elder County Fire Marshal, continued his active assistance with the burns. He assisted our primary effigy's alternative ignition system as primary actor.

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

Photo Credit: Spenser Heaps





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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 year after year. We greatly appreciate their support and professionalism.

LAW ENFORCEMENT

Two of the roads at the event site are county roads that LE can enter and travel at any time. Throughout the event numerous 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. A policy was written to help create guidelines for escorting LE through our event. No arrests or evictions were necessary this year, and no medical transports.. This has not happened in a long time. We recognize that a good relationship with the Sheriff's department is essential for the well-being of our community and the event.



We did have an off-site incident where a participant was found by LE intoxicated inside his vehicle. LE allowed some community members to take him and his vehicle to a safe space for him to sleep it off. This person then got back in their vehicle and drove away. LE was not very impressed with this person and their actions. The Element 11 BOD decided we would ban this person indefinitely taking into consideration the request of the Sheriff that we do so.

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. Here are some numbers of our training this year for the event. . Number of hours training: 433 (including ROM, Green Dot, Sandman, ICS, & 101. Roughly 7 hours per Ranger) Volunteer Credit hours were given for all.



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PERSONNEL

Rangers had 60 volunteers work shifts this year, with 8 new Rangers, as well as 10 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 year's event. Rangers responded to numerous typical event issues.

BURNS

This year we had 3 Burns at Element 11.

Friday Night we had a Dinossaur Burn followed by our Effigy Burn back to back. We had: 10 sandmen, 22 perimeter rangers, 10 Volunteer Perimeter, 4 hired security. Fire teams were present from both Box Elder County and BLM as well as EMT's.

Saturday Night we had our Temple Burn. We had: 7 sandmen, 13 perimeter rangers, 14 Volunteer Perimeter, 4 hired security. Fire teams were present from both Box Elder County and BLM as well as EMT's.

HEADQUARTERS

The hard-sided mobile containers continue to be essential for Ranger and Medical HQ and provide a quiet, cool space for department volunteers.

RADIOS

Radios worked well again for us this year. We purchased more this year. Ranger HQ has become the check in / check out for all Department radios. Check in/out forms were used this year and a Communications policy was written.

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.

POLICIES

Incident Action Plan Policy for managing burns at Element 11 was written. Communication Policy for radios was written.

LE Escort Policy was written.

All other existing policies were reviewed and voted on by the BOD.

SECURITY

We again hired Security to assist with our event. This was the 10th year of our relationship with the same Security team. They are members of our community and we could not do what we do without them.





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MEDICAL AND SANCTUARY

Crystal Miller, Medical Director

VOLUNTEER STAFFING

- Crystal Miller, RN and Andrea Warner, RN arrived at Stargazer Ranch for WBTC on Wednesday afternoon, and with the assistance of other volunteers began the set up the medical tent to prepare for the festival. This took about 6 hours.
- Crystal and Andrea covered all of WBTC, in a generally ad-hoc way (no shifts)
- Crystal and Andrea covered all shifts from Wednesday 1500 until Thursday at noon (21 hours each) at which time the first volunteer shift began
- Starting Thursday at 1200, until Sunday at 1600 there were a total of 68 volunteer shifts available. (16) 4- hour Medical Lead shifts available and (51) 2-hour Medical shifts. Of these, (5) Medical Lead shifts and (38) Medical shifts were filled by volunteers other than Crystal or Andrea.
- Andrea signed up for (1) 2-hour Medical Assistant Shift, and then covered a total of 30 unfilled hours of shifts available for sign-up.
- Andrea was originally going to be on call all day Friday (24 hours beginning at 0600), and Crystal all day Saturday (24 hours beginning at 0600), but Crystal was need in Sanctuary beginning at ~2200 and Andrea covered the additional 8 hours of call.
- 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 only (3) people sign up, and for different days, so those classes were cancelled. Andrea Warner, RN was the intended instructor and spent (1.5) hours preparing to teach the classes for a total of (1.5) volunteer hours relating to CPR training.

HEADQUARTERS

Hard-Side Office

The pod was of much better quality this year. The only thing that could have been better was if all three fluorescent light fixtures had bulbs in them. Only one fixture had one of four bulbs in it, which made for pretty dim lighting. 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 most 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 from festival supplies for next year includes:

- IV supplies for heat-related issues
- Working pulse oximeter, with instructions
- Working glucometer with instructions
- Basins for cleaning/flushing
- Fix or replace cot



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- Baby wipes
- Antiseptic wipes
- Electrolyte powder
- 500ml, and 1000ml injectable NS
- Sharps container
- Biohazard bags
- Instant cold packs (that actually get cold)
- Coagulation powder
- Nitrile gloves in all sizes

T-shirts

The t-shirts came out great, and we ordered an additional (15) in various sizes. To my knowledge, there were enough t-shirts for all volunteers.

OPERATIONS - STATISTICS

- (15) documented single-line (minor treatment) entries some of those were for follow-up care
- (11) documented Injury Reports (substantial treatment) entries, including (0) incidences of heat illness that required IV rehydration therapy.
- (0) Hospital transportTotal: (57) documented patients

End of Report



Photo Credit: Nick Franchi

TECHNOLOGIES

Alan Killingsworth, Director of Technologies

The website runs well with minor trainings needed for other Element11 directors to help maintain content. Email hosting on GMail G-Suite 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 a total of 60 radios for event communications. The VOIP phone worked well for outgoing. 2019 was a great year for Element 11 Technology department.



Photo Credit: Callie Voss

Finance

Felix DeSiena, BOD Treasurer/Box Office

This year has been a smashing success for our organization's finances! This is thanks in part to the new tiered ticket pricing and the comprehensive fiduciary efforts of the BOD, leads, and the entire management team. We sincerely thank the community for their continued support to ensure that E11 continues to grow and thrive!

As in past years, tickets were sold online through Eventbrite, and in person at one retail location- IconoCLAD in downtown Salt Lake City. E11 wishes to offer a huge thank you to the owner and employees of IconoCLAD for hosting

us and selling so many tickets! This year E11 sold out of tickets several weeks prior to our event. In part, this was a great source of energy and pride for our community- and it shows that our event continues to grow and remain a powerful and relevant part of the Utah burner community. However, this was also a point of sadness for many community members who were unable to obtain tickets. To address this latter issue, the E11 BOD is currently implementing policies that reward E11 volunteers for their service by reserving their ticket during the following year. This will incentivize E11 volunteer turnout (which can always improve, and requires special effort to maintain), and will allow regular E11 participants to have additional security against tickets selling out in the year following their service!

We attribute our high ticket sale numbers to two main factors- 1) The cancelation of the Bonanza Music Festival of Heber, Utah, which was to occur June 21-23 of this year- social media posts indicate that Element 11 absorbed many attendees from Bonanza following the cancelation of their event; and 2) the implementation of our new E11 tiered ticket pricing which incentivized early ticket purchases by offering cheaper tickets earlier in the year. Please see the BOX OFFICE section in this Afterburn Report for more details. In other Finance news, E11 is in a very strong position. Our expenses remain stable, our revenue has increased, and our financial management procedures continue to improve. This is best exemplified by the strong fiscal management of the entire E11 BOD. Our Finance department has continued to redouble our efforts to ensure accurate, comprehensive, useful, and understandable documentation,



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and to ensure swift and transparent operations. This is important because of the following general reasons: 1) the net proceeds from each year are the primary source of funding for

the art grants of the following year. We are an organization committed to fostering a vibrant artistic community, so every extra dollar we can earn or save, is a dollar that we can pass on to artists or invest in a better event!

2) E11 must have sufficient funds in the bank at the end of each year to pay for ALL of the expenses of the following year. This is because our income and expenses change each year independent of each other- some years we earn more and it arrives earlier, some years we earn less and it arrives later- some years we have significant unforeseen expenses (like road repairs or software fees), or maybe big expenses go away because of community gifts (such as the free 2019 E11 tax filing).

3) if E11 fails to grow and prosper, then we are withering. There are lots of competing music, art, and cultural events in Utah and the surrounding area. Some serve the Burner community directly, but there is also a great deal of overlap with other similar non-burner events. And our community can only attend/facilitate a certain number of events each year. Therefore, the Element 11 BOD is committed to ensure that our event remains a top-tier artistic event dedicated to the Utah Burner community, and that we demonstrate the 10 Principles of Burning Man with an event that serves and grows our community in the grandest way possible.

We are currently working to recode our accounting documents to better streamline other related administrative procedures throughout the year. Specifically, our accounting is currently done in two primary documents: QuickBooks and a comprehensive Excel budget spreadsheet. These systems track our money using a cash accounting method within a Program Accounting structure. This is useful to view and revise our department budgets each year, and to code and supervise our resources on an ongoing basis. However, this system fails to account for the end-use of these financial records and several of the most difficult ongoing accounting tasks! Specifically, we are implementing the following changes to serve the following goals:

1) We must file our taxes in a 990 each year. We commonly spend \$800- 1,000 on this service. The current output from QuickBooks and our Excel sheets are not well-suited to this task, and a large volume of work is required to adapt our data into the proper format to file our taxes. In 2019, we performed this task in-house, saving almost \$1,000 for E11! However, regardless of whether we pay a vendor to provide this service, or do it ourselves, our accounting methods should be revised to better provide end-use data to streamline the preparation of our tax forms each year. In particular, our data must have proper secondary coding so we can easily output data formatted to the proper categories to complete our 990, Schedule A, Schedule O, and similar.

2) Our current systems do not facilitate many of our most difficult ongoing accounting maintenance tasks such as filing monthly sales tax reimbursements and tracking outstanding checks. Our revisions will help to group and track these transactions, and output all of the relevant required information to help streamline these maintenance tasks.

3) There are several critical administrative documents that we must complete each year to stay in business. These forms can be very difficult because they require detailed organizational data in a very specific and unusual format. One example is the Utah Functional Expense Form required to maintain our Charitable Solicitation Permit. These documents will require additional tertiary coding to our accounting to output the proper data as needed to complete these forms.

4) As time moves forward, fees associated with normal accounting and administrative software and services increase substantially. These include QuickBooks, PayPal, income tax preparation, and similar. Any groundwork that we can perform to consolidate and streamline our own accounting systems will reduce our dependence on outside resources and the associated costs. Although these revisions have been arduous and time-consuming, we feel that the potential benefits far outweigh the cost in time and effort. When these accounting revisions are complete, it will facilitate a radical reduction in the work hours required to perform these administrative and accounting tasks each year.



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These changes will also make it much easier for future E11 BOD members to learn and perform their individual jobs within the organization.

In conclusion, the Financial section of this Afterburn Report will end with a summary of the current 2019 E11 assets (as of July 10, 2019):

Event Income so far:

●StArt (March 24)

○Tickets and car passes: \$2,153

●BDITP (May 11)

○Box office:\$6,806

○Raffle:\$846

○Food sales:\$283

BDITP TOTAL:\$7,935

●EventBrite

○Tickets:\$131,403

○Vehicle passes:\$13,575

○Ice:\$3,655

○Art donations: \$1,056

EVENTBRITE TOTAL \$149,689

– verified on AmericaFirst

●Paypal

○Tickets and car passes: \$5,794

-6675 on AF- reconcile

●IconoCLAD

○March 31 pickup (Jordan): \$3,569

○April 28 pickup (Jordan): \$4,700

○June 1 pickup (Felix): \$13,474

○June 7 final ticket sale (Felix): \$3,900

ICONOCLAD TOTAL

\$25,643

●E11 Gate sales

○tickets (we were sold out): \$0

○vehicle passes: \$495

●Amazon Smile \$190

34 deposit transactions

\$1.99 min – \$74,679 max





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TOTAL INCOME TOTAL:

\$186,105

194884.80 on af- reconcile 8779.8 error- 5%

Expenses so far:

- Art Grants: \$27,550
- Executive: \$12,666
- Finance: \$0
- General Manager: \$23,062
- Theme Camps: \$91
- Ballyhoo/PR: \$5493
- Infobooth/Gate/Ice Sales: \$1401
- Center Camp and Infrastructure: \$35,630
- Dangerous Arts/Fire Safety: \$191
- Edge of Chaos: \$6972
- Medical/Sanctuary: \$1125
- Technologies: \$2,074
- Volunteer Director: \$1489

Total Event Expenses: \$98,023

Balance on Jan 1 2019: \$164,796

Income: \$194,885

Expenses: (\$98,023)

Total Provisional Event Net Income (Net Change):

\$96,862

net gain!

Current balance on 7/8/2019: \$261,658

*** all numbers shown here are provisional and are not final! It is currently still JULY! There are still 5 months left in the year! Final 2019 E11 accounting data will be posted at the end of the year and can be viewed in the 2019 E11 nonprofit tax forms. ***



Photo CreditX3: Cheryl Anne Barrar

Box Office, Gate, Greeters

Jordan Lenaburg; Box Office, Gate, Greeters Director

BOX OFFICE

Element 11 2019 was an outstanding year for ticket sales! We completely sold out of tickets. 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! Tickets could also be purchased at our pre-events StART and Burner Day in the Park. In addition to cash sales we allowed credit card payments through PayPal at these events for ticket purchases which the community seemed to embrace. Our online ticket sales were through Eventbrite which went very well. Additional functionality from Eventbrite was incorporated this year in the form of 1 time use discount codes for volunteers to claim their volunteer tickets.

About 2 weeks prior to the event ticket sales were placed on hold due to a miscalculation in the number of tickets sold and the remaining unclaimed volunteer tickets. We gave all volunteers qualifying for a discount 48 hours to claim their ticket before the remainder would be released for general sale. After the 48-hour window the remaining 40 tickets were released for sale, 20 in-person at IconoCLAD and 20 online. The 20 in-person tickets sold out in approximately 15 minutes. The 20 online tickets sold out in 2 minutes.

One week prior to the event, some of the tickets had been cancelled, and we decided to release 3 gift tickets as a reward for a scavenger hunt to find specific art pieces throughout Salt Lake City. The community was wildly supportive of this and we received tons of engagement. There were many requests to offer a scavenger hunt for a gift ticket in following years.

We briefly considered alternative online ticket vendors next year but will probably remain with Eventbrite. Eventbrite offers the lowest fees for an event of our size, and the limitations of the system can be overcome with a different ticket structure. Specifically, Eventbrite does not offer the option to charge shipping to customers and is based on an “e-ticket” system. Thus, all shipped tickets were sent via USPS first class postage with no tracking. This led to many lost orders. Additionally, mandating vehicle passes and offering online ice sales makes keeping track of ticket counts very confusing. In the future, entrance tickets, ice sales, and vehicle passes will be listed on Eventbrite each as separate “events” which will allow a more accurate count of sold tickets at any given time. We also plan to offer different priced tickets based on whether the customer would like the ticket shipped, so we can therefore offer tracked shipping of tickets.



663 West 100 South
Salt Lake City, UT 84102
www.element11.org
info@element11.org

As an organization, one of the problems we have faced in previous years was the “Last Minute” mentality of our community. We would begin spending money to prepare for the event, but not have the ticket sales to support the spending we were doing. To combat this, Box Office proposed a “Tiered” ticket pricing structure, with each tier increasing in price as the event approached. This turned out to be wildly successful, and at no point leading up to the event had the organization spent more money than it had earned through ticket sales. Box Office plans to continue this structure of ticket sales.

We want to send a huge thank you to our fantastic Ticketing and Shipping Lead, Shandi, as well as the volunteers who helped with stuffing envelopes and keeping ticketing organized. E11 2019 would not have happened without the assistance of these amazing humans.

GATE/GREETERS

There was much improvement which could have happened with Gate this year. Like last year, Box Office volunteers and Gate volunteers were a single role. Gate did function, and completed its intended role. People got in to the event, tickets were taken, and we only had minor issues with lost/forgotten tickets. As in previous years, each day had a single day lead accountable for checking in the volunteers at the beginning of each shift and training them on basic duties. Gate was staffed by 2-4 volunteers from 10 am to 10 pm Thursday and Friday, and 10 am to 6 pm. Event security provided an after-hours staff for late/early arrival.

Throughout the event Gate was provided with a radio for escalated ticketing issues and contacting a member of the BOD in special circumstances. This year only 1 gate shift was short staffed, which is a huge improvement over previous years. The excessive Thursday wind provided some challenges for the Gate staff, specifically in the form of papers almost being lost. The plan for next year is to make Gate much more electronic and streamlined with tickets lists available on tablets which also allow scanning of barcodes. This will also allow for significantly more detailed reporting of accurate population at any given time, as well as entry peaks which might require more staffing.

Another challenge this year for Gate was the “Early Arrival” setup for theme camps. While Gate staff did a fantastic job of collecting tickets and issuing wristbands to pre-event arrivals, some were probably missed in the chaos. The plan for next year is to institute an early access pass for Wednesday arrivals, and have all early arrivals pass through Gate. This will require one more day of gate staffing. On the note of more staffing, one lesson learned is that it would make sense to have more than one lead per department throughout the event.

Greeters, as usual, had the most difficult job of the entire event, and they did a fantastic job of it. The greeter station was staffed the same as gate. The greeters did an amazing job of welcoming people home.

We want to recognize our *amazing* (and somewhat overworked) Gate and Greeters leads: Shannon and Austin. Without them, this event would not have happened. Also so much gratitude to all of our Gate and Greeter volunteers. Thank you so much for putting in the hard work you did and stepping up when there was an absence. You all did amazing.



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info@element11.org

Photo Credit: Nick Franchi



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 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 as 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 year round, but especially leading up to, and after the event. Online scheduling was done via Sign-up Genius again and that program mostly 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 444 slots to fill (not including rangers or



sanctuary). 73.2% of these were filled online prior to the event and almost all the rest of the shifts were covered with on-site sign ups!

We revamped the standard operating procedure for signing in/out of shifts to more of a “punch card” system. The change was inspired due to complications in getting each of the many department’s recorded hours and the difficulty in reading many individual’s handwriting. During the event, the Big Book of Shifts were available at both the info booth in center camp and the volunteer lounge. Then, there was an additional book for signing in and out of their shifts at the volunteer lounge. Each volunteer was to check in and out of their shift by manually signing their time slots and having their lead sign off on it. We organized this by first name and each volunteer had their own shift page. Most shifts were two hours. Two hour shifts attract more people to sign up and less stress if someone does not show up. The community really stepped up this year by not only putting callouts on social media explaining the importance of volunteering, but we had a ton of new attendees excited to volunteer. Gate and Greeters did great at encouraging and directing folks to Volunteer sign-ups available at the Volunteer Lounge. Sunday shifts for clean-up/tear-down are usually the most difficult to fill, however, it seems we had the best 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 used this punch method 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 their Lead was running late.

We also appointed a kitchen lead and volunteer coordinator lead to take on some of the duties of the volunteer directors since this is proving to be quite the demanding position. The volunteer coordinator lead and myself, the volunteer director worked together to pass out swag, laminates, and ensure the punch system for recording volunteer hours was clear and done properly. The volunteer coordinator lead and volunteer director also worked closely with the kitchen lead in ensuring they had everything they needed for supplies and food, as well as helped communicate with the chefs. The county is requiring each person working in the kitchen has a food handlers permit and this will be something they keep a close eye on in the future.

Next year we want to continue the 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 continue to 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. 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 the 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 were able to work with the owners at exodus to have attendees take bags of garbage after the cleanup of the kitchen/lounge.

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.

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 continue further improve the space each year. We reused the shade structure from previous years for the lounge, with minimal maintenance expenses.

Rachel Stocking took the reins this year for kitchen lead and Anne Russo stepped up to run the lounge as a volunteer coordinator lead. Anne, Rachel, 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.

This year we ensured 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.

Schwag

Schwag for volunteers this year included E11 water bottles, t-shirts, and spray misters. Anne and myself were distributing swag at breakfast and dinner during the event and signing off on those who received them. We set up a system where 2 volunteer shifts awarded a laminate for meals and a t-shirt, 8 hours awarded a water bottle, and 10 hours awarded a spray mister. This was a great system and people responded to it really well. We didn't run out of swag before the end of the event and have a little left for the volunteer appreciation party. 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. We will need to replace a few things on the angels cart as the elements have taken a toll on the current gear.

Volunteer Appreciation Party

The volunteer party for 2019 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.



663 West 100 South
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info@element11.org

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 \$7,935. This total is from \$846 from the opportunity drawing, \$283 in food sales, and \$6,806 for 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 set up the volunteer sign up and the tickets sales in different booths this year as last year we ran into a pretty heavy line. The volunteer booth didn't have as much foot traffic as we had hoped so I will strategize how to make it more interactive and fun for next year.

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: Nick Franchi

OPERATIONS

Callie Voss, General Manager

This year the Board of Directors did a phenomenal job planning and executing our START (Precompression), Burner Day in the Park, 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 fourth 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, the EC meets monthly, and members are encouraged to communicate regularly through Slack (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 have an upcoming Board retreat with an over-night campout. 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.



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.
- **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



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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: Nick Franchi

ICE SALES

Alan Killingsworth, 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 built 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.



CENTER CAMP/ INFRASTRUCTURE

Rebekah Myers, Center Camp Director

Info Booth

This year, Info Booth/Hug Deli was again 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 (with content, always) and information.

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 continues to remain at Stargazer for the foreseeable future. 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, who created the Hug Deli, 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.

We encountered some difficulty with the shade structure of the Hug Deli this year due to failing hardware (mostly in the shade structure), but the main structure was able to be safely used. It is recommended that maintenance be conducted at the next Build this City.

CENTER CAMP

Responsibilities-

1. **Ensures the Center Camp info is updated on the website** -An update was done this year.
2. **Appraised Center Camp structure and design** - We re-used the same structure as last year. New hardware and straps were secured in order to ensure safety. Those items are stored permanently at Stargazer. New shade cloth and comfortable padded benches were obtained, which made center camp a great place for participants to rest, out of the sun. The Center Camp structure could be significantly improved with some welding work, but is still safe to use.
3. **Managed Center Camp Decor Team** - We had a significant number of volunteers to build the structure at We Built this City. Just before the event we had a good number of volunteers to put up the shade cloth; however, due to significant wind we had to delay this process until opening day. A number of volunteers appeared to help hanging the shade the following morning. It was difficult to get volunteers to assist with decor in advance, so much of this was left to the

director, however, there were a number of volunteers to help decorate at the event. Unfortunately, the numbers were not consistent and a substantial amount of the work had to be done by the director.

4. Coordinates Center Camp sound, lights and power - the power was provided by EPW. the generator is likely larger than what we need at Center Camp and, in fact, kept malfunctioning because we were not drawing enough power. Consider using a less powerful generator going forward. The sound was done by Jared Gallardo (local participant), who was assisted by Brandon Baker. Jared was a volunteer and Brandon was supporting his artists who had received an art grant to perform. The lights and projections were done by David Giardinelli, who also volunteered. Jared commented that the volunteers we had assisting him in running the sound were extremely good and took direction very well. Although we had volunteers running sound and lights, we did have to rent a bit of equipment rather than crowdsourcing this year.

5. Coordinates workshops and entertainment - We had yoga, acro yoga, and eye gazing, workshops at Center Camp this year. Next year we need to make it clear in our announcement for workshops that you must secure your own ticket, even if you will be offering a workshop. We had a vaudeville show on Friday evening, before the effigy burn, which show was organized by local participant Rio Wimmer. Dancers, singers, and two lovely drag queens entertained a packed house. The show was extremely well-received. Brandon Barker, AKA Simply B (local artist), coordinated all the live music acts. It is important to have musicians who do not specialize in electronic music represented and Brandon did this well. There were a few events scheduled for Center Camp that were not able to occur because of weather. We should consider how we might increase interest in live performances and activities at Center Camp. Perhaps locating Center Camp in the center of our event, where foot traffic is greatest, rather than at the outskirts would achieve this. Also, fewer performances, timed when there are gaps in other activities, may aid in this goal.

6. Coordinate Center Camp build - This year we had significant volunteers for We Built This City and the structure was successfully placed before the event. For breakdown we had significant volunteers. As a result we were also able to organize and inventory the storage container. The structure was also left in place at Stargazer this year and will remain there for the foreseeable future.

Suggestions for the future: Use less powerful generator, consider relocating Center Camp; consider scheduling performances and events more strategically; better publicize Center Camp events; begin decor substantially earlier; secure a commitment from volunteers to help with installing shade and decor before the event begins.

Lead Positions from This year: Decor Lead, Build Lead, Strike Lead, Lights Lead, Sound Lead, Band Management Lead

Obstacles: Lead positions were very difficult to fill this year.





663 West 100 South
Salt Lake City, UT 84102
www.element11.org
info@element11.org

THEME CAMPS

AJ Silva – Theme Camp Director

This year's Element 11 had a force of 32 Theme Camps in place. The primary focus was working with Theme Camps to provide preferred placement over sizing request to maximize art, sound camp and interactivity distribution. This year a major change was made in the effigy and sound camp placements to get our major sound camps further from each other. The result was overwhelming support from said theme camps with requests for a similar set up. This year's approach was to take a step back and examine our current procedures with placement and population in an effort to restructure our theme camp handlings for next year. Our weather events allowed me to examine the day time placement a little more in depth than I otherwise would have. Camps were spread throughout the city. We had 2 main thoroughfares and an esplanade. Several first year theme camps were added, I worked with them especially for placement, size requests, and expectations of a theme camp in the months leading up to the event, their camps offered some of the best interactive arts and eager participants I have experienced to date. Placement went smoothly with zero incidents for needs of moving camps at the event, or reallocating space. Moving forward we now have a better sense of restructuring our approach to Theme Camps. Creating opportunities for more participation, revising our application process, revisiting the present layout of our roads, MOOP expectations from theme camps, aiding size requests, and creating a few projects utilizing all theme camp applicants are a few of the tasks I've been able to identify potential for improvement- all of which I am excited to be able to be a part of.

