

AFTERBURN REPORT

ELEMENT 11 2021: *PHOENIX RISES*



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

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Board of Directors

Andrea “AJ” Silva – Chairman

Jordan Lenaburg – General Manager

Rebekah Myers – Arts Director

Claudio Olivares – Marketing Director

Janis Mayfield – Safety Director

Kendra Bradberry – Production Director

Cabinet

Anne Russo – Volunteer Ringleader

TeCara DeTevis – Ballyhoo

Mike Miller – Theme Camps

Jared Decker – Webmaster

Rio Wimmer – Center Camp

Justin Hogue – E11 Public Works (EPW)

Morgan Jackman – Medical Lead

Suzanne Oleson – Sanctuary

Shandi Lenaburg – Gate & Box Office

Callie Hogue – Tech Accounts Admin

Staff

Felix DeSiena – Chief Executive Officer

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INTRODUCTION

Element 11 has a long and storied past. For over 20 years, we have celebrated our individuality, humanity, and collective consciousness. We have seen our festival grow from a handful of burners, to almost eighteen hundred people this year! As an organization we have gone through many iterations. Our Board of directors has grown and shrank and changed throughout the years, but one thing has remained the same: our commitment to the continued success of our organization. The definition of success lives in our mission statement: To ignite a community of creativity and self-expression.

By that measure, Element 11 2021 was a resounding success.

A WORD FROM THE CHAIR

AJ Silva – Chairman

This year's theme "Phoenix Rises" was a wonderful description of the E11 community and of their determination to come together anew, eager to soar to new heights. As Element 11 has evolved during recent years, we have turned a keen eye towards reshaping our leadership and rejuvenating the connection between the Board and our community. In 2020 we began this effort by restructuring our organization's roles and responsibilities. This year we reduced the E11 Board from 15 positions to seven. To compensate for this reduction, E11 added a new Cabinet of senior volunteers and hired a single staff member.

Under our new structure, we built the 2021 festival with a smaller Board where eight members completed key tasks that previously required the work of 15. To add to this burden, we must remember that our volunteers are normal people with families and careers, who have struggled through the global pandemic and many months of personal hardships. And now they were called upon to rally and create a large and complex festival. In addition to regular event planning, it was also necessary to create a battery of new COVID-19 policies and procedures. The Board was assisted in this work by the new E11 Cabinet- a team of individuals who aspire to join the Board, and head various departments. Our new Cabinet members have been an indispensable asset, and were key to the success of this year's event! To add to the excitement, there was an intense demand for tickets- causing E11 to increase our population cap from 1500 to 1600, then from 1600 to 1800. And almost 40% of our tickets were sold to out-of-state participants! We were concerned that this was new ground for E11- a new leadership structure, a 20% population increase, 40% visiting from out-of-state, and everyone pent-up from 2 years of quarantine and stress. I mention these factors just to express how inspired, humbled, and proud I am that this year was a smashing success! E11 2021 was a beautiful display of Burner resilience, and of our ability to celebrate, connect, and respect each other! Our community showed up with more passion and enthusiasm than ever before- making E11 2021 our greatest festival to date!

E11 2021 Temple
Installation by Topher Cranney
Photo credit: Gary Anderson



A WORD FROM THE GM

Jordan Lenaburg – General Manager

I've been attending Element 11 since 2011. I've attended each year except 2017. There have been some years which were outstanding, and some years which were quite lackluster. In my opinion, of the 10 years that I've been going, Element 11 2021 was the best overall, by a long shot. The sheer participation was incredible. It was easy to forget that E11 is a small regional burn, just 2% the size of Burning Man. The theme camps were outstanding, the events were amazing, and the raw energy of the event was just incredible. Everywhere throughout the city there was something to find, something to do. From a participant standpoint, the event was truly magical.

From an organization standpoint, the event was very successful. While there were some hiccups and challenges, as always, the event turned out extremely well. Our relationship with Box Elder County has continued to grow positively through our commitment to holding a safe and responsible event. We had only a few minor incidents this year, and no major incidents. We gracefully navigated the many hurdles and pitfalls which were in front of us at the beginning of the year, and found a path to holding a safe event during a global pandemic, while making up for the lost revenue of the canceled 2020 event, and holding to our committed mission statement. While some things could have gone better, I think that there are always lessons learned, and without a few challenges we would only stagnate. Challenges notwithstanding, this year was awesome.

INTRODUCING THE E11 CEO

Felix DeSiena – CEO

This is a new section for our Afterburn Report. In 2021, Element 11 hired our first employee. Following a public search, E11 hired Felix to serve as the Executive Director for a 6-month contract. During this time, Felix supported the E11 BoD and our community by managing E11 finances and providing a variety of administrative and executive functions.

This arrangement represented something new for E11, and we cautiously explored the space to see if it was a good fit. Following the completion of his contract, the E11 BoD reexamined our needs moving forward, and we have chosen to extend Felix's contract under the new role of Chief Executive Officer. It is our most sincere hope that this new expanded role will help to support the E11 BoD and continue the success of the Element 11 community, our organization, and our festival.



E11 Burners enjoying glowing stone mushrooms carved from honeycomb calcite
Art by William Venable
Photo credit: Jesse Troubles

ARTS

Rebekah Meyers – Arts Director

Art participation at Element 11 was substantial for the 2021 event. We had a budget of \$40,000 and awarded just over \$33,000 of funds to artists from the local community, and also from Colorado and California. On average, artists received 60% of their grant request. Element 11 funded more than 40 projects this cycle, of varying scale, including at least two substantial sized pieces. The art was, overall, very engaging and much of it was interactive. Due to the tight time frame between deciding to hold an event and producing the event, a smaller committee participated in determining what projects would be funded this cycle (three members). In my view, this selection committee should consist of at least four people in any particular cycle.



Photo credit: Jesse Troubles

Although a number of pieces incorporated fire effects, there were only two pieces of burnable art- the effigy (HAL) and the Temple of Acceptance. Both burns were successful. The effigy burn was quite short in duration, due to the use of a blow torch to burn the structure; however, the feedback from the community was very positive regarding this innovation. Reactions were generally positive for both burns. There was some commentary that the temple burn felt more festive than some would have liked; however, I believe this can be chalked up to many first-time attendees participating, as well as excitement regarding our first post-Covid event. If we want to maintain a feeling of reverence during the temple burn, the BOD should consider engaging in some PR before the next event to highlight the differences between the effigy and temple burns.

Space on our Playa continues to be very tight. We were able to place all of the pieces appropriately; however, it was very difficult to place art in a way that complied with the Box Elder Marshal's restrictions. Due to fire danger, the Box Elder Marshal continues to request that no art at all be placed outside of the Rim Road, so that we have an effective two lines of firebreak. This continues to reduce space available. We may want to encourage more artists to place projects in theme camps, in order to space projects more effectively. Another alternative is to fund fewer projects at a higher level; however, this seems to be the less inclusive of the alternatives. Expansion of the playa continues to be the best course of action.

As in the past, Elemental Mutant Vehicles (EMV) had a separate lead this year. The process went very smoothly; however, there should be more communication between this lead and the Arts Director in future years. There was moderate growth in the number of art cars participating this year. This department should continue to refine policies and procedures in order to keep pace with growing community participation.

Dangerous Arts also had a separate lead this year. We were not able to fill the vacancy until closer to the event, but the lead was an experienced builder of burnable art and able to easily step into the role. The burns went very smoothly, by all accounts.



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BALLYHOO & COMMUNICATIONS

Claudio Olivares – Community Director

BALLYHOO

This year's Ballyhoo captain was TaCara DeTevis. TaCara has excelled in planning our marketing strategies and efforts, and ordering all physical marketing materials such as tickets, car passes, volunteer swag and credentials.

SOCIAL MEDIA

This year, Element 11 has focused primarily on increasing community engagement through social media and various other channels. Our goal was to build a digital community that could stay connected outside of the event. Our communications through social media have helped facilitate that goal and have helped increase community engagement. Our most popular post reached over 35k people and got over 4k engagements. Some of our social media campaigns included a volunteer campaign, a ticket sale campaign, and a Covid-19 campaign. The Covid-19 campaign included messaging and graphics educating event goers on the policy changes unique to this year's event.

WEBSITE

In May, our marketing team welcomed its new member, Jared Yates, our webmaster. Jared helped Element 11 redesign and relaunch our outdated website. The old website had unnecessary amounts of content that made navigating through it extremely difficult. Our goal for the relaunch was to make the website easy to navigate and update the content. After months of hard work, the relaunch was a success and the community was eager to explore the new platform. We are currently still working on updating all the different pages and plan to be done by the end of the year.

PAID ADVERTISING

The marketing team spent a decent amount of time researching our target market and building buyer personas this year. This was done to prepare the marketing team to use paid ads in the rare case that Element 11 did not sell out. Paid advertising was not needed this year to sell tickets; however, the marketing team did spend a little less than \$20 in order to test our segmentation efforts.

EMAIL MARKETING

In June, our team welcomed Adrielle Vance as our new Email Marketing Manager. Adrielle oversees all email communications coming from Element 11, including our quarterly newsletter *The Salt Shaker*. Since joining the team, email communications have increased in quality and quantity. These efforts, combined with the redesigned website email list signup form, have grown our email list by over 1k subscribers!

THEME CAMPS

THEME CAMP APPLICATIONS

Mike Miller served as Theme Camp Coordinator this year. We began by working with E11 Marketing to create a community outreach campaign that used email and social media to solicit applications. These efforts successfully generated 41 theme camp applications. During the next phase, we hosted a Zoom community forum for education and feedback. We used this time to encourage participants to radically express themselves through their camps, we explained new Covid-19 policies, and answered all questions and comments.

AT THE EVENT

No reportable incidents happened during the event that required attention from Element 11. Three theme camps failed to show up. One of these camps had been assigned a prominent space on Esplanade- this space remained empty for the entire event. The other two theme camp areas were eventually filled by open campers.

COVID-19

Theme camps were provided with signage that encouraged mask wearing. The signage matched graphics used by Element 11 which made the signs more recognizable. Theme camps were also encouraged to mandate masks if the theme camp was enclosed and when the amount of people at the theme camp made it impossible to socially distance themselves.



SophistaPirates Cove – theme camp entrance
Photo credit: Jesse Troubles



A view of E11 2021 taken from the foothills West of Stargazer. E11 2021 was our largest event ever and boasted almost 1800 attendees!
Photo credit: Jarron Applegate

BONUS: Here is a giant serving of “DID YOU KNOW?” – Stargazer Ranch Geography Edition!

Did you know: the Horse Hills are North-West of Stargazer Ranch- you drive over them to reach E11! Coyote Hill is 2 miles North of Stargazer. Stargazer Ranch sits on the West slopes of the Matlin Basin- the Matlin Mountains stand 3 miles North-East of Stargazer. The giant mountains 11 miles East of Stargazer form the Hogup Mountains- in the top right of this photo is Tangent Peak! The Stargazer Ranch Playa overlooks the giant salt flats of the Newfoundland Evaporative Basin- which was built in the 1980s when the water level of the Great Salt Lake was more than 6 feet higher than it is today! Did you know that the giant lone mountain 24 miles South of the Playa is Desert Peak? I love that mountain! Directly south of Stargazer is Matlin Park- and the tiny lone peak 6 miles South of Stargazer on the left is Sheep Mountain! Yay geography is fun!

NOTE: you will be tested on this information at the front gate of E11 2022!

EVENT PRODUCTION – GATE, BOX OFFICE, CENTER CAMP

Kendra Bradberry – Production Director

Rio Wimmer – Center Camp

Justin Hogue – E11 Public Works (EPW)

Shandi Lenaburg – Gate & Box Office

SUMMARY

Our four *Production* teams did exceptionally well this year. This group holds almost 25 combined years of experience- so they certainly know how to build a burn! Each lead planned, managed, and executed their tasks flawlessly. It’s been said anecdotally that E11 2021 was the best E11 ever, and we feel that these volunteers were key in our success!



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BOX OFFICE

Element 11 changed ticketing vendors this year from EventBrite to Tix.com. In previous years E11 sold tickets online, and in person at select locations. In 2020, due to the pandemic, the decision was made to do only online sales. E11 2020 was ultimately canceled, but E11 2021 continued the online-only ticket policy. There were two primary reasons for the switch to Tix.com. First: each ticket would have a unique barcode that could be scanned at the Gate- this would streamline entry and provide several improvements to backend data management. Second: Tix.com can print and mail physical tickets directly to customers- thereby outsourcing a major task away from the Box Office team. While having Tix.com send out tickets was a great idea in theory, after ticket sales began we learned that those tickets would NOT be customizable with any E11 art, and that they had a utilitarian design contrary to the role of physical tickets as a keepsake. Thus, we were faced with a difficult decision: halt ticket sales, refund everyone, and move to a different ticket vendor, or remain with Tix.com and address issues as they arose. Ultimately, we decided to follow through with Tix.com, which resulted in several other problems.

E11 expected to sell out of tickets this year. However, I think everyone was surprised when we had completely sold out 50 hours after tickets first went on sale. As in 2019 and 2020, the organization decided to use a tiered ticket pricing structure. Initially, the plan was to release each tier of tickets for sale on a different date. However, this was changed to allow participants to purchase more expensive tickets in order to support the organization and address potential scarcity (much like Burning Man's "FOMO" tickets). Therefore, all ticket tiers were released at the same time. The unintended consequence was a run on tickets, and all tickets sold out within two days. This problem snowballed when we later learned that Tix.com was unable to send out physical tickets.

Due to the lack of physical tickets, it became necessary to manually change ticketholder information whenever a ticket changed ownership. And there were lots of tickets resold and gifted this year. Transferring tickets between attendees ballooned into a huge logistical burden for the Box Office team. E11 had previously decided to attach a ticketholder name to each ticket, to streamline entry and prevent *misunderstandings*. As it turned out, 100% of our tickets scanned successfully at the E11 Gate- so either the system worked flawlessly, or the naming effort may have been unnecessary. Additionally, E11 created a new COVID policy that allowed ticket refunds for qualified persons who tested positive at the Gate or had potential exposure. Unfortunately, Tix.com only allowed us to refund the person who made the initial purchase, so we tried to discourage resales as much as possible. For all necessary refunds, we did the best we could given each unique paper trail.

Prior to the initial ticket sales, Element 11 began working to secure a population increase. Our permitted population at the time was 1600. We held back 40% of these tickets for volunteers, artists, and required professionals. After selling out, there was substantial backlash regarding the availability of tickets to theme camps. To address these appeals, when the 200-person population increase was secured, E11 held a Directed Group Sale (DGS), offering tickets to registered theme camps and key volunteers. The remaining tickets were later offered to the community in a final OMG sale.

The official number of tickets sold was 1723- even though our permitted number was 1800. This was due largely to the fact that Box Elder County had restricted the number of vehicles allowed entering our event to 900 (one vehicle per two tickets), to reduce the wear to rural county roads. This number of car passes was more than adequate in previous years, and our projections indicated that it would be acceptable given our population increase- however it proved to be problematic. It appears that far fewer persons car pooled, and as a result, vehicle passes ended up being scarcer than tickets. The executive committee has discussed this issue and has a plan of action to remedy this deficiency moving forward.

Many lessons were learned this year for Box Office. The plan is to not use tix.com as our vendor for next year, due to the massive number of limitations the platform has. Additionally, we will plan in a DGS from the beginning of ticket sales, and we will release the tiered ticket sales by date, instead of all at once.



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GATE

eTicket transition: Gate and Box Office experienced a transition from paper tickets to eTickets with scanning devices at the Gate. This update to automate proved quite successful. The Gate Volunteers liked how fast and easy it was to check in people. They felt scanning was a great improvement. Festival goers did not complain and were able to get checked in quickly.

Notable Events: The majority of attendees were happy to comply with all E11 Gate and COVID policies. Noteworthy events generally fell into 4 categories: Service Animals, E11 Internet, Traffic Management, & COVID Testing.

Service Animals: A ticketed and vaccinated attendee brought his service dog. After consulting BODOD the recommendation was to require proof that the dog was a CERTIFIED support dog. The owner produced his certification card for his animal. We placed green wristbands around the dog collar to indicate our approval, and reported this event to Ranger Command to prevent any potential confusion later on. Happily, we had no reported incidents involving this service dog.

Recommended Remedy: Write service animal protocol for BOD approval.

E11 Internet: The primary ticket validation was through scanning on phones, paper or manually checking a paper log (then manually entering attendee into the system). However, some needed to access the internet. Internet connection was not as strong as needed at times and would take up to an hour to get access and users find ticket online. We risked having to turn away paying festival-goers but eventually all were able to access the internet. We'd like to discuss a stronger internet footprint even if for just one day. Internet Signal last day: While on BODOD Kendra tried to help someone get access to call someone to help breakdown complicated equipment since the owner left camp. The internet was taken down early on the last day which presented a problem for that person to be able to take out all his camp. After a few hours of looking for help he was able to breakdown as needed.

Recommended Remedy: Keep internet up through the last day for emergencies.

Traffic Management: Gate traffic went well for the majority of the festival, with consistent ebbs and flows. There were some brief periods of congestion, but these resolved quickly. However, there was one evening when we received a surge of arrivals and Gate backed up with approximately 25 vehicles. BODOD and Rangers quickly located Kendra to address this delay. Kendra gathered a group of volunteers and Event Security who worked diligently to process the new arrivals. Gate was cleared in less than an hour. May I say, the Volunteer staffing for the Gate was outstanding!

Recommended Remedy: Increase Volunteer assignments between 6:00-10:00pm on key evenings, as that seems to be when larger groups start to arrive.

COVID Testing: Finally, there was an impactful event when a group of three attendees could not produce proof of COVID vaccination or negative test within last 48 hours (per our policies). The attendees tried to present 3 different types of proof; incomplete card, snapshot that didn't match the same vaccine on the card and an online version but that only showed one Pfizer shot. With Ranger consultation/support we decided none were sufficient and required testing. All three people tested negative and were permitted entry. To solve this issue took four volunteers about two hours. We are proud of the hard work to plan and drive our COVID policies which made this event easy to manage with no escalations.

Recommended Remedy: Update COVID policies to include a provision that if an attendee can't present proper documentation within an hour, that they will be required to pass a COVID test or leave the event.



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CORPORATE RECORDS

Felix DeSiena – CEO

Element 11 strives to balance security and transparency in all of our record-keeping. We do this to protect information collected from our community, provide a secure space for exploration and decision making, and remain open to public inspection. Element 11 works diligently to maintain all records using systems that exceed standards set by regulators and our peers in the nonprofit community. This includes record creation, accessibility, and retention. Our organizational documents are currently stored in four forms:

- 1) electronic copies of all documents are stored in a secure cloud service
- 2) public documents are available on our website
- 3) board and cabinet members store local copies of development documents to work on every-day tasks
- 4) hard copies of key institutional documents are stored at our offices

In 2021, under the guidance of our GM Jordan and with the generous assistance of our Webmaster Jared, we have begun a sweeping campaign to review, update, and generally modernize all E11 documents. We wish to extend a special thank-you to Janis for her initiative and tenacity in updating documents throughout the E11 library! This has been an arduous process, but progress is going well and we expect to complete this task by early 2022. We have begun to publish shiny new documents on our website. Please keep an eye out for a new level of professionalism in all E11 documents.

Not all E11 documents are fit for public consumption. Many records contain confidential information or are works in progress. In contrast, E11 believes in transparency and we strive to build an informed community! As such, E11 works to process internal documents into a form that is suitable for public reports. E11 provides comprehensive annual reports via this document (the E11 Afterburn Report) and in our annual 990 filing with the IRS (available on [IRS.gov](https://www.irs.gov), or via other indexing services such as [GuideStar.org](https://www.guidestar.org)). We provide regular updates to the public at quarterly Town Hall meetings, and online via our website and social media pages.

Do you have questions? We have answers! We are happy to chat, or to provide copies of documents. E11 has a wide variety of paperwork available upon request. These include policies, forms, applications, and similar. If you are looking for information or documents, please feel free to email us or contact us on social media. If you know a BoD or Cabinet member- feel free to reach out to us personally!



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RANGERS, SECURITY, EVENT SAFETY, ENGINE 11, MEDICAL, & SANCTUARY

Janis Mayfield – Safety Director, Event IC

John Mendenhall – Ranger, Lead

Morgan Jackman – Medical Cabinet Head

Suzanne Olsen – Sanctuary, Cabinet Head

Princess Stephanie – Engine 11, Fire Chief

COORDINATION WITH BOX ELDER COUNTY

We continue to have a great relationship with the Box Elder County Sheriff's Department and Fire/EMS Department. The fire crews continue to provide exceptional support during our burns. The EMS support has continued to be extremely helpful and an ongoing asset year after year.

LAW ENFORCEMENT

There are two roads that run through the event that are public access roads and as in the past LE can travel on these roads at any time. There were two logged events where LE was on foot walking around the event with a liaison. This happens every year when new deputies want to see what the fuss is all about. After speaking with the escort, we believe that they left feeling good about the event.

No arrests, evictions or LE involvement were necessary this year. No medical transports were needed as well. This will be the second event in a row with no incidents requiring LE involvement. Due to the growing relationship and trust with the Sheriff's department and the lack of LE attention needed, we were able to reduce the billed cost for Law Enforcement by 30% for 2021.

RANGER TRAINING

Pre-event training for Rangers was different this year due to the cancellation of Burning Man. This year, the Ranger Council created the first Element 11 Ranger Manual. This manual is structured after the Black Rock Ranger manual but is written in terms of Element 11. The training was held in Murray at the Winchester Park Pavilion with make-up training a few weeks later. A barbeque was provided by Element 11 after the completion of training. In all we had 60 participants attend between the two training sessions with 19 of them being prospective Rangers.

In 2022, we will be looking at recording high quality training materials for Rangers.

PERSONNEL

We had 63 Rangers volunteer this year with 16 Alphas passing their Mentor walk. We also had 20 out of state Rangers volunteers. We established a new Ranger Outpost (Somewhere) this year which has shown to be a great asset to the community in years past. An after-event survey was sent out to all Rangers who volunteered this year. Responses were favorable for Ranger Leadership communication, tools, and staffing. Overall feedback was favorable with many great ideas to better the Ranger department for future events.

RANGERS – BURN EVENTS

This year we had two Burns at Element 11.

Friday Night – Effigy Burn – We had: 20 perimeter rangers, 23 perimeter volunteers, 9 sandmen, 4 security personnel and 6 Engine 11 firefighters. Box Elder was also on site with a larger wildland crew, more brush trucks.

Saturday Night – Temple Burn – We had: 17 perimeter rangers, 23 perimeter volunteers, 7 sandmen, 4 security personnel and 6 Engine 11 firefighters. Box Elder again onsite with a larger wildland crew and more brush trucks.

Box Elder EMS/Ambulance was also in place for both burns.

The Temple burn was hotter than expected and two Sandmen were burned while standing the line. Better communication will be implemented for future burn events.

With the increasing number of art cars attending the event, it has been suggested that we look at a dedicated ranger team to direct them for future burns so that perimeter leads can focus on the lines. This will allow a safe perimeter with no obstacles in the path of participants needing to back away due to the heat of the fire.

Overall, both burns were highly successful. Further review of the IAP will be done this year to spread out responsibilities during the burns to avoid overloading any one position. Identifying and training additional volunteers is key.

RANGER HEADQUARTERS

This year there was a shortage in GLOs (ground level offices) and we were only able to secure one 40ft office container. This was shared by Rangers and Medical and acted as each department's HQ. This arrangement was not ideal but worked for this year. A solution to this issue has already been decided and implemented. Future goals are to purchase a shipping container and convert into permanent office space/storage pod.

RADIOS

Radios continue to be an asset year over year. Ranger HQ is the central communication hub at the event. With the expansion of the city, a new repeater was donated and implemented this year to guarantee coverage for ranger comms throughout the city. New digital radios were also donated and are currently being tested for use in key leadership roles at the event.



E11 Ranger
HAL burn perimeter
Installation by Chad Wing
Photo credit: Jesse Troubles



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EVICTIIONS

There were no participant evictions this year. This represents continued progress as there were no evictions in 2019.

POLICIES

No new policies were written in 2021. Minor revisions were made to the Incident Action Plan and LE Escort policy. All policies were reviewed by the Safety Director.

SECURITY

E11 2021 hired the same security team as in previous years. This year our security team contracted with us through their parent company- this allowed them to provide their own insurance coverage for an added level of protection. Security also added one additional member to man the Covid Checkpoint located on Emigrate Road approximately 0.25 miles in from SR-30.

EVENT SAFETY

This year was unique due to the pandemic. A Covid Event Management Plan was required when submitting our permit request to the Bear River Health Department. An initial Covid Event Policy was created in March during the downward trend of infections and general release of the vaccination. This policy received regular updates on vaccine requirements and testing recommendations based on recommendations from the CDC and State and local health departments. A Go/No Go date of June 1st was set as the final cutoff to determine if it was feasible to have an event that met our high safety standards. The final COVID policy included additional mandates on actions required for anyone testing positive at the gate or during the festival.

A Covid checkpoint was established close to the paved road (SR-30) to avoid any bottlenecks at the gate due to access being a one-lane road into the event. This checkpoint verified required vaccination documentation or negative test results, and made sure that all attendees had tickets and car passes. Covid antigen tests were donated by Box Elder County and administered by contracted EMS workers.

Colored wristbands were given to attendees based on their comfort level with physical interactions (Green, Yellow, Red). Participants were encouraged to participate in a way that balanced self-expression with personal Covid safety.

Standardized mask signage was placed throughout the event and was offered to all Theme Camps, ensuring that it was highly recognizable to all attendees. Communal areas were marked as areas where masks were required, this included Medical, Ranger HQ, Volunteer Lounge and Center Camp (based on number of attendees attending the activities)

Handwashing stations were located throughout the city, at Center Camp and the Volunteer Lounge. Sanitizer was available in all port-o-potties.

One participant tested positive for covid at the gate. This participant was not allowed to enter the event.

We had zero walk-ups to medical for any Covid symptoms, and we had zero reports of any displayed Covid symptoms.

Feedback from all involved departments including Gate, Rangers, Box Elder Co EMS and Security state that policy adherence was a success with only a few minor incidents.

FIRE SAFETY – BURN EVENTS

This year the fire risk at Stargazer was heightened due to wet spring months and additional growth surrounding the ranch taking the area around the ranch to a level 2 fire restriction. Burn permit was limited to the two main structures (Effigy and Temple). The width of the existing fire breaks was doubled as a precaution and no art was placed in areas where smoldering cigarette ash could trigger ignition. The Effigy and Temple placement were changed from previous years to account for expansion of the city, ember cast and logistics of 40+ art pieces.

All types of ember-causing campfires were prohibited thus allowing only propane fire pits that adhere to event policy. Review of the Fire and Flame Policy will be done for 2022 to separate fire pit/barrel policy from the fire spinning and art policy. This will allow easier access to the policies.

Daily meetings were held with all principal players for that night's burn including Box Elder, Event IC, Fire IC, E11 Fire Chief, Artist, Logan, Dangerous Arts and Khaki.

We had extremely well planned and executed burns for 2021.

ENGINE 11

The Engine 11 department was headed by Princess Stephanie as E11 Fire Chief. Our recruiting efforts were highly successful, and the department was initially staffed with eight certified fire-fighters volunteers from both Utah and Colorado. Due to unforeseen circumstances (Covid and FEMA commitments) the department was staffed at the event with six of the eight volunteers.

The E11 Board purchased additional firefighting equipment and PPEs to help the Engine 11 crew maintain the safety of the burns and the city.

The Box Elder County Fire Marshal again assisted both burns with his teams maintaining the outer area beyond the fire breaks. Corey brought a larger wildland crew as well as more brush trucks.

Matt Hogue provided a newly rented water tanker truck.

temple burn
Photo credit: Gary Anderson





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MEDICAL

PERSONNEL

Morgan Jackman – Medical Lead

Elizabeth Fernwood – Event Lead

Morgan Jackman (Head of Department) set up the medical office on September 18th prior to Early Enter which started on September 20th.

There was minimal coverage during Early Entry (WBTC) from a medical standpoint. Due to the office being set up and stocked, non-medical volunteers with a general knowledge of first aid were available able to help with a more significant injury that occurred Wednesday.

There were a total of 18 volunteers who covered the 38 shifts running from noon on Thursday September 23rd through noon on Sunday September 26th. Eleven of the overnight shifts were covered solely by Box Elder County EMS. All critical and busier shifts were fully staffed with one medical lead and two medical assistants. There was an event lead with a radio on call throughout the entire event. These duties were handled by volunteer leads Morgan and Ellie.

CPR/FIRST AID TRAINING

There was no CPR training offered for our volunteers this year as most of the medical staff were already CPR/First aid trained or the individuals sought out their own training for this event.

2022 goals for Medical is to have a certified instructor to teach the CPR/First Aid training and open this up to other volunteer departments.

MEDICAL HEADQUARTERS

This year Element 11 was equipped with a 40ft air-conditioned pod in which was shared between Medical and Rangers. The lighting was sufficient, but the space was tight. It would be beneficial to revert back to Ranger HQ and the Medical team having separate volunteer spaces next year.

MEDICAL RADIOS, SUPPLIES AND EQUIPMENT

At least two inventories were performed on all medical supplies before the event. All supplies were sorted through to determine the efficacy and safety of use for the event. Many items were thrown away due to overdue expiration dates. Items were then replaced by either Janis Mayfield or Morgan Jackman based on necessity. Acceptance of donated medical supplies and equipment should be approved by the department head to avoid these issues in the future.

The first shift volunteers were instructed that the medical leads should have a radio on them at all times so they would be able to communicate with the Medical department head, BODOD, Security, and/or Box Elder EMS. However, these instructions were not communicated to all shifts and medical leads. Morgan Jackman performed regular safety checks at the medical tent, and found that several shifts were unaware of this requirement. A more detailed SOP needs to be created and given to all medical volunteers and leads. All radios were checked out and returned properly.



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MEDICAL STATISTICS

The medical tent saw a total of 15 injuries, 13 of which were minor.

There was one injury in which the participant was treated for a laceration on their nose and evaluated for a closed head injury. The participant then relocated to sanctuary where they were asked to stay until they were in a better state of mind to return to camp.

There were three individuals who sustained first and second degree burn injuries. All three of these participants were part of the burn perimeter for Saturday night's temple burn.

There was one substantial incident that did require assistance from Box Elder EMS in which a patient was taken into an ambulance and treated with IV fluids, oxygen was given, and vitals were monitored. The Participant was then accompanied back to medical and sanctuary where the medical lead and medical director stayed with them for another hour monitoring vitals. The patient voluntarily released himself once he was feeling better. Medical volunteers recommended they remain with someone from their camp for the remainder of the evening.

A total of 15 encounters were logged and at least one additional injury reported during WBTC (moderate hand laceration)

Injury reports were filled out accordingly and Box Elder EMS had their own paperwork filled out on the incidents they assisted with.

ZERO incidents occurred involving heat exhaustion/heat stroke of any kind!

MEDICAL DEPARTMENT IMPROVEMENTS

Revert back to separate office pods in the future to maintain the privacy of patients and to have the room needed to work.

We will also be looking at providing CPR/First Aid training certification to the Element 11 Medical Cabinet member Morgan so that we can have in-house training for our volunteers.

We also need to be much more strategic on the medical supply purchase we make and the donations that we accept. Most if not all of the ingestible OTC medications were expired and needed to be disposed of. Limiting the quantity that we purchase each year and staggering inventory to every other year should help to eliminate maintaining expired inventory.



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SANCTUARY

Sanctuary continues to grow and become a fixture at Element 11, with the permanent structure to accommodate those that need a safe quiet space, and Sanctuary Burn Volunteers to help those who need assistance around the burn perimeters. In 2019 the volunteer position of Sanctuary Ambassador was created to educate participants at the Element 11 event. This program has been a great success and continued in 2021.

SANCTUARY TRAINING

Pre-event training (2.5hrs) for Sanctuary was held immediately before Ranger training at the Winchester Park Pavilion with a make-up training held Friday at the event. This year we also incorporated a web meeting for those that were unable to do the in-person training. Lunch was provided by Element 11 afterwards. In all we had 30 participants attend between the two trainings with most of them being first time Sanctuary volunteers.

PERSONNEL

Suzanne Olsen – Sanctuary Head of Department

Jaidy Carlston – Event Lead

Justin Narusis – Co-Lead

We had a total of 65 x 2hr shifts available in Sanctuary this year. These positions include Sanctuary Lead, Ambassador, Sanctuary Volunteer, Burn Lead and Perimeter Guardian. Due to the pandemic, a lot of our volunteers were unable to attend the event, but 45 of the 65 shifts were filled nonetheless.

SANCTUARY STATISTIC

The Sanctuary space itself was very slow this year with only two inhabitants over the course of the event. This came as a welcomed surprise that demonstrated the general health of our event and of our attendees.

SANCTUARY INVENTORY

It is unclear where a lot of Sanctuary's donated supplies were prior to 2021. This year additional bedding was purchased along with donated/borrowed blankets. Cleaning supplies, clean-up kits and PPE's were also purchased. A Bluetooth speaker was donated for ambient music in the bunkhouse. This year we also provided volunteer shirts specific to Sanctuary.

SANCTUARY IMPROVEMENTS

Recruitment of volunteers is always a main improvement for most departments. We will revisit shift schedules and Lead requirements before the next event.

Logistics of inventory storage will be reviewed this coming year along with an updated inventory sheet.

We are looking at taking the training into the digital age and recording high quality training material for Sanctuary.

Radio Communications

Radio communications fell under the Safety Director this year with remote help from Allen Hovey.

The Baofang's continue to be a workhorse and provide the basic communications needed for the event volunteers. We started the year with 59 radios. This year we purchased replacement batteries, ear foam, belt clips, and 2 new charging banks.

We had four digital radios donated to Element 11. These radios are being used for key positions such as Khaki, BODOD, Medical, and Sanctuary. These radios are capable of much more than the standard Baofang units, and have proven to be very useful. Further testing needed to decide if this is the direction the organization will want to go for future radio communications.

Due to the increase of the footprint of the event, there was concern that the radios would not broadcast from the required distance. A repeater was donated to Element 11 to cover this concern. The repeater was calibrated and set up at Stargazer. We had no communications issues in 2021.



Temple
Photo credit: Monika Pe



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FINANCES

Felix DeSiena – CEO

2021 has been good to E11. Our community has rallied back from the void, making this year's event the most well-attended festival that we have ever created! In addition to the larger population, we have continued to iterate on the new tiered pricing (modeled after BlackRock), and this has allowed us to increase our income. In short: our finances are doing very well.

I would like to establish some context. E11 grew consistently from 2013 until 2017, reaching a high of \$170,000 in cash assets. 2017 to 2019 was a time of change, and our finances were basically flat- balancing new income with new expenses. 2019 was a big year for E11- and our finances had the largest single-year growth ever- jumping to \$240,000 by the end of the 2019. 2020 was a bust for everyone- E11 was unable to hold an event due to Covid- so we tightened our belts and were able to finish the year slightly down.

It is critical that E11 continue to increase our income to offset normal inflection and the toxic effects of Covid on the economy. E11 continues to see a decline in donated goods and services from our community, and external expenses have risen dramatically over the past two years. It is now common to see retail goods and services cost 20% - 40% more than in prior years. This increase is due to global supply-chain deficiencies and the kaleidoscope of wide-spread problems caused by the ongoing presence of Covid.

However, despite it all, our community and our BoD have come back in a big way, and E11 is doing better than ever. Due in large part to the improved financial policies this year, E11 has experienced our largest growth year ever! We are still paying invoices for this year, and we look forward to growing some programs in the final quarter of 2021, but we expect to see a year-end growth greater than any previous year. This is great news for E11 because it repairs our losses from 2020 and puts E11 back on track in terms of consistent growth during the past decade. This is a huge win for E11 and it demonstrates the strength of our community, the vision of our Board, and the promise of a bright new future!

This year, E11 relocated from suite B12 to suite B21 at the UAA Arts Hub. This was a large upgrade in terms of the quality and size of the office. We have also received some substantial in-kind donations from the Utah State DFCM, the Utah Arts Alliance, the estate of Mr. & Mrs. Tregeagle, and several anonymous donors. These donations have included furniture, office supplies, and a variety of items to improve E11 and fill our day-to-day needs. We offer our most sincere and heartfelt gratitude to our donors for their generous support!

As always, our finances are a work in progress. These numbers will change as new transactions are processed. We are still receiving invoices and reimbursement requests, we are still waiting for artists to cash checks, and so forth. Here is a summary of our current financial information:

Income

Tickets, car passes, & ice sales \$ 288 431

Expenses

Art grants \$ 33 000 *claimed (40 000 offered)*

stArt performance grants \$ 200

Ticket service fees \$ 4 300

Ticket refunds \$ 4 000

Beco law enforcement \$ 11 000

Beco fire & medical \$ 7 500

Private Security \$ 6 500

Stargazer rental \$ 18 000

Road maintenance \$ 15 000

Camping expansion \$ 2 500

Water truck \$ 4 500

Insurance \$ 2 781

Office rent \$ 5 800

Professional Services \$ 18 000

Permits \$ 609

Government registrations \$ 120

Mailchimp \$ 814

All other/uncoded expenses \$ 46 453

Total 2021 Expenses to Date **\$ 181 077**



The Spectral Zephyr
By Ted Crenshaw
Photo credit: Gary Anderson

As usual, E11 will complete our financial reconciliation by the end of this calendar year. We will file our annual 990 for this calendar year in the middle of 2022. Please see our annual 990 for verified financial summaries of all income and expenses.



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VOLUNTEERS & RESOURCES

Anne Russo – Volunteer Ringleader

The volunteers were amazing this year! We had over 281 participants volunteering this year, 44 more than in 2019, an increase of over 18%. This was due, in large part, to a requirement of those awarded DGS tickets to volunteer for at least two shifts, one of which was to be Fire Perimeter. Most of these new volunteers only volunteered the minimum required, but they got a taste for volunteering and many will become more involved in the future. We offer ticket discounts to volunteers based on their participation the year before and 122 volunteers earned either a discount or a free ticket for 2022. That's a drop of 11 volunteers from 2019.

Total volunteer hours in 2021 were 3,600, down slightly from 4,000 hours in 2019. Regular volunteer hours were slightly higher this year, but the "Safety" volunteers dropped from 2,367 hours to 2,018 (15%). This is due primarily to fewer volunteers attending Ranger training and some participants becoming Cabinet Members, so their hours weren't included this year. We had many more out of state Rangers than usual, making up for the lack of new and returning Rangers.

The Volunteer Kitchen ran smoothly this year with help from both veteran and novice volunteers. The guest chefs served their meals on time and under budget.

Volunteers were required to sign up in advance for a minimum of two shifts to earn a t-shirt. The insulated stainless steel carabiner mugs were appreciated by everyone who volunteered at the event, including Rangers, Medical, BoD, Sanctuary, EPW, etc. This was a change from past years when other departments were not included in swag distribution.

CONCLUSION

2021 Baby! We made it! 2020 was so harsh, and the first half of 2021 was little better- so please know that we mean it when we say that the E11 BoD is **so proud of our community** for staying strong and meeting us here on the other side! The future is bright! The future is now!

E11 2021 was the biggest and best year ever, and it would never have been possible without the many beautiful talented committed members of our community. From the bottom of our hearts- thank you!

Please stay tuned! Continue to engage with us at our events, on social media, and wherever local burners can be found. As Covid passes and the world slowly settles towards a new normal, E11 will continue our transition back to the in-person activities we all know and love- Town Halls, Burner Day in the Park, stART, and other new seasonal activities will be here soon- so get psyched!

Stay Cool! Stay safe! We'll see you in the dirt!

*With Love,
The E11 BoD & Cabinet*