

# AfterBurn Report

## Element 11 2023: Enchanted Roots



*Photo by Brett Colvin of Erect Rhizome (Temple)*

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



## Board of Directors

Jordan Lenaburg _____	Chairman
Jared Yates Decker _____	General Manager
Cameron Glegg _____	Finance Director
Jack Davis _____	Volunteer Director
Janis Mayfield _____	Safety Director
Claudio Olivares _____	Community Director
Mitchell Nielsen _____	Production Director
Dean Peterson _____	Arts Director

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Diane Black _____	Volunteer Kitchen
John Mendenhall _____	Ranger Lead
Justin Hogue _____	E11 Public Works (EPW)
Callie Hogue _____	Swag Quartermaster
Shandi Lenaburg _____	Box Office
David Giardinelli _____	Center Camp
Mike Miller _____	Theme Camps
Bobby Gittins _____	Flame Arts
Morgan Jackman _____	Medical
Jaidy Carlson _____	Sanctuary
Robby Stjernholm (Princess Stephanie) _____	Engine 11
Drew Latta _____	Radio Wrangler
Adrielle Vance _____	Email Communications
Jared Yates Decker _____	WebMaster

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## Introduction

As Element 11 journeyed through another year, the 2023 event marked a significant stride in its evolution, building upon the foundations laid in the past. With a record \$85,000 in art grants, the organization took a leap in fostering creativity and supporting the arts. The transition to a fully digital system in volunteer management showcased a modern, efficient approach. Importantly, the cultivation of relationships with local authorities like the deputy sheriff and fire marshal was a testament to the event's growing impact and outreach. The community itself saw a shift, welcoming a new generation of burners, and faced the challenge of engaging them throughout the year. Despite a static volunteer base, the event's spirit remained vibrant, underscored by its largest-ever population and a complete sell-out of tickets.



*Photo by Jess Lyman of the Board of Directors during the Opening Ceremony*

## A Word from the Chair

*Jordan Lenaburg – Chairman*

2023 has been a year of significant transformation and adaptation for Element 11. As chairman, I witnessed our organization navigate complex challenges while seizing new opportunities for growth. The structural framework established in 2021 has proven effective, but this year, we've identified and addressed key gaps in responsibilities. To alleviate these challenges, we've introduced new cabinet positions, ensuring a more distributed and efficient handling of departmental duties. This move is part of our broader strategy to combat burnout, acknowledging the importance of well-being within our team.

One of the most pressing issues we faced was operating with an incomplete Board of Directors. The void left by the departure of our art director just before the event posed a unique challenge. However, the resilience and adaptability of the board were remarkable, as members stepped up to fill the gap. This experience underscored the importance of continual recruitment for the board, ensuring a dynamic and robust leadership that can adeptly handle the ebbs and flows of organizational needs.

Our COVID-19 policy has been an area of continuous evolution, adapting to the changing landscape of the pandemic. We've aligned our guidelines with those of the county, focusing on reactive measures for attendees exhibiting symptoms, thus prioritizing the health and safety of our community. On the financial front, the impact of inflation was undeniable. We responded by adjusting ticket prices, a necessary step to ensure the sustainability of the event. However, we were mindful of the financial diversity of our attendees, introducing a low-income ticket option to maintain inclusivity.

Despite some logistical challenges, such as managing interactions with law enforcement and addressing space constraints due to an increase in vehicles, the event was a resounding success. The decision to transition from a traditional effigy burn to a drone and firework show was a highlight, receiving overwhelmingly positive feedback. This innovative approach not only enhanced the attendee experience but also set a precedent for future events.

As we look towards 2024, the lessons and successes of 2023 form the bedrock of our planning. We are committed to refining our strategies, from volunteer engagement to event logistics, ensuring that each year is an improvement on the last. With a solid team and a clear vision, we are excited about the prospects of the coming year, ready to elevate Element 11 to new heights.

## A Word from the GM

*Jared Yates Decker – General Manager*

This year brought some challenges within the organization. Some individuals found it difficult to complete the tasks of their position or coordinate effectively with other departments. Yet, this group of dedicated community members found the wherewithal to make the event happen. The structure that has been formed by previous Board and Cabinet members and the commitment of those involved this year ensured that the most vital tasks were covered and prioritization of lesser tasks was handled accordingly.

The organization continues to use cohesive business tools such as Google Workspace, Slack, and Asana to plan and track the multitude of responsibilities that are required to make an event of this size actually happen. Yet to some degree, this multitude of information collected over the years has become burdensome to the creative and artistic nature that the event itself is based upon. As such, the Org stays open to necessary changes in both the tools and processes we utilize. Regular meetings are held, both in-person and virtually, with the intent of involving all levels of cooperation to ensure as many opinions and aspects are considered.

## Arts

*Dean Peterson – Arts Director*

*Bobbie Gittins – Flame Arts Coordinator*

*April Dansie – Elemental Mutant Vehicles*

## Projects & Participation

Despite some setbacks in this department, our community continues to show its commitment to the art and self-expression that makes the event what it is. Each year, the organization has been able to increase the budget for art and this year was no exception. Over \$85,000 was offered in art grants the participation from artists was absolutely spectacular.



*Photo by Jess Lyman of (Unregistered Art Project)*

The artistic endeavors at our event placed a strong emphasis on active engagement. Noteworthy developments included the funding of several theme camps to expand and improve the community experience. This was the first year that we changed the burn projects, offering a drone and fireworks show in place of the Effigy burn. The Temple burn, a core element of catharsis throughout all regional burns remained unchanged at the end of the event. This caused some shift in the way the projects were handled but in the end, proved to be a spectacular and responsible change for the event.

The Art Grant Committee, comprising five members, primarily artists from prior years, meticulously evaluated 75 art grant requests. Following the exclusion of projects unable to participate, those incongruent with our

guiding principles, or deemed excessively large-scale for our event, all eligible initiatives received partial funding, capped at 60% of their total budget.

## Elemental Mutant Vehicles (EMV)

The process with the Mutant Vehicles was a bit choppy this year, but the community's responsibility showed through, and all regulations were respected. We saw the same number of art cars participating this year, with some well-known contributions and some newcomers. One area of improvement that was identified this year was the location and timing of registration. This is something that we are confident will be easily remedied in the future.

## Flame Arts Coordinator

Flame Arts continued to be overseen by skilled and dedicated individuals. Despite having only one primary burn project this year, the sense of responsibility remains significant as the community's enthusiasm for fire art endures. The event featured numerous theme camps integrating fire elements, which required thorough inspection and supervision. The Flame Arts Coordinator worked closely with the temple artist to guarantee a well-organized and secure burn. Notably, there were no reported instances of mishandling of fire projects or fire-related injuries.



*Photo by Brett Colvin of Fire Performers*



## Community

*Claudio Olivares – Community Director*

*Jared Yates Decker – WebMaster*

*Adrielle Vance – Email Communications*

*Mike Miller – Theme Camp Coordinator*

## Communications

### Social Media

In the past, Element 11 has dedicated efforts to enhancing community involvement through a multi-faceted approach encompassing social media, email communication, and other diverse channels. We leveraged the power of visual storytelling on platforms such as Facebook and Instagram to actively foster community engagement. By showcasing and amplifying user-generated stories, we cultivated an environment where community members felt valued and embraced, thereby reinforcing their sense of belonging and recognition within the community. As a result of these initiatives, we have observed a noticeable and favorable upswing in social media engagement, signifying growing confidence among community members in utilizing these platforms as a means to foster meaningful connections with one another.

The communications team had a major focus on creating informational content to help participants prepare for this year's event. They shared tips and tricks to encourage engagement and allowed community members to offer suggestions to first-time attendees on how to navigate the challenges of the event. Additionally, they used social media to communicate our Covid-19 policy, ice sales, the 10 principles, the general survival guide, and the "what, where, when" guide. Due to the significant increase in first-time attendees at our 2022 event, providing informational communications became a top priority for Element 11.

## Theme Camps

### Applications

We were pleased to have Mike Miller continue as the Theme Camp Coordinator for this current year. The collaboration with E11's Communications team has resulted in the implementation of a compelling community outreach campaign through email and social media platforms to encourage theme camp submissions. As a result of these initiatives, we have received an exceptional 40+ applications from enthusiastic theme camps.

### At the Event

At the event, there were a total of 37 theme camps. Some of the theme camps that had participated in previous years chose not to bring their setup for various reasons, but this did not impact the event map as we were able to work around their absence. The application process for theme camps included questions about sound, proximity to other sound camps, and their general themes, which helped in the placement process. However, the overall sound from participating camps became a concern at this year's event. In the future, additional



regulations will be put in place to address this issue and ensure that our community is not negatively affected by this form of expressive art.



*Photo by Jess Lyman of Nerd Ranch*

## **Email Communication**

Adrielle Vance has been the Email Communications Manager since June 2021. She oversees all general email communications from Element 11, including The Salt Shaker newsletter, which has nearly 3000 subscribers and gained over 500 new subscribers since 2022. Other emails include event and ticket sales info, community events, and theme updates. The open rate has increased by 3% and the click-through rate has increased by half a percentage from 2022 to 2023. Adrielle has made changes such as adding more event information, providing volunteer details, creating an E11 countdown, and including Burner Trivia fun facts. She has improved consistency in sending out The Salt Shaker and created a separate email list for ticket holders. Additionally, she has been encouraging more community members to contribute articles to the newsletter.

## **Website**

Jared Yates Decker has been the Webmaster (Website Manager) since 2021. He is responsible for updating our website to reflect all upcoming and current changes. This year, we introduced our new "Blog" and revamped the "Photo Gallery" page, which is now linked to Instagram. The website had an average of 4,167

visitors per month in the first half of 2023, with over 100,000 page views leading up to the event, the highest activity since its inception!

## Production

*Mitchell Nielsen – Production Director & Ice Sales*

*Shandi Lenaburg – Box Office (Tickets)*

*David Giardinelli – Center Camp*

*Justin Hogue – E11 Public Works (EPW)*

*Callie Hogue – E11 Public Works (EPW)*

*Ben Argyle – Gate*

The production leads, who are seasoned veterans, did a great job this year in preparing and executing the event. Special mention should be made of the Box Office team, who were responsive to emails and resolved ticket issues throughout the event. Although there was a change in the leadership of Center Camp, David Girardinelli, a long-time participant with extensive experience in the production of performing arts, has taken over. We are very pleased with the participation and leadership at Center Camp this year.

## Box Office

This year Shandi Lenaburg headed up the Box Office and she did an excellent job setting it up and ticket issues in a timely manner. We decided to do away with the tiered ticket sales and offer a general ticket sale and a late ticket sale later for the procrastinators. While the tickets sold out in a matter of days, we feel that it was easier for people to purchase tickets than with the tiered system from 2022. Broken down by category, we sold 157 volunteer, 898 general, 245 OMG, 39 FOMO (higher price used to fund low-income tickets), 70 low income, 404 DGS, 53 Art DGS and 8 underage tickets.

We went with Humanitix for the 2023 event and it was a significant improvement from Eventbrite. The program itself was easy to work with, and their customer support was extremely helpful in ironing out the few issues that came up. The minor concerns we had were ironed out in our last call with them. They were really helpful with an error regarding fees and reimbursed us quickly. The only thing we didn't like was the ticket transfer process which was through a 3rd company party that was used by Humanitix. The problem was mainly that we couldn't list vehicle passes. We had one person who couldn't post their ticket, but aside from that, we didn't have many issues. Humanitix said they will have an internal option for next year, hopefully, that will work way better.

Despite the issues with ticket transferring, having a ticket transfer system was extremely beneficial. Having the ability for participants to do their own transfers was such a help. I also believe that for the community members it was a safer and more secure way to resell a ticket. Despite the hiccups, we will be using this system going forward.



*Photo by Aaron Glassman of the ice truck!*

## Ice Sales

Coordination of ice sales went as planned with no issues. The delivery truck was ordered months in advance and ice was purchased through Costco. Delivery for 600 bags went smoothly and we came prepared with plenty of volunteers and were able to get everyone's ice to them in around 45 minutes. Unfortunately, after giving it to anyone who would accept it we were left with one and a half pallets of ice. Next year we'll decrease the margin of error in order to reduce waste.

## Gate

The gate ran well with no notable incidents for the duration of the event. Volunteer shifts went from 10am to 10pm with private security at the gate from 10pm to 10am. We had enough volunteers to cover all available shifts and the leads trained them well. We bought portable charging stations for the tablets this year so that we could keep at least a couple of tablets on at a time, which improved efficiency a little bit and decreased reliance on the ranger station generator.

## 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, and several DJs. Most of the programming came from the programming application. Some came from the Center Camp team, and others were last minute additions. In the end there were over 50 performances and workshops that took place at Center Camp this year.

## Shade Structure

The Center Camp's central feature has been a point of focus for constructive conversations and is in need of enhancements. The dedicated team at Center Camp maximized the available resources to create a cozy and welcoming space for participants to engage in community expression. The Organization is committed to allocating extra resources to enhance this space for upcoming events.



*Photo by Loren Cohen of Center Camp!*

## EPW

### Burner Day in The Park (BDITP)

We had volunteers paint the street signs again this year and they turned out beautifully.

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

The EPW volunteers killed it again this year. The roads were graded, signs installed, more porto-potties placed than ever before, shade structures installed and all other essential services were performed that are necessary for E11 to happen. Huge thanks to the people getting their hands dirty to create the space necessary for the event to happen.



## Safety

*Janis Mayfield – Safety Director, Event IC*  
*John Mendenhall – Ranger, Lead*  
*Morgan Jackman – Medical, Cabinet Head*  
*Jaidy Carlson – Sanctuary, Cabinet Head*  
*Princess Stephanie – Engine 11, Fire Chief*  
*Drew Latta - Radio Wrangler*

## County & Law Enforcement

### Coordination with Box Elder County

Relationships with Box Elder County Sheriff and Fire/EMS are continuing to grow. Participation from local law enforcement has been positive and visits have been on the rise

### 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 at least 1 logged event a day during the event where LE was on foot walking around the event with a liaison. One problem officer that was dealt with after a call to the Deputy Chief.

## Rangers

*John Mendenhall – Ranger, Lead*

### Training

Pre-event training for Element 11 Regional Rangers was conducted by the Safety Director and E11 trainers. A tandem training was conducted by Black Rock trainers for the local Black Rock Rangers. The training was held in Taylorsville at the Valley Regional Park Pavilion. Lunch was provided by Element 11 for both groups. In all we had 46 participants attend between the two training sessions with 10 of them being prospective Rangers.

Black Rock launched new training criteria for 2023 where only a portion of the class (40 limit) can be “auditors” (Regional Rangers) this did not fit into our needs for training and unless this is changed, we will be conducting our own trainings and will not be able to fund the Black Rock training class.

### Personnel

We had a much more trying time getting shifts filled this year. We had 53 Rangers volunteer this year (3 less than last) with 10 Alphas passing their Mentor walk. We also had 12 out of state Rangers volunteers again this year. Ranger Outpost (Somewhere) while becoming a staple and a great asset to the community, we need to focus on making it more visible and inviting.



*Photo by Gary Anderson of Temple Burn*

## **Burn Events**

We had one Burn at Element 11 this year.

Friday Night – Drone Show/Fireworks – We had: 9 perimeter rangers, Fire IC, Event IC, 10 sandmen, 4 Art Car Wranglers, 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 the burn and firework show.

Saturday Night – Temple Burn – We had: Event IC, Fire IC, Perimeter Lead 11 perimeter rangers, 2 quad leads, 30 perimeter volunteers, 2 Logans, 9 sandmen, 2 Art Car Wranglers, 4 security personnel and 6 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.

With the continued increase number of art cars and attendees, we created shifts for Art Car Wranglers to handle safety of attendees

Overall, both events were highly successful.

## **Headquarters**



This year the board worked with the ranch owners and had 2 buildings built for Ranger HQ and Medical. These are an exceptional asset to our volunteer organization. This not only eliminates the logistical nightmare of having office connex's delivered but ROI will be 4 years.

## **Radios**

Radios continue to be an asset year after year. Ranger HQ is the central communication hub at the event. The repeater continued to connect volunteers throughout the city.

## **Evictions**

No evictions were necessary, and no medical transports were needed.

## **Security**

E11 2023 hired the same security team as in previous years and increased personnel by 2.

## **Event Safety**

There were no Covid policies implemented in 2023

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

## **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. Temple placement was 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 2023.

## **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.

Box Elder County's new Fire Marshal assisted with the fireworks and Temple burn with his teams maintaining the outer area beyond the fire breaks.



*Photo by Aaron Glassman of the Salt Flats with Mountainscape*

## Medical

*Morgan Jackman – Medical*

*Savannah Hammond – Event Coordinator*

Medical Day Leads set up the med building the day prior to the event. There were a total of 20 volunteers who covered 39 of 55 shifts running from noon on 06/21/2023 until noon on 06/25/2023. We implemented a Day Lead position (plus the shift lead) that covered 8am to 8pm from Thurs-Saturday. Unfilled shifts were covered by Box Elder County EMS. We did have 11 shifts that had either no-shows or volunteers who were unable to cover due to personal reasons. The Day leads were on call to assist EMS if needed.

## Training

There was one CPR training offered for our volunteers this year. Element 11 purchased a CPR/AED training kit. 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. 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 to answer any questions or provide clarification if needed.



Morgan held a pre-event medical orientation Zoom meeting to go over the operations manual, paperwork, requirements, the dos and don't's of the med tent, and to answer all questions.



*Photo by Bidy Latimer of the Fireworks Show*

## **Headquarters**

Element 11 had a permanent structure built to provide a medical building for the volunteers and paid staff to help participants. This also provides storage for medical items.

## **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 the Day Leads, Savannah, BODOD, Security, and/or Box Elder EMS if necessary. This is a big improvement from last year.

## **Statistics**

The med tent saw a total of 47 encounters in which 44 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. One encounter was for a broken finger, which was splinted. A

second was for a participant that was spinning fire and hit themselves in the eye, treated with eye wash and burn shield. The remaining moderate risk encounter involved multiple complaints, bump on head and complaints of broken ribs. This participant was seen by BECO.

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

### Department Improvements

Due to unforeseen circumstances we continue to need to streamline medical volunteer training in order for all critical information to be passed down **before** the event. A pre-recorded orientation is still on the table to be implemented and all medical participants would be required to watch video before assuming their responsibilities on shift.

BECO staff camped on site this year and did not staff the med building like needed. We will have a conversation for next year that requires that the BECO med staff stay in the building when no other volunteers are on shift.



*Photo by Aaron Glassman of Sanctuary*

## Sanctuary

*Jaidy Carlston – Sanctuary*

*Katey Rae – 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.

### Training

Updated training materials were created for Sanctuary, guided by the updated Black Rock Green Dot training along with the Zendo 4 Principles. Two Pre-event training (3 hr) for Sanctuary was held before the event with 26 in-person and 6 online attendees.

### Statistics

We almost had a full schedule for Sanctuary volunteers this year, the only day we lacked coverage was on Saturday Evening. We had 101 shifts on the schedule including Day Leads, Shift Leads, Ambassadors and Burn Guardians. Out of 101 shifts we had 77 filled, this is excellent for this department even though we lacked coverage on a busy night (Saturday).



*Photo by Loren Cohen of Theme Camp*

We implemented a Day Lead position that covered a 24hr time period from 12pm to 12pm. This helped with shift changeover if there was not a lead on shift.

There were a few more visitors to Sanctuary this year due to some issues with sleep deprivation. Multiple participants (volunteers) complained about the bass reverberation throughout the city.

## Inventory

Donated items for use is a great asset and continues to work out well. Donations were picked up by the item owners at the end of the event.

## Improvements

Recruitment of volunteers is always a main improvement for most departments. We implemented many items from feedback from our volunteers, such as:

- The logistics of shift schedules and check-ins are better communicated and added to the training
- Better communication between shifts by always having a lead (either shift lead or Day Lead) available during shift changes
- Training on the different position duties and what that looks like

## Radio Communications

*Drew Latta - Radio Wrangler*

The Baofeng coupled with the repeater continues to be a workhorse and provides the basic communications needed for the event volunteers. We started the year with 53 radios.

We had no communication issues in 2023.



*Photo by Aaron Glassman of Hug Deli (Info Booth)*

## Volunteer Department

*Jack Davis – Volunteer Director*

*Callie Hogue – Swag Quartermaster, Cabinet*

*Diane Black – Volunteer Kitchen, Cabinet*

*Ryan Humes – Swag Dealer, Facilitator*

*Sarah Dicou – Burning Angels, Facilitator*

Communications between organization and community regarding volunteers primarily occurred through the Element 11 Volunteers Facebook group. Important volunteer information and reminders were posted on Instagram and sent out in email blasts, and most individual questions were answered via email. Despite adding more than a hundred shifts across multiple departments to account for growth in attendance this year, we had such an overwhelming response from our returning volunteers that left first-timers making up only a small portion. Having an active Facebook group for volunteers to easily connect with the community and post questions was tremendously valuable, as it is an effective way to receive feedback, post surveys, and get a better understanding of what was needed to provide a better experience for all attendees.



*Photo by Bidy Latimer of Joule*

One of the Volunteer Department's major objectives was to integrate scheduling and time-tracking systems into one online platform that would be accessible to everyone, user-friendly, and would simplify record keeping. After significant research and deliberation, the cloud-based platform Timecounts appeared to be a perfect

solution. Timecounts allowed us to create a website specifically tailored for volunteer scheduling and management, including the essential function to clock in and out of shifts. This solution would eliminate the need for a substantial amount of resources that had been used in years past to manually input volunteer hours during the event (what we called the 'Big Book of Shifts'). It would also eliminate a significant amount of human error due to illegibility, pages getting lost or damaged and/or incomplete information, as well as the need for storage space and the countless hours of transferring all entries by hand.

After receiving multiple reports of delays, Timecounts had failed to meet their projected deadline for releasing the aforementioned time-tracking feature and made a statement that one was not expected to be released for several months after our event was scheduled to take place, a feature that was crucial for this department and was a deciding factor on whether or not to use the platform.



*Photo by Brett Colvin of Performers at Center Camp*

## Shift Management

On June 16th, almost 86% of the 700 shifts were filled online, and with only days until the first shifts were scheduled to start, we released a Google Timesheet as a last-ditch effort to rectify this problem with all shifts scheduled by time and department, including the names of volunteers that had signed up for them through Timecounts. We purchased two additional tablets to be used at the Gate and Volunteer Lounge for shift leads to help volunteers input their hours on the timesheet. This last-minute Hail Mary left us very little time to properly inform or train leads on this new process as many of them were already without service on Playa, so it was no surprise when we had a few missed punches that we would later have to amend. Considering the series of events that unfolded, the Google Timesheet was a massive success and made it easier to have leads double check volunteer hours post-event, fix missing punches where necessary, and allowed us to create functions that automatically totaled each person's hours across departments to be verified when distributing swag. The Volunteer Wi-Fi network was stable throughout the event and worked great for this purpose, but

some found that it was a bit difficult to enter data on this type of spreadsheet using a touchscreen. For next year, we will be using a new platform where we will not only have the ability to track time, create separate department schedules, and manage rewards, but all volunteers will have access to view their hours, get shift reminders, and sign up for shifts as openings are updated in real time.

Qualifying volunteers with hours earned during 2022 were emailed Direct Access or Discount Ticket codes (see Table) on February 28th, the same day that the Enchanted Roots General Volunteer Sign-Up page was officially posted on Timecounts. A few days later, Volunteer Ticket sales went live and most volunteers were able to complete their purchases right away. For those volunteers that did not receive a code but believed they should have, each case was addressed individually and resolved either via Facebook or email correspondence.



*Photo by Gary Anderson of Fire Spinning Performance*

## Volunteer Codes

Volunteer Hours	5-9	10-19	20-34	35+
Code Received	Direct Access	Twinkler	Star	Supernova
Benefits	<ul style="list-style-type: none"> <li>&gt; Access to online Volunteer Ticket presale</li> <li>&gt; One Ticket at FULL PRICE</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Access to online Volunteer Ticket presale</li> <li>&gt; One Ticket 25% OFF</li> <li>&gt; Guaranteed access to one Vehicle Pass</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Access to online Volunteer Ticket presale</li> <li>&gt; One Ticket 50% OFF</li> <li>&gt; Guaranteed access to one Vehicle Pass</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Access to online Volunteer Ticket presale</li> <li>&gt; One FREE Ticket</li> <li>&gt; One FREE Vehicle Pass</li> </ul>

During the event, Gate shifts were scheduled to end at 9pm, which left an hour-long window before security was tasked with taking over at 10pm. Fortunately, some incredible volunteers stayed to work during that gap until security could relieve them. In addition, Gate Day Leads and all Volunteer Coordinator shifts were only scheduled until 6pm each day, so the last Gate shift volunteers were left without anyone to confirm or record clock-out times. This will be rectified next year by adjusting the shift times for both Gate and Volunteer Coordinators. In addition, we may look into any departments that had roles scheduled for 3-hour shifts to be converted into 2-hour segments to appeal to those volunteers who would like to contribute without feeling the stress of a longer time commitment.

Another objective for this department was to reduce the amount of single-use plastics in the Lounge and plastic waste overall. We achieved this by updating the policies in the Lounge which now requires all volunteers to bring their own cups, plates, and utensils for mealtimes as we will no longer be purchasing single-use products to distribute. This one policy change alone reduced the amount of waste in the Lounge by upwards of 75%. To help ease this transition, we included a camp utensil set as part of our Swag Program gifts as well as tote bags for volunteers to carry all of the kitchen items they would need for enjoying meals in the Lounge.



*Photo by James Yu of Local Artist Exhibit at Center Camp*

## Swag

Speaking of swag, we introduced two new positions this year to help with these monumental tasks. The cabinet-level Swag Quartermaster position was in charge of researching, sourcing, and ordering swag that is eco-friendly, useful, and matches the aesthetic of the event theme. Callie Hogue did a phenomenal job with her selection of swag and attention to detail. The second position was a facilitator role, coined the 'Swag Dealer', who executed the organizing, managing, distribution, and tracking of swag during the event. This role was previously being carried out by Volunteer Coordinators, but we found that it was too much strain on one person to handle the swag on top of their other responsibilities helping volunteers. Ryan Humes did an excellent job



with handling and distributing swag during mealtimes, which continues to be the most effective. Next year we plan to have a separate table dedicated to the Swag Dealer near the Lounge under an extension of the shade structure, so that it is more comfortable and convenient for everyone involved and will not interfere with the rush that often comes during mealtimes.

Out of all the t-shirts we ordered, there were only a few left over for General Volunteers and Burning Angels at the far ends of the size ranges. Gate and Greeters were accidentally given shirts designated for Elemental Public Works instead of General Volunteers, so those shirts ran out before they could be given to the correct individuals. Next year we plan to expand the t-shirt order and create specific Gate and Greeter shirts to make it easier for both volunteers and attendees to distinguish. After receiving significant inquiries from the community, tank tops became a new addition this year. The tanks were so incredibly popular that we ran out of every size at the event, and we will be sure to order a larger quantity for 2024. There were a significant amount of tote bags, multitools, and volunteer wristbands left over, and very few camp utensils. This could have been the result of overestimating the number of volunteers we would have at the event, how many hours each volunteer would accumulate, and/or the swag tiers each item was assigned to. We will be posting another survey to the Volunteer Facebook group to get a better idea of the types of swag items the community would like to have for 2024.



*Photo by Aaron Glassman of Volunteer Kitchen*

## Kitchen

The Volunteer Kitchen was run by Diane Black this year, and she did an extraordinary job with organizing guest chefs, planning purchases of food and supplies, and overseeing all volunteer activity in the Kitchen. As our event grows each year this department has grown alongside it, and since the Lounge is intended to be a hub for all things volunteer, we plan to make a few more improvements to help serve our community better. By purchasing additional shade structures and tables, more volunteers will be able to occupy the Lounge during mealtimes and have more room to eat, socialize, and relax before and after shifts.

We are working on developing training modules that will be required for Leads and Day Leads so that they can familiarize themselves with the new volunteer platform, are more equipped to help volunteers and answer questions, and feel more confident with carrying out their respective responsibilities. The last opportunity for volunteers to earn credit hours for 2024 was during Decompression at the end of September. The Volunteer Department is projected to be right at or below budget in all areas for 2023, and we are looking forward to making more eco-conscious choices as we continue to learn from the past and grow into the future.

## Finances

*Cameron – Finance Director*

The world remains unpredictable, and while we're cautiously optimistic about the future, 2023 hasn't been exempt from challenges. E11 continues its mission to keep tickets reasonably priced while ensuring that our expenditures are as minimal as possible. We're pleased to state that our financial position is robust. Yet, with the enduring effects of rising costs, stagnant incomes, and a challenging economy, it remains essential to adapt and be nimble.

The basic premise of our financial structure hasn't changed: Ticket Sales equate to our Income, and our Income minus Expenses results in our Net. This growth fund was essential to absorb the shocks of inflation and to accommodate the introduction of new software and infrastructure.



*Photo by Gary Anderson of Rising from the Roots*

The success of 2023 gives us a lot of hope, with the highest attendance we've ever witnessed. This was a result of our continuous efforts in perfecting our tiered pricing model, advancing group sales, and refining the E11 Box Office operations. Our commitment remains unfazed. The E11 Board is dedicated to a frugal budget, ensuring accessibility and affordability. We continue to refine our ticketing system, ensuring that our volunteers, the backbone of our event, can attend and that maximum funding is made available for as many artists as possible. Your active participation, volunteering, and feedback are invaluable. As the global landscape evolves, E11 is poised to adapt, always with the best interests of our artists, our organization, and the entire Burner community at heart.

Let's glance at our current financial standing:

**E11 started with:** \$368,482.20  
**We have earned:** \$452,599.16  
**We have spent:** \$258,011.20  
**We currently have:** \$563,070.16

The exact financial figures will change with ongoing transactions, including invoices, reimbursement claims, and pending check clearances. As has been the tradition, E11 will tackle future expenses throughout the year, with some expenses going right up until year-end. Our 2023 reconciliation will be completed in Q1 of 2024, and our annual 2023 990 filing with the IRS will be done by mid-2024. This document will be made accessible to the public around June 2024 on the IRS.gov platform. Budget planning for 2024 will take place during our December Board Meeting. We welcome the community to review this document for a detailed and verified financial overview of 2023's income and expenses.



*Photo by Aaron Glassman of Erect Rhizome*

## Conclusion

What does it mean to be "normal" for a burner? Is it about organizing our schedules around an annual gathering? Is it about unleashing our creativity through art? Or is it about reflecting our shared values and awareness in the world that this universe has given us? It's likely a combination of all these aspects and more. Our world has been tumultuous in recent years, and as a community, we've been forced into a period of hibernation. This year marks our return to the familiar rhythm of our Burner lives.

We're thrilled to have navigated this transition and witnessed our community's growth and resilience in our ever-changing world. We eagerly anticipate the contributions of our new community members and are excited to see the unique art and experiences they'll bring. At the same time, we're also looking forward to reconnecting with our longstanding community members, who have stood by us through thick and thin. We can't wait to witness their enduring passion and renewed enthusiasm, year after year.

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



*Photo by James Yu of Drone Show*