

# AfterBurn Report

## Element 11 2022: Cosmic Carnival



*Photo by Arron Glassman of open playa featuring art cars, art installations, the temple, and effigy.*

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

## Board of Directors

Jordan Lenaburg	Chairman
Jared Decker	General Manager
Allen Hovey	General Manager (retired)
Janis Mayfield	Safety Director
Claudio Olivares	Community Director
Kendra Bradberry	Production Director
Dean Peterson	Arts Director

## Cabinet

Anne Russo	Volunteer Kitchen/Swag
Olga Reese	Volunteer Wrangler
John Mendenhall	Ranger Lead
Justin Hogue	E11 Public Works (EPW)
Callie Hogue	Slack/ASANA Admin, EPW
Shandi Lenaburg	Box Office
Rio Wimmer	Center Camp
Mike Miller	Theme Camps
Bobby Gittins	Flame Arts
Morgan Jackman	Medical
Suzanne Oleson	Sanctuary
Robby Stjernholm (Princess Stephanie)	Engine 11
Jared Yates Decker	WebMaster

## Staff

Felix DeSiena	Chief Executive Officer
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## Table of Contents

<b>Board of Directors</b>	<b>2</b>	<b>Personnel</b>	<b>16</b>
<b>Cabinet</b>	<b>2</b>	Rangers - Burn Events	17
<b>Staff</b>	<b>2</b>	Ranger Headquarters	18
<b>Introduction</b>	<b>4</b>	Radios	18
<b>A Word from the Chair</b>	<b>4</b>	Evictions	18
<b>A Word from the GM</b>	<b>5</b>	Policies	18
<b>CEO Update</b>	<b>6</b>	Security	18
<b>Arts</b>	<b>6</b>	Event Safety	18
Projects & Participation	6	Fire Safety - Burn Events	19
Elemental Mutant Vehicles (EMV)	8	Engine 11	20
Flame Arts Coordinator	8	<b>Medical</b>	<b>20</b>
<b>Communications &amp; Theme Camps</b>	<b>9</b>	Training	20
Communications	9	Medical Headquarters	21
Social Media	9	Medical Radios, Supplies & Equipment	21
Website	9	Medical Statistics	21
Email Communication	10	Medical Department Improvements	22
Theme Camps	10	<b>Sanctuary</b>	<b>23</b>
Theme Camp Applications	10	Sanctuary Training	23
At the Event	11	Sanctuary Statistics	24
<b>Event Production – Box Office, Gate, Center Camp</b>	<b>11</b>	Sanctuary Inventory	24
Box Office (Tickets)	11	Sanctuary Improvements	24
Ice Sales	12	<b>Radio Communications</b>	<b>24</b>
Gate	12	<b>Volunteer Support</b>	<b>25</b>
Center Camp	13	<b>Corporate Records</b>	<b>26</b>
EPW	15	<b>Finances</b>	<b>27</b>
<b>Rangers, Security, Event Safety, Engine 11</b>	<b>16</b>	Budget	29
Coordination with Box Elder County	16	Income	29
Law Enforcement	16	Expenses	29
Ranger Training	16	Upcoming 2022 Expenses (approximated)	30
		<b>Conclusion</b>	<b>31</b>

## Introduction

Can you believe it? After such a tumultuous time in the world and an unbelievable resurgence from the community in support of the 2021 Element 11 gathering, who knew that Element 11 2022: Cosmic Carnival would surpass all expectations? Well that is exactly what happened. Thanks to the amazing collaboration of the Burning Man community, far and wide, and a stellar group of amazing artists, unbelievable theme camps, committed volunteers, and local authorities, Element 11 was once again a resounding success.

After all the notable changes in infrastructure and leadership over the past few years, this organization continues to hone in on our mission to ignite a community of creativity and self-expression. With this transformation and growth comes a greater need for awareness and participation from attendees of the event. As we welcome new members to the local Burning Man community, we must remember that it takes time, patience, and effort to educate ourselves on the core principles that make up the foundation of this event and the community as a whole.



*Photo by Aaron Glassman of the Board of Directors during the Opening Ceremony*

## A Word from the Chair

*Jordan Lenaburg – Chairman*

The past few years have presented significant challenges for the Element 11 organization. We have reduced the number of Board of Directors from 15 to 8, and have been operating with 2 of those positions vacant for the past 2 years. In the context of the world itself, everything has been crazy! Inflation took a huge chunk from our

operational budget this year, and dealing with the transition from the Covid-19 pandemic into an endemic disease had a huge impact on our community. Despite these challenges, I have seen the Element 11 organization navigate with grace through the growing pains the organization is feeling.

One of the biggest hurdles that our organization has in front of it right now is our Volunteer base. Reviewing the data from 2018 through this year, it can be seen that we have a core group of about 150 volunteers. Ultimately, we need to have between 15-20% of our population as volunteers for the event. This year we implemented a couple of policies which we hope to help galvanize our attendees to become more involved and volunteer more. Additionally, we have spent a lot of time focusing on informing the community of the various year-round positions we have in the organization. We are already seeing the fruits of some of this, having had more applications for BoD positions in the past month than we have had the entire year previous.

We had our largest population ever this year. While our permitted population did not change from 2021 (1800), we sold out of all tickets this year. We gave out over \$70,000 in art grants, and funded up to \$10,000 for each of our burns. This was the biggest contribution to the Utah Arts Community that we have ever been able to achieve, and we hope to be able to continue this trend in the future. Overall, 2022 was about growth for our event and our organization. We've worked through some significant growing pains, and we are now well into the path which we had previously laid the groundwork for.

## A Word from the GM

*Jared Yates Decker – General Manager*

I stepped into the General Manager position late in the planning process this year and did what I could to learn the ins and outs of the organization. My experience includes 4 previous years attending Element 11, 5 years of Burning Man at Blackrock City, and 10 years producing a music and arts festival in between. I was eager to contribute in any way I could and was very fortunate to have joined a group of individuals from the Board of Directors through the Cabinet Members to the various Facilitators that had the experience and expertise to make this amazing event come to fruition.

While the responsibilities of the organization have remained largely the same for many years now, the division of these responsibilities have shifted between various positions and positions themselves have been restructured. In many ways this keeps things fresh for each person who fulfills their role, yet this shifting around has caused a potential imbalance in duties and a minor breakdown in communications. The organization continues to use collaborative tools such as Google Workspace, Asana, and Slack to relay information between departments and individuals.

Regular meetings are held with the Board of Directors, Executive Committee, and individual one-on-ones with Cabinet Members and various Facilitators. In addition, a new weekly "Info Jam" was established this year as an open forum for all members of the organization to hear information on activities from other departments and

bring questions and ideas to the table so everyone can benefit from this direct collaboration. We have reached out to the community to fill positions that have opened up on the Board and the Cabinet in the past few years. We are confident this will stabilize any incongruities that have developed in their absence.

## CEO Update

*Felix DeSiena – CEO*

Element 11 continues to grow and evolve. Part of this process includes refining the roles of our Board, Cabinet, contractors, and staff. As of June 2022, I linger on as something between a CEO, a volunteer, and an absent daddy. This has allowed E11 to delay finding a replacement Treasurer and Secretary, to focus on event development, and has allowed us to streamline the GM transition from Allen to Jared.

I currently perform all accounting tasks, and help out with a variety of administrative tasks. Personally, I have been able to spend more time with my family, and work on a lot of passion projects. Thank you E11 for putting up with me!

Element 11 finances are sound. E11 2022 saw the successful rollout of the Legacy Program. This year E11 had a longer 5-day event, and gave almost TWICE as much art funding as any prior year! By these metrics, E11 2022 was the biggest and brightest event that we have ever created! I wish to express my most sincere love and gratitude to our amazing committed beautiful community! And I look forward to all of the amazing burns yet to come!

## Arts

*Dean Peterson – Arts Director*

*April Dansie – Elemental Mutant Vehicles*

*Bobbie Gittins – Flame Arts Coordinator*

## Projects & Participation

2022 was an AMAZING year for art at Element 11. We started the year with \$70,000 budgeted for art grants and awarded \$73,800 to artists from the local Utah community as well as from Colorado, California and Nevada. Element 11 funded more than 60 projects this year, of vastly-varying scale. Due to our massively increased budget and last year's feedback, we had seven different projects receive over \$3000 (not counting the temple or the Effigy) and many were substantially sized pieces.

The art was very participation-focused across the board, including a massive rebuild of one of our main theme camps as well as many additions and extensions to a few others, allowing our event and our community experience to grow exponentially. Some other notable and exciting art pieces were the Stargazer Roller Rink, a

large carnival-themed motorized swing set, and two fully-equipped brand-new sound stages. Our Art Grant Committee consisted of 5 individuals, most of whom were artists from previous years. We had 75 total art grant requests and after filtering out the ones that wouldn't be able to come and the ones that didn't fit the principles or were too large-scale for our event, all eligible projects were funded at least partially to a max of 60% of their total budget.



*Photo by Aaron Glassman of "Build Your Own Effin'gy" by Topher Cranney*

There were only two pieces of burnable art: the effigy (Build Your Own Effin'gy) and the Temple (Temple of Unity). The effigy burn started off with a firework display and ended in an awe-inspiring plume of flame from a flamethrower. Feedback from the community was very positive regarding this innovation last year and this year we did it bigger and bolder (as is our way!). The temple burn took quite a while to actually fall as the pallets and most of the decoration burned away, the central and surrounding support beams stood strong for almost an hour. Based on feedback from much of the community, the temple burn felt more festive than most would have liked. I believe this can be chalked up to many first-time attendees, and after last year (similar feedback) it seems obvious to me that we need to help educate our community through testimonials and examples about what the temple burn represents to many and highlight the difference between the effigy and temple burns.

Space on our Playa was much larger than last year, giving us ample space for the art projects. We placed them adhering to the burn perimeter and wind movement restrictions, and gave space around each piece to maintain the effect of walking up to art through the desert (which was one of my main focuses as Art Director this year). However, due to the increased space of the playa, we did hear the feedback that the playa felt empty despite having all but 3 of our large art projects scattered around the playa. I'm very hopeful to have more projects next year to address this specific point.

## Elemental Mutant Vehicles (EMV)

The process with the Mutant Vehicles went very smoothly. There was moderate growth in the number of art cars participating this year (9 vs. 6 last year) and the EMV director worked closely with the Art Director to keep the process as smooth and comprehensive as possible.

## Flame Arts Coordinator

Flame Arts also had a separate lead this year and was the same person as the previous year. He worked with the temple artist and the effigy artist to make smooth and safe burns all around. Aside from the burns, we had a couple of fire poofers that were checked out and ran safely.



*Photo by Aaron Glassman of Sammiches Art Car*

## Communications & Theme Camps

*Claudio Olivares – Community Director*

*Jared Yates Decker – WebMaster*

*Adrielle Vance – Email Communications*

*Mike Miller – Theme Camp Coordinator*

### Communications

#### Social Media

This year, Element 11 continued to focus on increasing community engagement through social media, email, and various other channels. To do so, more communication where we asked questions was implemented. Simple questions like “What was your favorite moment at Element 11?” were asked, which in turn created a space for discussion and conversation to happen. The use of stories both on Facebook and Instagram were used to create community engagement. The community felt comfortable sharing their stories to Element 11 knowing we would reshare it, making them feel part of the community and seen. Overall, we have continued an upward trend in engagement through social media and we have seen the community gain confidence in using these platforms to connect with each other.

Another primary focus of the communications team was to make informational communications to help prepare participants for this year’s event. This was done by posting tips and tricks that helped promote engagements and allowed community members to make suggestions to virgin and rookie burners on how to deal with some of the hardships of the event. Other informational communication over social media included our Covid-19 policy, ice sales, 10 principles, general survival guide, and what where when guide messaging. Informational communications became a priority for Element 11 after the huge increase in virgin burners experienced in our 2021 event.

#### Website

Jared Yates Decker has been the WebMaster (Website Manager) since 2021. Jared is in charge of updating our website to reflect all upcoming and current changes. This year, we implemented our new and improved “Blog” which made it easier for members of the organization to share insights and news with the community. Another page of the website that received a make-over was the “Photo Gallery” page. This page was linked to Instagram and now automatically fills with content. All other sections of the website were updated frequently and kept up to date. In the first half of 2022, the website had an average of 4167 visitors per month with over 100,000 pageviews leading up to the event. This is the most activity we have had on the site since its inception!

Through 30-June	Hits
<b>Total Visitors</b>	28,356
<b>Total Pageviews</b>	113,718

Top 3 Pages	Hits
<b>Tickets</b>	24,256
<b>FAQ &amp; Policies</b>	2,883
<b>About Us</b>	2,802

Daily	Hits	Date
<b>Most Visitors</b>	1,813	1-Apr
<b>Most Pageviews</b>	22,470	22-Apr

## Email Communication

Adrielle Vance has been the Email Communications Manager since June 2021. Adrielle oversees all general email communications from Element 11, including our quarterly newsletter The Salt Shaker, which has over 2,500 subscribers, and 647 new subscribers since Element 11 2021. Other email messages that were sent out this year include general information about the event and ticket sales, community events such as stART and Burner Day in the Park, and blurbs on the theme idea and theme art winners. The email open rate has increased by 3% and the click through rate has increased by half a percentage from 2021 to 2022. The most read emails in the last year were regarding Covid-19 policies.

Changes that Adrielle has implemented since she began include incorporating more information about events leading up to E11 (ex: Ranger and Sanctuary Training), more volunteer information, an E11 countdown, and Burner Trivia fun facts. Adrielle has also sent out more consistent Salt Shakers than we have had in the past, and has created a separate email list to ticket holders with important information pertaining to the event. She hopes to get more members of the community involved in writing articles for The Salt Shaker before E11 2023.

## Theme Camps

### Theme Camp Applications

Mike Miller served as Theme Camp Coordinator once again this year. We began by working with E11's Communications team to create a community outreach campaign that used email and social media to solicit theme camp applications. These efforts successfully generated 34 theme camp applications.



*Photo by Lauren Cohen of The SophistaPirates Theme Camp and members*

## At the Event

There were 30 theme camps in total at the event. Four theme camps opted out of bringing a theme camp for various personal reasons. This did not affect the map and we were able to plan around their absence. Theme camps were asked various questions in the application that made it easy to place them including questions about sound, proximity to sound camps and questions about their general themes. One reportable incident occurred when an artist placed their art inside a theme camp. This was a problem to the theme camp organizers as they had mapped out their space and needed the space to set up their communal kitchen. Rangers helped ease the situation and helped the two parties collaborate with each other on a solution.

## Event Production – Box Office, Gate, Center Camp

*Kendra Bradberry – Production Director & Ice Sales*

*Shandi Lenaburg – Box Office (Tickets)*

*Ben Argyle – Gate*

*Rio Wimmer – Center Camp*

*Justin Hogue – E11 Public Works (EPW)*

*Callie Hogue – E11 Public Works (EPW)*

All teams under Production did a great job. 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 well with no issues.

## Box Office (Tickets)

Ticket sales in 2022 went well with some opportunities for improvements. No issues were found when scanning at the gate (See gate report for more details). As in previous years, we sold tickets in tiers; pre-sale, main-sale, and late sale. Our DGS tickets sales were very strong as well as volunteer and OMG sales. Tickets in pre, main and late sale officially sold in under 30 minutes for most of the sales and were in carts in under 3 minutes. However, we did hear from the community that they were frustrated at how the sales went. In response to this feedback, we will likely not do tiered sales for 2023.

Although we moved to Eventbrite from tix.com in 2022, we were not satisfied with the service and plan to look for a new ticket vendor for 2023. The decision to switch back to EventBrite this year was due to the massive number of limitations of tix.com. One of which was that tix.com did not have a good transferring system. Eventbrite is also lacking in this department. Box office will be spending the next few months trying to find a more suitable ticketing service for 2023.

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. At this time, we will continue to do online sales only. We did offer the option of having the tickets mailed to you. The amount of people who chose to have their tickets mailed to

them was low. Mailing the tickets was done manually as we did not go with tix.com and EventBrite did not offer that service. Box Office will be looking into better options this year for mailing tickets.

We offered direct group sale tickets again. This year we kept the requirement that anyone purchasing a DGS ticket would need to volunteer at least 3 hours at the event. If a DGS ticket recipient did not volunteer at the event, it could impact their ability to receive a DGS ticket in the future. Box office will be going over DGS and volunteering logs. DGS will be available for 2023. It was a great way to help theme camps and artists obtain tickets.

Ticket transferring, Oh ticket transferring! The number one reason for finding a new vendor is due to ticket transferring. It did not go as planned. Eventbrite does not have a good way of transferring tickets. So many hours and days went into transferring tickets manually. It is a huge job. Box Office is looking forward to finding the perfect solution! Physical tickets were also handled differently. This year our tickets did not have barcodes, unless they were mailed to you. We gave out tickets without barcodes at the gate to give participants the ticket liability waiver. We will likely be searching for a ticket vendor that can mail and print out barcoded tickets for the event in 2023.

## Ice Sales

Coordination of ice sales went as planned with no issues. The delivery truck was ordered 4 months in advance and ice was purchased through Costco. We followed the documented process and found only one step missing. We did not remind the box office to print out the ice sales list in advance. This meant we had to hand write the list before the ice truck arrived. This will be added to the process documentation. We had an excess of one pallet worth of ice left, however, we were able to give the rest of the ice away, in less than 30 minutes.

## Gate

The gate ran well with little interruption or incidents. The Volunteer group did a fantastic job ensuring the gate was always manned. However, there is one gap of time where there are no volunteers assigned; 9:00pm-10:00pm. After talking with the volunteer coordinator, it's recommended to offer a new shift from 8:00pm-10:00pm so we're not asking for too much during peak time.

We used tablets to scan barcodes again this year which worked better with Eventbrite than tix.com. We added a 4th tablet which helped keep bottlenecks to a minimum. The only issue with the tablets was battery life. We recommend E11 invest in a battery pack at the gate to keep them charged.

Attendees followed all Covid policies and those that did not have vaccines or negative tests were not permitted to enter. They left without incident.

We nearly lost the shade structure during a particularly heavy wind storm. For roughly 30 min there were 6 people holding the poles to keep it from flying away. We had someone come and re-stake it with no incidents.

This wind storm also required we paused new entrants and parked attendees for roughly an hour-and-a-half and everyone was patient and understood.

Regarding kids. The team did a great job making sure all kids were logged with correct wrist bands and accounted for. However we had a male adult try to drop off his niece because her dad was at the event. It took about 2 hours to find the dad and get the child documented to enter. We recommend a policy update regarding children to state this is not allowed.

Regarding animals: The same attendee from last year came with the same service animal. We followed the new policy exactly.

## Center Camp

### Programming

This year's programming was varied and diverse in terms of offerings. We had workshops ranging from consent and conflict resolution to yoga and BollyX to singing and sober meetups. For performances, we had 5 live musical acts, several DJs, and Center Camp Cabaret. Most of the programming came from the programming application. Some came from the Center Camp team, and others were last minute additions.

TIME	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
9:00 AM		Sound Check		
10:00 AM		Bolly X Session Lesson		
11:00 AM		Sound Check	Sober Meetup	Sober Meetup
12:00 PM	Decorations	Sound Check	Sound Check	
1:00 PM	Decorations		Yoga	James
2:00 PM	Decorations	Conflict Resolution Workshop	Adult Consent Workshop	Kid Consent Workshop
3:00 PM	Decorations	Conflict Resolution Workshop	Banana & Peach Blowjob	
4:00 PM	Decorations	Discover Your Singing Voice	Kink 101	CCC Rehearsal
5:00 PM	Decorations		Middle Eastern Music	
6:00 PM	Opening Ceremonies			
7:00 PM	Showtunes Hour	Cocktail Yoga Hour		
8:00 PM		Soundbath	CCC Rehearsal	
9:00 PM	Dose	Whimsical Music Ukulele	Effigy Burn	Temple Burn
10:00 PM	Skuzzle		Effigy Burn	Temple Burn
11:00 PM		Golden and the Robots	Solid State Soul	Center Camp Cabaret
12:00 AM			Golden Hatch	

### Budget & Grants

We awarded \$2425 in cash grants (a \$75 grant was turned down last minute due to COVID). \$1780 of that went to tickets and vehicle passes. Applicants requested E11 tickets the most. Overall, Center Camp came in under budget by \$1351.83.

## Volunteer Participation

Had some strong volunteer interest in the beginning and filled many of the sign up slots. Some volunteers no-showed for build and tear down. Other people just showed up to volunteer. This year, we expanded the higher level volunteer opportunities, building on the stage manager positions created in 2021.

## Attendance

Center Camp events were well attended this year. One of the requirements of being given a time slot at Center Camp was to promote the event/workshop/performance. Information on how to communicate on social media was sent to all accepted applicants. Every event had at least 5 attendees, with the most popular one, Center Camp Cabaret having ~250.



*Photo by Aaron Glassman of Center Camp attendees during the Opening Ceremony*

## Weather

For the most part, the skies were clear and the temperature was in the 80s-90s. Two days had intense windstorms, causing the stage/programming to shut down. EZ-ups had to be taken down and the large lighting rig was strapped down more securely. Minor damage to EZ-ups. No other damage was sustained.

## Transportation

Rented a 17' Uhaul for 12 days. First and last days were for loading and unloading. Gas prices were around \$5. Total miles on Uhaul 485.

## Issues at Center Camp

The sound was set up directly on the ground the first night (Wed), against event policy. The next morning 5 rangers in 3 different groups made us aware of the issue. It was rectified before the speakers were turned on that evening.

## Shade Structure

The main shade structure had been left up since 2019 and was taken down this year at the request of the Board Chair to be re-powder coated. Assembling and disassembling this structure takes at least 10 people and a significant amount of effort. This is a potential area that can be improved for future events.

## COVID

- Required COVID testing for all pre-event participants who weren't fully vaccinated
  - PCR, within two days of the event
- Lost 2 programming slots, and 2 volunteers to COVID
- 5 volunteers were recently post-COVID, and said it affected their performance

## EPW

### Burner Day in The Park (BDITP)

We had a great turn out and one activity there was for guests to make the street signs. It was wonderful to see the community come together before the event to help contribute to the signage.

### We Built This City (WBTC) and Breakdown

As always the community did a fantastic job building the city with well prepared and really impressive theme camps. We even built a roller rink in the desert. Breakdown was just as impressive but the attendees left faster than expected and Center Camp was in need of help. Rio (Center Camp leader) did a fantastic job rallying others to help break down the largest shade structure.

## MOOP Map

The MOOP map this year may be a bit deceiving. We had two huge wind storms where a large group of folks lost pop-ups and other items blew away. But we do plan to socialize the importance of the principle to Leave no Trace.



## Rangers, Security, Event Safety, Engine 11

*Janis Mayfield – Safety Director, Event IC*

*John Mendenhall – Ranger, Lead*

*Morgan Jackman – Medical, Cabinet Head*

*Suzanne Oleson – Sanctuary, Cabinet Head*

*Princess Stephanie – Engine 11, Fire Chief*

### Coordination with Box Elder County

Relationships with Box Elder County Sheriff and Fire/EMS are continuing to grow. We did have an unusual number of officers show up at the event this 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 over 6 logged events where LE was on foot walking around the event with a liaison and multiple times where protocol was not followed. The Safety Director will speak with the new Deputy Chief and walk through protocols.

### Ranger Training

Pre-event training for Rangers was conducted by Black Rock trainers. A second make-up training was conducted by the Ranger Council. The training was held in Taylorsville at the Valley Regional Park Pavilion. Lunch was provided by Element 11 after the completion of training. In all we had 46 participants attend between the two training sessions with 10 of them being prospective Rangers.

Black Rock launched new online training for 2022. Rangers were asked to submit feedback on their experiences with the training. We are really impressed with the revamped in person training. Ranger Council is probing the waters for a separate training that is specific to Element 11.

### Personnel

With the additional day added to this year's event, we had a much more trying time getting shifts filled. We had 56 Rangers volunteer this year with 9 Alphas passing their Mentor walk. We also had 12 out of state Rangers volunteers. These numbers are down from the previous year and we also had an additional day for the event. Ranger Outpost (Somewhere) is really starting to become a staple and continues to be a great asset to the community. Brainstorms are in the works to figure out how to increase Ranger numbers.



*Photo by Aaron Glassman of Rangers*

## Rangers - Burn Events

We had two Burns at Element 11 this year.

Friday Night – Effigy Burn – We had: 12 perimeter rangers, 2 quad leads, 26 perimeter volunteers, 10 sandmen, 4 security personnel and 4 Engine 11 firefighters. Box Elder again had onsite wildland crews and brush trucks. Box Elder EMS/Ambulance was also in place for both burns. Land owners provided a fireworks show before the burn and it was a hit. Flamethrowers were added to the mix and were overseen by our Fire Chief. This burn was small and went relatively quick.

Saturday Night – Temple Burn – We had: 16 perimeter rangers, 2 quad leads, 44 perimeter volunteers, 10 sandmen, 4 security personnel and 4 Engine 11 firefighters. Box Elder was again onsite with wildland crews and brush trucks. Box Elder EMS/Ambulance was also in place for both burns.

As per last year's AfterBurn Report on the increased number of art cars and attendees, we organized city Rangers to wrangle the art cars this year.

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 an issue with the office conexes for Medical and Rangers which left us without them. Arrangements were made to utilize the Sanctuary space to house Medical and Sanctuary by splitting the building. Rangers set up HQ in a bus. This arrangement was not ideal but worked for this year. Future goals are to purchase a conex 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.

## Evictions

One eviction that required LE involvement was required. One arrest was made later that night (which involved the person evicted). No medical transports were needed.

## Policies

New policies this year include a "Service Animal Policy" as well as "General Camping - Fire and Generator Policy" which was split out from the Fire and Flame Policy and the Theme Camp Policy.

## Security

E11 2022 hired the same security team as in previous years.

## Event Safety

This year was unique due to the pandemic. A Covid Event Management Plan was not required when submitting our permit request to the Bear River Health Department for 2022. We built off of the initial Covid Event Policy. This policy received regular updates on vaccine requirements and testing recommendations based on recommendations from the CDC and State and local health departments. The final COVID policy included additional mandates on actions required for anyone testing positive at the gate or during the event.

A Covid checkpoint was not established for 2022.

Colored wristbands were available for 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.

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

Many attendees stayed home due to testing positive for covid. It is not clear if the positive test was due to the policy or they tested due to symptoms.

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.

After-event positive covid tests were communicated mostly through social media.



*Photo by Jarron Applegate of the Temple of Unity burn*

## Fire Safety - Burn Events

This year the fire risk at Stargazer was normal. The width of the existing fire breaks was doubled last year as a precaution and no art was placed in areas where smoldering cigarette ash could trigger ignition. The Effigy and Temple placement were the same as last year.

All types of ember-causing campfires are prohibited thus allowing only propane fire pits that adhere to event policy.

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, Flame Arts and Khaki.

We had extremely well planned and executed burns for 2022.

## 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 Box Elder County Fire Marshal again assisted both burns with his teams maintaining the outer area beyond the fire breaks.

## Medical

*Morgan Jackman – Medical*

*Savannah Hammond – Event Coordinator*

Morgan set up the medical office on Wednesday June 22nd. Box Elder EMS was onsite the day before gates opened but no official medical staff was present pre-event.

There were a total of 18 volunteers who covered 37 of 51 shifts running from noon on 06/22/2022 until noon on 06/26/2022. Medical leadership covered the 5 shifts that were not filled. 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. We did have 9 shifts that had either no-shows or volunteers were unable to cover due to personal reasons. There was an event lead with a radio on call throughout the entire event. These duties were handled by Morgan and Savannah.

## Training

There was no face-to-face CPR training offered for our volunteers this year. It was a requirement for the individuals who signed up for medical shifts to take it upon themselves to either renew their certification or sign up for a new course independently. A facebook announcement that included a hyperlink to an online BLS/First aid class was posted at least 2 months before the event for anyone who was in need of this certification. In addition, the medical cabinet member sent out several emails addressed to ALL medical volunteers with this information. Morgan and Savannah also made sure they were readily available to all volunteers in answering any questions or providing clarification if needed.

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

Due to feedback from last year's event, Morgan decided to implement a pre-event medical orientation zoom meeting. Based on the availability and feedback of the medical volunteers, two separate video chats took place in order to go over the operations manual, paperwork, requirements, the do's and don't's of the med tent, and to answer all questions. Out of 20 medical volunteers, only 7 attended either meeting. Next year, the hope is to implement something that will yield better attendance in order to provide proper preparation to the medical volunteers.

## Medical Headquarters

Due to unfortunate circumstances beyond our power, the med tent was housed in the sanctuary building this year. Despite this minor change, we were able to improvise and provide a safe environment for anyone seeking medical attention during the event. In order to provide a calming and comfortable place for participants who visit Sanctuary, it would be best to have the med tent in a separate building in the future.

## Medical Radios, Supplies & Equipment

A quick inventory was performed on all medical supplies before the event and pertinent items were placed in the med tent for use this year. Per last year's inventory, there were minimal items that needed to be replaced or restocked this year.

It was thoroughly communicated with each shift lead, the requirement of having a radio on them at all times. All leads understood how to communicate with Morgan or Savannah, BODOD, Security, and/or Box Elder EMS if necessary. This is a big improvement from last year.

## Medical Statistics

The med tent saw a total of 32 encounters in which 29 of them were minor and treated using basic first aid. Treatments included: splinter removal, eye irrigation, wound cleanup and bandaging to treat minor cuts and scrapes, ankle wrapped for possible sprain, assessments for minor dehydration etc. Oral fluids were given for dehydration and instructions to monitor participants by their campmates were thoroughly communicated.

The three remaining encounters can be described as moderate risk and they were seen by BECO. Medical assistants and leads were close by to assist. IV fluids and oral Aspirin were given to one participant complaining of dehydration and chest pain. No further treatment was necessary and the participant was able to go back to camp in good condition.

The two remaining moderate risk encounters involved the same participant. It was reported that this participant had a history of alcohol dependence and they quit drinking during the event, which led to a seizure. BECO

arrived on scene to the participant's camp as well as Morgan, medical dept head. The participant had their vitals assessed but no medical treatment was warranted at that time. Strict instruction to their campmates was given in that this participant needs to remain with a buddy, hydrate, stay out of the sun, and avoid any drugs and alcohol. The campmates were made aware how to call for assistance should any changes in participant's consciousness occur. The participant's campmates were also instructed on how to get up to the medical tent for any changes throughout the final night of the event.

All encounters were logged in the med tent. Any assistance from BECO was documented within their own paperwork if they assisted.

## Medical Department Improvements

Continue to streamline medical volunteer training in order for all critical information to be passed down **before** the event. A pre-recorded orientation could be implemented and all medical participants would be required to watch video before assuming their responsibilities on shift.

Implement a new "day lead" role where the same participant (EMT, RN, first responder certified) is on shift for at least 12 hours. This would take off the stress from having Morgan and Savannah having to fill in any and all gaps of no shows throughout the event, especially during the middle of the night. Offer a free ticket to those additional day leads in order to ensure the position is adequately staffed..

Feedback was taken from Box Elder County EMS (BECO) throughout the event that they enjoy having a medical volunteer in the med tent working beside them throughout the entire night. This year, we omitted volunteer shifts through the nights and had BECO assume responsibility for all medical incidents. Despite this implementation, Morgan was called upon in the middle of night to assist with BECO.

Appoint a participant to become a qualified CPR trainer or establish a CPR training class within financial means of Element 11 in order to train participants, both medical and Rangers.

Advocate working much closer beside BECO in order for this to be a group effort instead of E11 medical participants feeling intimidated by BECO.

Implement 1 of the 2 medical assistants who are already on shift, to be "on foot" with a portable medical bag and walk in tandem with the Rangers during their shifts.

## Sanctuary

*Suzanne Oleson – Sanctuary*

*Jaidy Carlston – Event Coordinator*

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.

We focused on integrating the Sanctuary shifts with Green Dot Ranger shifts and minimizing the down time of volunteers that were stuck sitting on a vacant building. Allowing volunteers to be mobile during the shift as long as they carried a radio and stayed sober. We reduced the number of volunteer shifts, made lead shifts 6 hrs in length and kept the burn guardians and ambassadors the same.



*Photo by Aaron Glassman of the Temple of Unity*

## Sanctuary Training

New training materials were created for Sanctuary, guided by the Black Rock Green Dot training along with the Zendo 4 Principles. Pre-event training (3 hr) for Sanctuary was held before the event with 21 in-person and 5 online attendees.

## Sanctuary Statistics

There were a few more visitors to Sanctuary this year than the previous, which is not surprising as we added a day to the event. No long term visitors, standard situations. The shared space with Medical was hectic at times and not recommended for future events.

## Sanctuary Inventory

There were many items donated for use during the event, this was a great project that worked out well. Donations were picked up by the item owners at the end of the event.

## 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.

Feedback from volunteers include:

- Logistics of shift schedules and check-ins need to be better communicated. **This will be added to training.**
- Better communication between shifts
- Better training on the different position duties
- Lighting outside of the building, it is very dark at night.
- More welcoming and less sterile feel inside. Include tapestries/blankets instead of white sheets
- We are still looking at recording high quality training material for Sanctuary.

## Radio Communications

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

The Baofeng coupled with the repeater continues to be a workhorse and provide the basic communications needed for the event volunteers. We started the year with 55 radios.

New radio's were purchased for testing to see if we should move away from the Baofeng 2.5mhz model. . These radios are capable of much more than the standard Baofeng units being 5mhz but the cost may be too high at the moment to replace the Baofeng model we currently use. Further testing needed to decide if this is the direction the organization will want to go for future radio communications.

We had no communications issues in 2022.

## Volunteer Support

*Olga Reese – Volunteer Wrangler*

*Anne Russo – Volunteer Kitchen/Swag*

We kicked off Volunteer recruitment at Burner Day in the Park in May, which worked great. We had a volunteer table with sign-up sheets. Volunteers manned the table and answered questions during the event. It was great for recruiting potential leads and meeting new volunteers. We gathered emails that were added to our Mailchimp email list where we send volunteer opportunities.



*Photo by Lauren Cohen of a MOOP Volunteer*

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. We also get a lot of questions from our [volunteer@element11.org](mailto:volunteer@element11.org) email that is posted on our website under “get involved”.

Volunteer recruitment definitely takes a lot of communication and involvement. This role needs to be able to respond to a lot of online communication. Online scheduling was done via Sign-up Genius again and that program works well. It’s easy to create the sign-up forms as well as for the community to sign-up for shifts. Overall there were 579 slots to fill (not including rangers or sanctuary). 88% of these were filled online prior to the event and almost all the rest of the shifts were covered with on-site sign ups!

This year we added one day to our event so this added a lot more shifts to fill. Surprisingly, this was not a problem and we had a lot of interest in volunteering. We think this is due to great promotion of volunteer

incentives. These included volunteer ticket discounts for the following year, swag, and meals in the Volunteer Lounge. New this year: anyone who volunteers at least 5 hours will be guaranteed a chance to purchase a ticket the following year. This was a great added benefit because each tier of our ticket sales sold out very fast.

During the event, the “Big Books of Shifts” was available at both the Info Booth in Center Camp and the Volunteer Lounge. Most shifts were two or three hours. Two hour shifts attract more people to sign up and less stress if someone does not show up. First event day (Wednesday) shifts were more difficult to fill as many people were planning on arriving in the evening that day. Day leads did an awesome job at training their shift volunteers and reminding them to record their hours. Each volunteer filled out a personal “Recorded Hours” sheet to track their hours. This was a much easier system for recording hours and took off a lot of pressure and time off leads to track hours.

We often get a lot of people saying their hours were “missed” after the event but this way each person is accountable for recording their own participation. This sheet was also used to track who received swag after they qualified. Magnets were given after 2 hrs worked, mugs = 4hrs, t-shirts/laminates = 6 hrs. Volunteers who signed up for 6+ hours of work during the event were able to have breakfasts and dinners in the Volunteer Lounge each day. The kitchen ran smoothly and fed up to 80 volunteers during the busiest meal, staying within budget. We’ll need to be prepared to serve more volunteers next year as more of them learn about the benefits of eating in the Volunteer Lounge.

The laminated “How To Guides” continue to prove to be useful in ensuring everyone understands their duties during their shifts. The Volunteer Coordinator role continues to be useful as well. This person was in charge of managing/helping people sign in for their shifts and provided their swag. They also helped guide volunteers if their Lead was running late and filled open positions. Next year we want to add a “Swag Lead” role to help order and distribute swag. This person will need to be present during We Build This City.

## Corporate Records

*Felix DeSiena – CEO*

We feel that this section is important to ensure organizational transparency and open communications with our community. However, we must admit that this section of the AfterBurn Report changes less each year. This is because we continue to see a decreasing need to change those systems that have reached a reliable working state.

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 2022, under the guidance of our GM Jordan and with the generous assistance of our GMs Allen and Jared, we continue our ongoing campaign to review, update, and modernize all E11 documents. This has been an arduous process involving our entire Board and Cabinet processing over 1,000 pages of content. In addition, most of these documents require regular revisions each year to change with the times. Progress is going well and we expect to complete this task by the end of 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](http://IRS.gov), or via other indexing services such as [GuideStar.org](http://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!

## Finances

*Felix DeSiena – CEO*

The world has been a very strange place since Covid hit. E11 strives to keep tickets affordable, and our expenses to the lowest-possible levels. We are doing well and our finances are sound. However, E11 has suffered from rising costs, income stagflation, and the general harshness of the Utah economy.

As a basic overview, the math goes something like this:

Ticket Sales = **Income**  
Income - Expenses = **Net**

75% of 2022 Net = **Art Grants in 2023**  
25% of 2022 Net = **2023 Growth**

**2023 growth** needs to cover everything from inflation to new program expenses.  
inflation decreases the value of income, and increases the cost of expenses, which reduces our **net**.

As you can see, inflation is a large part of this equation. US inflation was approximately 5% in 2021, and 9% in 2022. This is the largest inflation in almost a century! This means that our money buys less each year. We have compensated for this loss by implementing tiered ticket pricing, and by diligently managing our largest expense categories such as equipment rental and professional services. But we must be honest about the fact that we will need to continue to adjust ticket pricing and budget restrictions in order to sustain art grants and ensure that we keep pace with the changing economy.

Population size has a substantial effect on ticket income. And there is an economy of scale to population growth. That means that as E11 grows, much of our expenses become progressively more efficient. E11 2022 continued our long trend of success, making this year's event the most well-attended community event that we have ever created! We have continued to refine our tiered pricing structure, directed group sales (DGS), volunteer tickets, and we have generally improved the E11 Box Office. This is important because ticket sales constitute over 95% of our income. Properly managing the interplay of ticket pricing against ticket availability is critical to sustaining our community; and balancing ticket income against expenses is critical to sustaining our organization!

I would like to take a moment to discuss the huge surge in 2022 art grants. This year we offered over \$80k in art grants to our community! That is almost double our average grant pool! But how were we able to give so much? Our story starts way back in 2020 with the event that we did not have. Let me explain: E11 2021 was the perfect year from a financial standpoint. Income was strong, our community did an incredible job of minimizing expenses, and the fact that we did not have an event in 2020 meant that several carry-over expenses did not hit us in 2021. This success caused us to turn a substantial net profit in 2021, which we paid out to the community through art grants in 2022. But that carry-over effect will now come back to take a big wet bite out of E11 in our 2022 / 2023 finances. The large art payout of 2022, and the carry-over expenses of 2021 and 2022 mean that we expect to have a substantially reduced **net** this year, and a substantially reduced art pool in 2023. E11 is committed to supporting our artists. We have always offered a minimum of 75% of our net, or \$40,000, whichever is greater. However, we expect to have a very meager **net** this year, and we may even struggle to break even (depending on end-of-year expenses). Therefore, E11 2023 will most likely offer \$40,000 in art grants, similar to all previous years. The \$80k art bubble was amazing! But we are not likely to see art funding like that again for a long while.

The E11 Board will continue to strive to maintain a modest budget, to stick to our department limitations, and make E11 an affordable event for all those who want to attend. We will continue to work to refine ticket sale systems, we will strive to ensure that volunteers can attend our event, and that we offer the greatest possible art funding to as many artists as humanly possible. We invite our community to continue to engage with us, to volunteer in key leadership positions, and to make your voices heard! As the world continues to change, E11 will change with it, and we will strive to do what is best for our artists, our organization, and the entire Burner community.

As always, our finances evolve each year to fit our community, our leadership, and the economy at large. Below is a summary of our budget, our current expenses, and our year-end projections. 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:

<b>E11 Started 2022 With</b>	<b>\$ 310 770</b>
<b>We Have Earned</b>	<b>\$ 319 077</b>
<b>We Have Spent</b>	<b>\$ 216 610</b>
<b>We Currently Have</b>	<b>\$ 413 237</b>

## Budget

2021 Budget	\$ 216 075
2022 Budget	\$ 278 020
29% Increase from 2021 to 2022	

## Income

Tickets, Car Passes, & Ice Sales	\$ 316 928
BDITP	\$ 2 074
Amazon Smile	\$ 75
<b>TOTAL INCOME TO DATE</b>	<b>\$ 319 077</b>

## Expenses

Art Grants	\$ 72 860 (Checks Cashed So Far)
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### General Administrative

Office Rent (at UAA Hub)	\$ 3 404
Liability Insurance	\$ 3 100
QuickBooks	\$ 581
MailChimp	\$ 525
DreamHost	\$ 215
Zoom	\$ 318
Check Printing	\$ 46
E11 Staff (CEO Felix)	\$ 13 200
Instagram Communications	\$ 150
Event Permits	\$ 604

### Stargazer

Venue Rental	\$ 18 000
Road Repair	\$ 4 000
Water Truck	\$ 4 500
BECO Roads Magnesium Chloride	\$ 18 107

### Generators & Power Grid

Generator Rental	\$ 10 848
Diesel Fuel	\$ 1 154
Stargazer WiFi Network	\$1 000

Honey Bucket	\$ 19 388
Potty Lights	\$ 154
Event Security	\$ 8 200
Ranger Infrastructure	\$ 1 368
Ticket Printing	\$ 581
WWW Printing	\$ 531
Wristbands	\$ 883
Front Gate Tablet	\$ 300
Swag	\$ 4 637
Burning Angels	\$ 703
Center Camp Stage	\$ 2 500

#### Ice Sale

Purchase Ice	\$ 1 486
Deliver Ice	\$ 1 400

#### Residual 2021 Expenses

2021 BECO Fire / EMS Services	\$ 7 500
2021 BOD Rolloff / Holiday Party	\$ 600
2021 Equipment Rental Damages	\$ 800
All Other Pending / Uncoded Expenses	\$ 12 967

**TOTAL EXPENSES TO DATE** **\$ 216 610**

#### Upcoming 2022 Expenses (approximated)

BECO Fire / EMS	\$ 16 000
BECO Sheriff	\$ 18 000
Volunteer Reimbursements	
Uncashed Checks	
Regular Monthly Recurring Expenses	
UAA Rent	\$ 2 500
Mailchimp	\$ 400
Year-end Community Events	
Miscellaneous Invoices	

**TOTAL ANTICIPATED** **\$ 66 000**

**Expected End of Year Balance** **\$ 347 237**

**Expected 2022 Net** **\$ 36 467**

As usual, E11 will continue to pay upcoming expenses throughout the year. Many transactions will arrive through the very end of December. Once those items are processed, we will complete our 2022 financial

reconciliation in Q1 of 2023. We will file our annual 2022 990 with the IRS in the middle of 2023 compliant with standard filing deadlines. Once those tasks are complete, our 2022 990 will be available to the public via [element11.org](http://element11.org), [IRS.gov](http://IRS.gov), [GuideStar.org](http://GuideStar.org), and similar industry websites. We expect the E11 2022 990 to be available online around June 2023. We invite the public to view that document for verified financial summaries of all 2022 income and expenses.



*Photo by Aaron Glassman of Pollen Power*

## Conclusion

What is “normal” for a burner? Planning our lives around a gathering which happens once a year? Creating art? Expressing our collective values and consciousness in the default world this universe has provided us? Probably a bit of all of that and more. Our world has been crazy for the past few years. As a community we have been pushed into hibernation. This year has really been the time for us to return to the normalcy of our Burner lives.

We are so happy to have been through this transition and seen our community grow and thrive in our ever evolving world. We are so excited for our new community members, excited to see what they create. And we are so excited for our old crusty community members who have stayed with us through thick and thin, excited to see their passion and joy reignited year after year.

*With Love,  
The Element 11 Board of Directors & Cabinet*