

**San Diego Collaborative Arts Project (“SDCAP”)**

**YOUtopia 2018 Afterburn Report**

**December 31, 2018**

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## **San Diego Collaborative Arts Project (“SDCAP”) YOUtopia 2018 Afterburn Report**

The purpose of this report is to share with BMorg and other regionals about what we’ve been up to regarding SDCAP’s oversight of YOUtopia. As background, YOUtopia is a 4-day Regional Burn held the 3rd weekend in October (10/18/18 - 10/20/18) at the La Jolla Indian Campground about an hour from San Diego, CA. YOUtopia is a 10 Principles event administered by SDCAP, a 501(c)(3). This year, 3,237 people attended YOUtopia, including our Production Team, On-Site Volunteers, and Participants. This is the largest population the event has ever seen and we have reached capacity at our current location.

While the Production Team’s Afterburn Report is of utmost importance, this gives us an opportunity to share with other managing entities what we tried, what worked, what flopped, and what we might try next. We’ve noticed that most Afterburn Reports (including our past reports) tend to be pretty flowery and start with “the event was awesome!”. While that may be true we don’t believe it is always 100% accurate and precludes us and others from learning from both our successes and failures. That said, without further ado...

### **Overview**

YOUtopia 2018 happened! Some say, “It was the best YOUtopia ever!” Some say, “It was the worst YOUtopia ever!” Some say, “It was meh.” Most people didn’t say anything because getting people to fill out feedback forms is like pulling teeth (without anesthetic). From SDCAP’s perspective, we achieved our financial goals, but did so at the expense of a few key segments of our local community. We changed a lot of things this year and some of those changes were well-received whereas others were really polarizing.

### **Structure / Production Model**

Typically, YOUtopia is organized and staffed by nearly 500 volunteers. Historically, we’ve had 2 Co-Producers, approximately 10-12 Hub Leads, approximately 45-50 Department Leads, and 400+ on-site volunteers.

In 2017, as an attempt to curb a perennial problem of volunteers not showing up to their shifts on-site, we changed the volunteer discount ticket structure and granted the discounted ticket only to volunteers ‘in good standing’ for the previous year (2016) as long as they volunteered again in 2017. We continued that practice this year (volunteers in good standing for 2016 and 2017 were eligible for a discounted ticket as long as they also volunteered in 2018). Additionally, in conjunction with the volunteer ticket structure for volunteers in good standing, first year volunteers in 2017 and 2018 were asked to pay a full priced ticket. However, if they did a good job (showed up for shifts, etc.) they would be eligible for a discounted volunteer ticket the following year (as long as they volunteered again).

As it turns out, we experienced difficulty in recruiting volunteers this year and our attempts to avoid the flake factor didn’t work. Additionally, we had some attrition within our Leads Team. Overall for 2018, we wound up short by about 100 people and this resulted in higher-than-usual anxiety in the days and weeks leading up to the event. Before and during the event, Volunteers at all levels worked much longer and harder than anticipated. We know this sort of thing is

common at burns, where a small percentage of people do most of the work, but this year was more than usual in our experience.

Going forward, while not completely fleshed out, we will likely err on the side of volunteer recruitment / discount tickets being structured differently. We are looking at better ways to encourage volunteers to participate and complete their shifts (i.e. fewer hours required, etc.)

While we were looking at ideas to better manage the event and encourage volunteer participation, we noticed that we're one of the few regionals that uses an "Event Producer" model. As such, we've done a bunch of research and have decided we are scrapping this model for a new model in 2020, with 2019 being a transition year. The main reason being we simply have too few folks working way too hard and each year results in increasing amounts of burnout and dissatisfaction. We want to fix that!

### **What Went Well**

1. **Ticket Sales:** We came the closest to selling out that we ever have since we increased our population cap a few years ago. We sold 92.49% of all available admission tickets (excluding RV tickets (100% sold), car camping tickets (100% sold) and parking tickets). Because of the changes we'll discuss below, we weren't sure if that was going to happen (we never are) and were pleasantly surprised.
2. **No More Tiers:** Historically, YOUtopia has used a 3-tiered ticketing system in which all 3 tiers went on sale at the same time and participants were encouraged to purchase at the highest tier they could afford. In 2017, Tier 1 sold out in roughly 2 hours and Tier 2 in a couple of days. Tier 3 sold well but there were tickets available at the Gate. The tiered system invariably led to people complaining that it gave an unfair advantage to people who were able to be at a computer at the exact time tickets went on sale. Due to the rapid sell out of T1 and T2 in 2017, there was a larger outcry than normal to rid ourselves of the tiered system to make it fair to all.

After much discussion, since SDCAP met the financial goals in 2017, in collaboration with the 2018 Co-Producers, we collectively decided to roll the dice and changed the ticket structure to a single price for GA tickets. Due to increased production costs all around, 2018 GA tickets wound up being 6.5% / \$10 more than 2017 Tier 2 tickets. Depending on how you slice the numbers, it was an increase of 11.57% / \$23.35 increase over the average GA ticket in 2017. There was an (expected) outcry from some in the community, but overall the change was well-received. It probably helped that we published a blog post explaining the financials in more depth, illustrating how the flattening of the ticket tiers was not actually that dramatic for most GA purchasers. In the end, we sold more GA tickets this year than last year.

### **Opportunities for Improvement / Possible Changes for 2019**

1. **Volunteers:** For the 2019 production cycle, we are taking a deep dive into the volunteer recruitment and discount ticket structure. We fully intend on making changes to the discounted ticket structure. The hope is that, with changes, the recruitment level will increase and we'll have better engagement in 2019.

2. Leads Retention: Attrition is a real thing and has been throughout the history of the event. In addition to looking at the volunteer ticket structure, we're going to also look at the leads ticketing structure. Furthermore, we're going to evaluate overall volunteer appreciation and how it's demonstrated.
3. Communication: Communication channels were a real issue this year. As a result, we've already begun re-organizing how SDCAP communicates with the SD Burning Man community. Part of the plan is to evaluate and fully utilize all channels available to us, in addition to adding someone from the Board to be a communication person in collaboration with community members that have raised their hands.

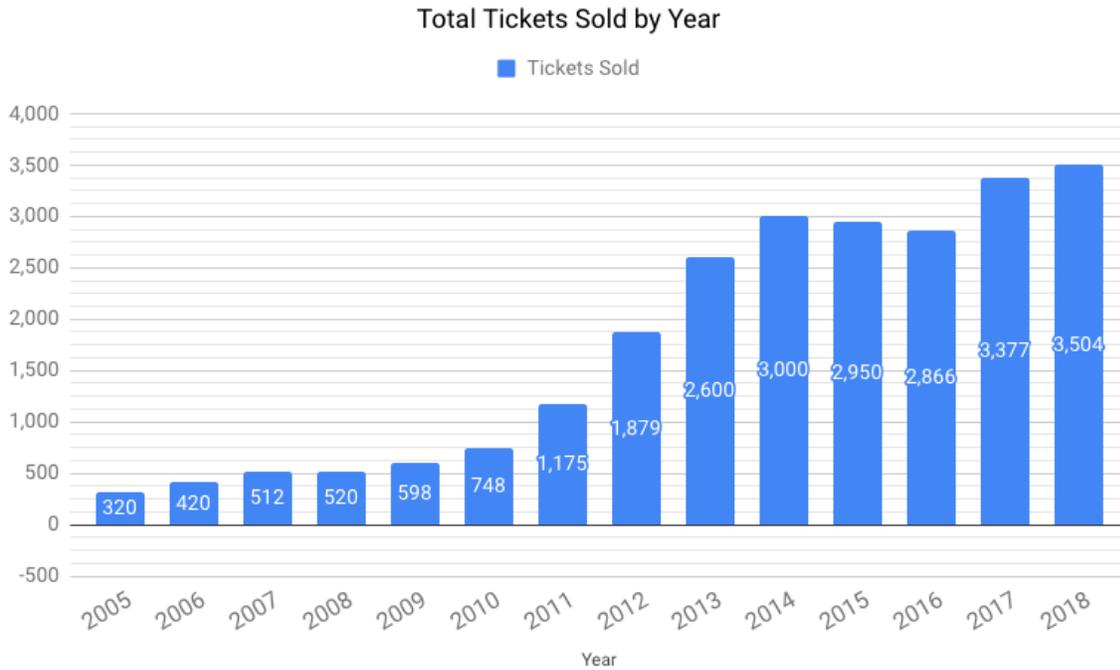
## 2018 Financials

As of this report, we have recognized all but 1% in budgeted costs for YOUtopia 2018. We are still waiting on some unbudgeted costs to be submitted by the Production Team. While these numbers are mostly accurate, there may be some small changes once all costs are accounted for and our accountant completes a full audit.

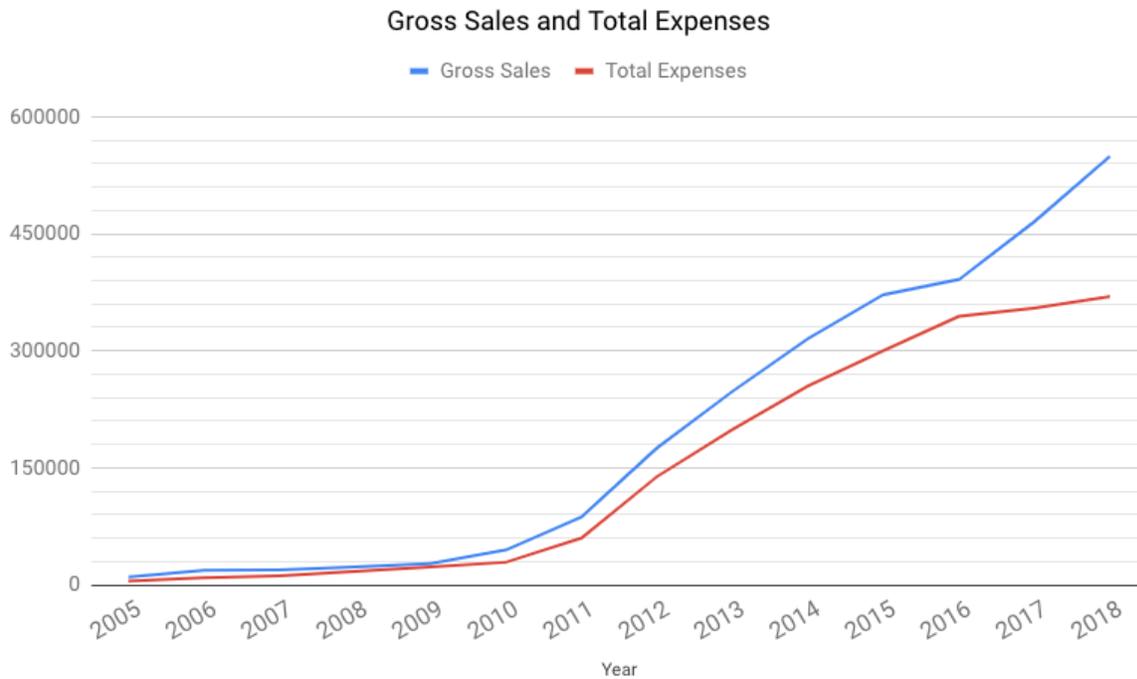
Total Income	\$546,630.10
Total Expenses	\$371,611.84
Art Grants	\$79,424.02
Land Contracts	\$68,740.00
Equipment: Contracted Services (Power, Heavy Equip, Portos)	\$40,803.92
Equipment: Owned/Replaced	\$22,960.37
Equipment: Transportation	\$34,065.45
Commissary	\$32,004.64
Security (Security, Medical, etc.)	\$52,267.50
Overhead (Insurance, Printing, IT, etc.)	\$39,345.94
Total Proceeds	\$177,342.92

While the raw SDCAP financials (YOUtopia & SDCAP Budgets) are available [here](#), it can be a little tough to make sense of them. The goal of the following information is to help explain where the money goes for YOUtopia.

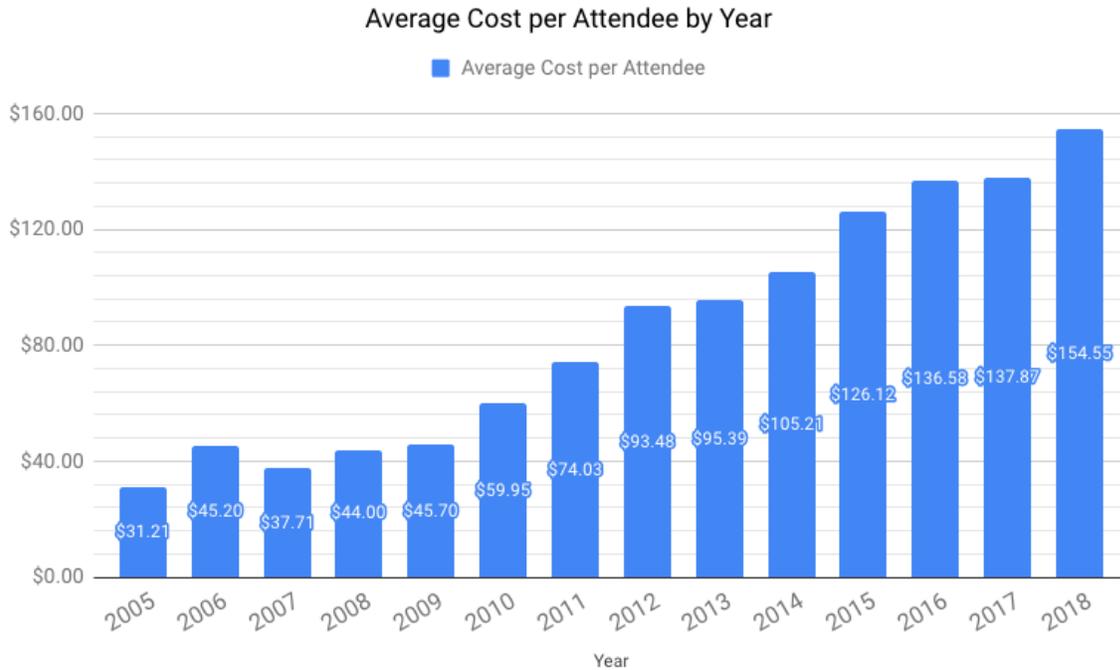
First, YOUtopia population (This includes GA tickets, artist / volunteer / scholarship tickets, car camping & RV tickets):



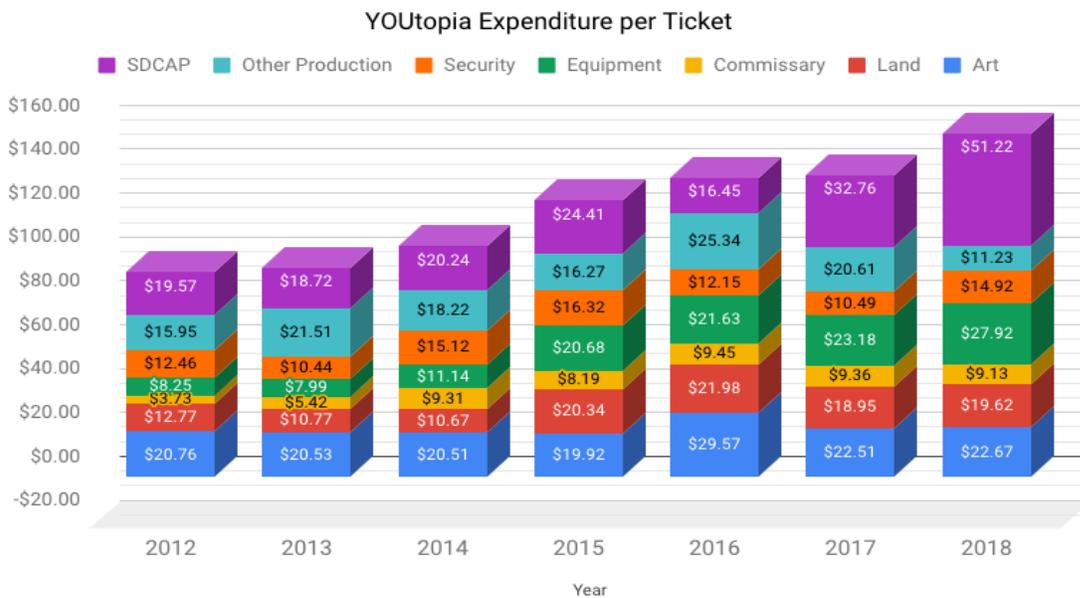
And the revenue and costs:



One of the most common questions we get is how ticket prices have changed over the years. Unfortunately, we haven't been able to locate the records from before the 501c3 transition in 2012, but we can look at the average revenue per participant. This includes tiered tickets, artist / volunteer / scholarship tickets, coffee and ice sales, parking, car camping, RVs, and donations.



So where does the money go? Like we said, we only have detailed records for 2012 to present.



Let's go through the categories and explain what they are:

1. Art: The single largest expense most years is direct cash support to artists to bring art to YOUtopia. In addition, YOUtopia provides art support with power, equipment rental, and sometimes even help from volunteers.
2. Land: This includes the rental of the entire La Jolla Indian Reservation Campground as well as the nearby racetrack we use as a parking lot. This expense jumped dramatically in 2015, again in 2018, and is expected to fluctuate based on population in future years.
3. Commissary: Fed volunteers are happy volunteers. Volunteers for the event are fed once per shift worked, as a gesture of gratitude for their work. It is worth noting that all volunteers buy tickets to YOUtopia, though some at reduced prices.
4. Equipment: This is rental fees for generators, heavy equipment, vehicles, radios, toilets, cones and odds and ends. More than half of the cost is power, which is almost all for camps and art projects rather than YOUtopia infrastructure. In 2018 we were able to purchase a fire suppression unit to help mitigate one of the biggest risks to safety during the event.
5. Security: YOUtopia contracts with a private security company. This number includes medical some years and not others due to difference in record keeping, which is part of why it changes so much.
6. Other Production: This is all of the other expenses involved in running YOUtopia. Large line items in 2018 included ice, insurance, safety training, schwag for volunteers, volunteer mileage, department expenses, and consumables. This fluctuates compared to previous years due to varying times of replacement costs of existing infrastructure.
7. SDCAP: SDCAP's two main projects are YOUtopia, the San Diego Regional Burning Man event and CoLab, a meeting, art build warehouse, and YOUtopia production storage in Mission Valley. SDCAP also offers year-round funding opportunities for collaborative art and civic engagement up to \$35k. After art grants, the largest expense is CoLab which currently costs about \$30,000 per year to operate and provides free access to tools (laser cutter, CNC router, etc.) and free build space to art projects. Other large expenses annually include volunteer training, accounting, and securing funds for rainy days (expenses related to YOUtopia cancellation, liability claims, etc.) or opportunities that may come up with little notice (tool acquisition, new site for CoLab, land purchase for YOUtopia, etc.). To see our current plans, view the [SDCAP FY19 budget](#).

## Producers 2018 Afterburn Report

**Producers Mission:** The Producers are tasked with the selection of the Hub Leads and Leads for the event, with providing guidance and oversight to the Leads team, coordinating with the SDCAP Board of Directors, being the point of contact for interactions and negotiations with the La Jolla Band of Luiseño Indian Tribal Council and staff, signing contracts and maintain, creating and maintaining the budget in order to provide a stable platform for the community to create YOUtopia.

**Producers:** Meg King and Raul Barajas

**Production Structure:** In 2018 there were 6 Production Hubs (Admin, Content, Enculturation, In and Out, Logistics, and Safety) encompassing 26 departments. The duties of each Hub and its departments are outlined in the individual Hub Afterburn Reports to follow.

### What Went Well

1. Volunteers: What we lacked in quantity we MORE than made up for in quality! Our volunteers killed it on the mountain, going well above and beyond expectations and really keeping production moving along smoothly! From taking on extra duties, working extra shifts, and jumping in to help out in critically understaffed areas, our volunteer team proved once again just what kind of dedicated, passionate people we have in our YOUtopia family! A special shout out to all those folks who came early and stayed late to get everything unloaded, set up, broken down, loaded back up, and put away at the end of the event.
2. Revitalizing Center Camp: The Enculturation team, specifically the Center Camp and Playshops teams, were tasked with bringing a new life and vitality to our often-ignored Center Camp area, and they met the challenge with phenomenal success! They offered more than 20 workshops, talks, and art projects (many of which were art grant recipients), which were well run, well attended, and much appreciated! The area also included the Ice and Coffee sales station, the LNT information and processing station, and the Volunteer Lounge and Check-In area, bringing together some vital event functions as well as entertainment and participation.
3. Community Generosity: The giving nature of our community really showed up this year! A large anonymous donation in support of our volunteers, allowed us to offer each team a pair of free tickets to distribute to volunteers that the team leads chose, as well as allowing us to spend a little more on the planned volunteer appreciation party. Donations collected both through the ticketing page on Eventbrite and in person at the Ice and Coffee station allowed us to raise funds to be donated to two tribal programs (Generations and Avellaka) in excess of \$2000 dollars. The Generations program provides after school educational enrichment and activities for the youngest members of the tribe, and the Avellaka program supports the needs of victims of domestic violence and sexual assault within the tribal community. Thank you to everyone who opened up their hearts (and wallets!) to help us provide support for these two important programs.
4. Phenomenal Hub Management: Each of our 6 Hubs performed extraordinarily well, working as a solid team on the mountain to make this year smooth, safe, and fun for everyone! We will let them tell you more about their successes in their individual Hub

Afterburn Reports, but suffice to say that as Producers, we could not have had a better team in place this year. Thanks you guys for everything you did for YOUtopia this year!

## Opportunities for Improvement

1. Volunteer Needs: The event needs volunteers to happen. Without our volunteers, we can't do this thing. As such, more attention must be paid to both the needs of the event (i.e. number of volunteers needed to manage the event) balanced with the needs of the volunteers (i.e. consistent volunteer policies, volunteer burnout, volunteer appreciation, and disciplinary responses). The level of volunteer dissatisfaction was very high this year. Although the mileage may vary, the main complaints this year were the volunteer ticketing structure and cost. In addition to issues around what qualified one as a 'volunteer in good standing', there were the inconsistent 'work hours required for a ticket' policy as some departments required less qualifying hours worked than others. This created an inequity as some volunteers worked more for the same ticket price than others. Most departments at the event were understaffed to some extent, with a few being at critically low levels which jeopardized their ability to complete their tasks. These issues affected every level of volunteer at the event, from the Producers, Hub Leads, and Leads all the way to folks working a single volunteer shift. Recommend a thorough reexamination of volunteer ticket pricing, number of volunteer hours needed to qualify for a discounted ticket, individual department schwag, and other areas of dissatisfaction.
2. Logistical and Equipment Issues: A number of logistical issues exist with regard to the event. Specifically:
  - A. Pre & Post Event Volunteers: One concern that occurs every year is the limited number of volunteers available pre- and post-event to handle inventory, truck loading and unloading, breakdown on the mountain, and clean-up at CoLab (where infrastructure is stored).
  - B. Equipment: Another area that warrants a close examination of our working system is equipment maintenance, repair, and replacement. The ongoing debate as to whether we should rent or buy equipment is an area where a more concrete policy might benefit the event and simplify areas such as purchasing, contracting, and storage.
  - C. Operational Vehicles: We had too few operational vehicles at the event this year to meet production needs. That said, we still agree that the use of personal vehicles should not be used as production vehicles should continue as an event policy. The addition of heavy-duty pickup trucks for Wolf Pack and Fire Suppression helped offset the lack of Kubota-type vehicles to some extent, but more operational vehicles are needed to keep up with the production demands. Additionally, although we attempted to address concerns surrounding Kubota use, it wasn't as successful as hoped. As such, a better system must be put in place to better train and monitor Kubota use and safety.
3. Sound/Noise Complaints: For the fourth year in a row, noise complaints centering around the area known as The Hole were an issue. We do not believe that The Hole is an appropriate location for Major Sound Camps given this ongoing issue. Both participant

and Tribal complaints were filed this year (as in years past), and so although the camp that was placed there this year was following Sound Guidelines as established pre-event, the conclusion we have reached is that future City Planners and Producers should avoid placing sound camps in The Hole. Other sound/noise issues occurred in areas designated for 24/7 sound (Areas 6 and 7), and a reexamination of overall sound policies might be in order (preferably with the input of major sound camps from our community).

4. Community Involvement: There are a number of decision making areas where community input is limited, and the outcry in response to some of this year's changes (policy enforcement, ticket pricing, placement issues, and the elimination of artist tickets, primarily) was widespread. Increased community input should be sought in areas directly relating to the areas of primary concern whenever possible. Recommend more town-hall style meetings (particularly pre-lead selection and the beginning of planning) for larger community participation; more summit-style meetings, particularly for Theme Camp leads, prior to mapping the mountain (or prior to major changes in policy, deadlines, etc.); a larger Communications team with more focus on comprehensive social media interactions (not just Facebook, but Twitter, Instagram, etc.) as well as an increased focus on creating and distributing content for Area 10 (our San Diego Burning Man/SDCAP/YOUtopia blog/newsletter). Our attempts to communicate primarily through Facebook this year showed a serious lack of engagement and community awareness of the progress of YOUtopia planning. Additional means of reaching the community should be found if at all possible.

## Admin Hub 2018 Afterburn Report

**Hub Mission:** Provide administrative, contract administration and risk management (insurance) support for the Producers, Logistics Hub, Safety Hub, Enculturation Hub and In & Out Hub of YOUtopia. Each department under the wing of the Admin Hub performed certain specific tasks in order to maintain and manage the flow of information and data.

**Admin Hub Lead:** Cassa Frass

**Admin Hub Structure:** There were 2 departments within the Admin Hub

1. Communications/Media Department (Led by Jules and Zack): The primary mission of the Communications/Media team is to spread the word about YOUtopia as an official regional Burning Man event by promoting and encouraging Burning Man culture in the form of the 10 principles of Burning Man. The Communications/Media team accomplishes this task by utilizing various social media outlets and e-mail list blasts to promote YOUtopia, the 10 principles, YOUtopia art grants, ticket sales, and much more. In addition, the Comms/Media Department, is the visual documentation department for YOUtopia and captures the magic of the event through photography and/or videography. Through the efforts of the Comms/Media Department volunteers, the community is able to see YOUtopia from “behind the scenes” as the event is built by amazing volunteers and also the beautiful displays of artwork on the mountain created by YOUtopians. The Comms/Media Department also has the responsibility to archive media shared by the community and to address and educate the community about photo consent matters.
2. Ticketing Department (Led by Shannon): Ticketing ensures you have adulted properly by acquiring a ticket, parking pass and have left your dog, cat, or small farm animals at home. Ticketing troubleshoots ticketing problems pre-event and answers a gazillion questions from participants about ticketing troubles. These are also the folks who'll ask you to fill out and sign innumerable forms waiving your rights to your life, including but not limited to your house, pet gerbil, and second cousin.

### What Went Well

1. Producer/Admin Hub Lead Collaboration: Over the past 2 years, the Admin Hub Lead role has evolved and been molded to the skills of the current Admin Hub Lead. This year the Admin Hub Lead and the Producers worked well together and often collaborated regarding certain tasks/decisions. This approach by the Producers seemed to work well given the role of the Admin Hub Lead this year.
2. Consistent System Use: In 2018, the YOUtopia production team continued using the Google suite email system drive to capture all communications and information for the event into one place, owned by the San Diego Collaborative Arts Project (SDCAP). As this was the second year using the Google suite system and because the Producers enforced the use of the system, department leads were more inclined to use it with regularity. There were some hiccups with certain leads, but overall the YOUtopia system was used fairly consistently. This ensured that the YOUtopia proprietary information owned by SDCAP is contained in the systems owned by SDCAP.

3. Monthly Hub Meetings: Outside of the monthly all-leads meetings, in order to ensure the success of each department under the Hub, the Admin Hub Lead conducted frequent meetings with the leads of each of the respective departments under the Hub. The meetings helped the flow of information and tasks. After each meeting, there were action items for the Leads and Hub Lead. For the most part, each Lead timely handled their tasks.
4. Improved Purchasing Process: Greatly improved purchasing process happened due to the creation of the role of Purchasing lead, who in turn coordinated/collaborated with the SDCAP treasurer. This new position/process was a tremendous asset with the Admin Hub Lead position as it created some synergies when dealing with contracts and insurance. Having the general equipment and supply purchasing centralized greatly improved communications and teamwork that is really needed in order to procure equipment (contract review) and insure it.
5. Producer Support: Producer involvement/buy-in/support relating to the replacement of a Comms/Media lead that had to be replaced early in the production cycle due to failure to participate. This allowed the role to be refilled by someone with greater experience than the replaced lead and circumvented what might have been some serious issues as the season progressed.
6. Increased Admin Utilization: Last year, the Admin Hub Lead position was not fully utilized in a manner that the lead felt was warranted for the role. However, this year that was not the case. As an admin, the Producers fully utilized the Admin Hub Lead and, in some instances, expanded upon it, which was a good thing. The Admin Hub Lead learned a lot of new things, especially in areas with little to no experience. It was a challenge and super hard at times, but the learnings were invaluable.
7. Positive Attitude of Ticketing Lead: Despite the lack of a co-lead, Shannon, the Ticketing lead, caught on quickly and was able to manage a large workload. Shannon always had a smile on her face and didn't seem to know the concept of "I can't". As a result, especially given her lack of experience in this department, she handled the majority of tasks like a boss.
8. Comms/Media Collaboration: Communications and Media were combined into one team. Although we need to work on the number of people in the department with certain skill sets, this was a much better approach than in years past. It created more collaboration and people being on the same page.
9. Contracts and Insurance: Vendor contracts and insurance were buttoned up early. This is a HUGE accomplishment!
10. Website Update: Timely update of the website so ticket launch could happen on 6/1, thanks to the efforts of Jules, Cassy & Producer Raul.
11. Social Media Use/Increased Reach: Social media blasts were greatly improved over 2017, with nearly daily social media posts from early July through the beginning of the event. As a direct result of the Communications team's efforts, YOUtopia realized an increased reach on social media. In addition to a huge increase in the number of posts made on

Facebook, Instagram use was increased as well as Twitter. There were several email blasts that went out as well that notified YOUtopians of important deadlines and information. As a result of this combination of well-timed social media posts, email blasts and blog posts, which created an excitement, especially near the latter part of August through October, YOUtopia 2018 nearly sold out (approximately 200 tickets shy of sellout).

12. New Blog/Journal: Brand new website/blog created called Area 10 (area10journal.com). Jules created the structure of the website (along with writing a few blog posts) and did a bang-up job. The blog was launched in early August and several pre-event informational blog posts were created by the Comm's team.
13. Event Graphics: Event graphics were **OFF THE HOOK**, which were created by Zack who lent his extensive experience and time to the event. The gifts Zack gave to the event this year were so very much appreciated and it really levelled up YOUtopia's graphics game for sure!
14. Event Video Teasers: With Jules' vast knowledge and experience in videography, she created and gifted to YOUtopia several video promos for social media distribution. The videos were **KICK ASS!** Simply fantastic! The Admin Hub lead still watches them...they're so good!
15. Kubota Access: The Comms/Media team was allowed the use of Kubotas to document the event art. As a result, both daytime and nighttime photos/video of the event were captured by Media volunteers.
16. Overall Success: Overall, especially given the inexperience of the leads (and to a certain extent the Hub Lead), each department under the Admin Hub Lead did a good job in 2018.

### **Opportunities for Improvement**

1. Producer Communication: Throughout the season, at times, the Producers did not seem to be on the same page regarding certain issues. Depending on the subject matter, this created administrative issues for the Admin Hub Lead at times. Going forward, there could be improved communication.
2. Inexperience and Lack of Leads: In addition to performing the same duties as last year, this year, due to the team's inexperience, time management or lack of a co-lead, the Admin Hub Lead had to step up and provide heavy support to both departments under the Hub. Part of this problem was also due to the Admin Hub Lead's inexperience in some areas (Ticketing) and also because with Comms/Media, the outgoing team from 2017 had vast internal knowledge that, for the most part, was not shared with the new team or Admin Hub Lead. In 2017, the Comms/Media teams were so self-sufficient that the Admin Hub Lead really didn't have to worry about the departments and things ran smoothly. As a result, with the entire team being new (and also being less in number: Comms/Media had 5 people in 2017 & 2 people in 2018 and Ticketing had 2 people in 2017 & 1 person in 2018), there were some inefficiencies on the part of the Admin Hub Lead about how to effectively delegate (vs. doing the work) and ensure that tasks were timely performed (vs. just assuming tasks would be completed after discussions with the stressed leads). So, if these 2 departments will be under the Admin Hub in the future, there needs to be more

organized timelines and delegation/follow up/follow-thru of tasks by both the Admin Hub Lead and the leads. Also, there needs to be more people in the departments. At a minimum, Ticketing really needs 2 co-leads. Comms/Media should have dedicated leads for each specific skill set (Comms & Media), especially given the skill sets are similar but oh so very different. Neither Comms/Media or the Ticketing department can function efficiently with such skeletal crews. Because we were spread so thin, all of us worked our butts off trying to get the jobs done. We did get a ton of work done, but we could've done so much more with more experienced people on the team (or even inexperienced people that are sharp and can learn quickly). It was really hard at times and we all ended up doing things we either didn't expect to be doing or things that were outside of our skill sets.

3. Meeting Attendance: For various reasons, the leads in Comms/Media and Ticketing barely made any of the monthly meetings during the planning cycle. Making those meetings are important as there is information given that is and can be invaluable when you're on-mountain.
4. Low Income Ticketing Program: The concept behind the LIT program this year was good in theory but really hard in practice. We had nearly 300 requests for low income tickets (for 150 tickets). Hours upon hours were spent poring through applications and supporting documentation. If the LIT program is continued in 2019 with similar requirements, then it needs to be made abundantly clear on the application that there will be no follow up if the applicant doesn't supply sufficient information or follow instructions. Way too many hours were spent running after and following up on applicants that either didn't submit the right information, didn't put their name on something or just didn't follow the rules and only submitted part of the information. Most people might have not tried so hard to follow up but the Admin Hub Lead, who managed most of the program single handedly, really felt it important to be fair and impartial to everyone that applied as we really wanted to grant those tickets. That approach was overly burdensome and, in hindsight, not the best approach. Granted, this was the first year that we did it this way but there were definitely learnings we can take into the next cycle if it's approached in this manner.
5. Ticketing Volunteers: Based upon 2017's experience as a regular Ticketing volunteer, Shannon felt like she wouldn't need that many volunteers on-mountain. This was not the case and she worked too many hours on-mountain due to the lack of volunteers. Next year the department needs to have more on-mountain volunteers.
6. Content: The Communications team needs content and ideas from other departments. They don't have to write or submit the actual post, but ideas really help! It also helps to have different voices come through from the ideas as people/leads within the community come from all different perspectives. Although the Comms team put out a form for the other departments to submit their content and/or social media requests, it really wasn't utilized as well as it could've been. The content that was submitted was great, but the submissions were few and far between. As a result, the Comm's team had to constantly come up with new and fresh ideas for social media. With regard to the Area 10 Journal, it was a harder task than initially thought. It might have been first year exuberance or inexperience or both, but the launch of the journal was more of a firecracker than a rocket. Content was part of the reasoning for that as well.

7. Communication Platforms: Even though our social media game was better than last year (and other years), the truth is: Facebook sucks. We know this but we still use it. We upped our Insta game this year and even shook the dust-off Twitter. We also used email blasts this year, but it needs to be utilized more. Part of the reason that email blasts were slightly less than last year was simply due to lack of time and experience. We were pushed to the limits and spending time on the email blasts was hard, especially when you had to self-teach it when you were in the middle of self-teaching a bunch of other stuff. Anyway, we need to utilize ALL of our methods of communication ALL of the time. Instagram levelled up this year, but it still could be used more. Twitter use barely made a blip but there are hardly any followers anyway (that needs to change). Facebook is good but it shouldn't be practically the sole tool, especially since Facebook is a bitch. If we need to pay Facebook to be less of a bitch, then maybe we should consider it. There were too many complaints of "I didn't know that" by participants when, in fact, social media posts on Facebook were 3x the amount that were sent out in 2017. Before 2019 commences, a concentrated effort/evaluation needs to occur about how to better get the messages out there and to reach as many people as possible.
8. Better On-Mountain Communication: Once the event started, most of the work of the Admin Hub Lead was done. However, this year, due to the new department (Ticketing) and the new leads in Comms/Media, there needed to be better on-mountain communication as some information that was widely known pre-event was either not recalled or overlooked. Also, Leads need to show up for the daily on-mountain meeting. For one example, it was widely known that anyone could check out a Kubota as it had been discussed at several meetings during the planning cycle. However, Jules didn't realize she had access to use a Kubota to take her Media volunteers around the event. It wasn't until the post-debrief that Cassy was given this information. Although we thought we had a game plan going into the event, had Cassy or Jules reached out to each other during the event, this information could have been shared/re-shared and some tired-out legs avoided by Jules and some Media volunteers.
9. Printed Guide & Map: Okay, so the "***we're not printing anything, you download it to your phone***" method didn't really work out. There were a lot of gripes, complaints, bitching and moaning by participants about the fact that there wasn't a printed guide or map. Some of it was participant error (don't know how to download stuff to their phones) and some of it was, well...we realized we probably need a happy middle. Either that or a solid plan MUST happen earlier in the year if we're going 100% digital. Although we knew we weren't printing anything from the start, the Comms/Media team was kept so busy on the myriad of other duties, that we really didn't have the time to explore alternative ways to get the map and guides out. This needs to change in some fashion or the other. Either *\*some\** printed media to hand out on-mountain, but not so much that it continues the MOOP problem (and overspending) or we need to figure out a decent digital approach. That said...phone reception sucks on-mountain. That and we had A LOT of lost cell phones after the event. We can do better.
10. Lack of Administrative Cohesion: General administrative support for all departments needs to be tightened up. Overall, admin support for ALL departments is inconsistent at best. Communications with leads and their volunteers is spotty, ranging from great to horrible. The role of Admin Hub Lead should not only manage, but it could be further expanded (assuming that department leads under the Admin Hub are strong and efficient)

to provide support for all departments. For example, had the Content Hub utilized the Admin this year, there may not have been such inconsistent communications with YOUtopia participants, theme camps, etc. In addition, perhaps had leads involved the Admin their pre-event communications with their teams/volunteers might not have been so inconsistent. As with purchasing, perhaps the overall general admin tasks should be centralized.

## Content Hub 2018 Afterburn Report

**Hub Mission:** The Content Hub is responsible for empowering artists and participants at YOUtopia by managing art grants and camps. We layout the city, draw the map and handle placement of theme camps and art in a way that allows for the most flow. While most of the responsibilities are working directly with participants Content must also coordinate with other departments, namely Safety and Logistics.

**Content Hub Leads:** Jasmine, Shai & Ryan

**Content Hub Structure:** There were 3 departments within the Content Hub:

1. City Planning: City Planning places all of the camps and art at the event. City Planning designs the 'city' from sound to bars to food to art. A well designed 'city' helps create flow and it is City Planning's job to curate the visual landscape.
2. Art Curation: Art Curation is responsible for facilitating the Art Grant process and help participants bring art to the mountain. Art Curation is also responsible for putting together the Art Grant Committee to review all the submitted applications and grant funds to the applying artists. The Art Grant Committee itself consists of the Content leads, at least one producer, at least one SDCAP board member, and at least one community member who is not a part of YOUtopia leadership.
3. Sound: The Sound Department is responsible for trying to curate the shared soundscape to create spaces that appeal to the wide variety of people.

In 2018, the structure of the Content Hub was changed to streamline the hub and to equally apportion the work, both pre-event and onsite. In place of the traditional structure, which was generally 2 Hub leads, along with 2 department leads for each internal department, in 2018, initially there were 4 Hub Leads working together on all departments.

### What Went Well

Despite some significant challenges (described below), we persevered. We're very proud that we built a great city and curated some kick-ass art. In no particular order...

1. Curated Art: City Planning and Art Curation continued to cultivate Indian Flats into an art destination. As with last year, we maintained an anchor camp on the flats with a bar and fire art. The bar with the fire art helped keep people around day and night.
2. Topography Management: Filling up the rocky "step" of Area 9 was a HUGE success. That area was constantly busy and drew as many people as did Areas 6 and 7.
3. Art Grant Funding: This year the Art Curation team granted \$75,400 out of \$90,000 available art grant funding to new and known artists.
4. Perseverance: Despite the loss of a couple of leads, the leads who ultimately stayed on til the end of the event were seasoned and experienced in the Content Hub role and were able to get the job done both pre and during the event.

5. Policy Enforcement: Continue enforcing consequences for breaking or not respecting policies, specifically Sound and Safety. There is no point in having rules if there is no enforcement.

### **Opportunities for Improvement**

1. Content Hub Structure: As mentioned, there were challenges this year with the structure of the Hub, primarily the mix of experienced and inexperienced leads. Maintaining at least 2 experienced Hub Leads will benefit the Hub in keeping continuity. In that regard, best practices would have the experienced leads mentoring the less experienced leads and new leads should be willing to learn the existing processes. Additionally, experienced leads should be open to new suggestions/ideas coming from the new leads. That said, new leads should be willing to learn the process and go through it for a year before insisting on major changes. It's important that the Content Hub Leads are compatible and that compatibility must be vetted during the initial interview process.
2. Lack of Volunteers: There was a monumental lack of volunteers pre-event and during the event. Thankfully, we were lucky to have some previous Content Hub leads volunteer to help during the event. Even so, overall the Content Hub was short staffed and the Content Hub Leads worked 18-20 hour shifts to ensure everything was handled. Normally the Content Hub has 30+ volunteers to mark placement (staking), placing camps and directing participants. This year Content had 5 volunteers and most were scheduled pre-event. They did an amazing job! We had volunteers that could only work during the event but, given they were new to Content and couldn't really help with tasks needed, we released them to the volunteer pool.
3. Placing RVs (non-hookup): Due to safety reasons (and excluding medical necessity), in 2018, there were no RV's allowed in Area's 6 or 7. This reduction in available space presented a challenge. To alleviate that, it was decided that all non-Theme Camp, non-hookup RVs would be placed in either in Area 2/3, or on half of Area 9. The Safety Hub approved of the placement plans but with strict conditions (creating defensible space between RVS in case of fire). On the whole, the setup made sense and was workable. However, due to the topography and Safety requirements, as RVs were placed, it became clear that changes are needed if we place RVs in the same space in Area 9 again. Primarily, RVs cannot exceed 24', preferably 22' (including tow vehicle) and the RV spaces must be marked prior to placement.
4. Car Camping: In addition to marking the RV spaces, as we know the number of car campers by tickets sold, we should use the same system for car campers. Marking out spaces using the required space allotment (10'x20') will alleviate the issues we encountered by car campers that set up mini theme camps, holding space for friends, and generally parking wherever they chose (and then refused to move).
5. Dedicated RV/Car Camping Placement Volunteers: A dedicated team of volunteers (either Content or Road Warriors) should be in the placed RV & car camping areas awhile gate is open to help guide RVs and car campers to ensure they're using the assigned spots. This will alleviate car campers and open campers from using the RV reserved space (and remedy the issue of land grabs/turf issues mentioned above).

6. Placing RVs (Hook-Ups): For the past couple of years, City Planning assigned the RV hook-up spaces in Area 1 and it's been a huge success. However, this year, someone sold their pass after the initial buyer had been assigned a spot based upon the size of their RV. The "new" RV was 10' bigger than the assigned space. It was a real problem. As we know what size the RV spaces in Area 1 can accommodate, we should create Area 1 RV tickets that specify RV size. If we create the RV size/type specific tickets, a buyer will know ahead of time what size RV is allowed per that ticket (so they won't buy it if their RV won't fit).
7. Sound: Once again, sound was an issue at YOUtopia. Although we updated the Sound Policy, emailed it out and had a Sound Summit pre-event, we still can do a better job of getting the information out there so people know what the sound restrictions are for the Areas in which they are camped. Even with the additional efforts this year, we still had to enforce the Sound Policy as there were some significant problems. As such, we need to continue evaluating sound and also consider making more changes. For example:
  - A. As we continue to have issues with sound complaints for camps placed in "The Hole", we should cease placing a 24-hour Major Sound Camp in this area. Given the amount of sound at YOUtopia, this approach may better balance the quieter areas in Areas 4B and 5 compared to the louder areas. That said, we could still put a Moderate Sound Camp in The Hole cessation of amplified music restrictions, or get rid of sound in the The Hole entirely.
  - B. As the same Major Sound Camps have remained rather static over the past few years, give well performing Moderate Sound Camps a chance at being a Major Sound Camp. There are Moderate Sound Camps that did extremely well this year, respected the Sound Policy and would like to have a chance to step up. Perhaps we could have a rotating roster of Major Sound Camps or an every other year model.
  - C. Create and implement a separate Sound Based Theme Camp Application for any theme camp that wants to bring sound. This way we can vet all sound applications early (and notify camps early as well).
8. Temple: We need to accept that we won't always get applications for a Temple and reinforce the idea to the public that we may not have one. Also, the Temple needs to be something that is not already built, or was built by local artists and is a sacred space of quiet reflection where participation is not necessary to attend.

## Enculturation Hub 2018 Afterburn Report

**Hub Mission:** To create space for community participation to explore and promote the 10 Principles of Burning Man to foster a YOUtopia that is radically inclusive and invites the stranger. P.S. We lovingly call this Hub E-Cult, just cuz!

**Hub Leads:** Ali and Pauldo

**Hub Structure:** There are 6 Departments within the Enculturation Hub

1. Volunteer Coordination (Led by Brendizzle): Without volunteers, we couldn't make this wonderful event happen! As such, the mission of the Volunteer Coordination Department (VC) is to recruit, manage and allocate YOUtopia volunteers. VC helps ensure every department is staffed, communicates en masse to the entire volunteer pool with mission critical updates, tracks volunteer attendance, hours and performance. VC also collaborates with the Ticketing Department to issue volunteer tickets.
2. Please Dept. (Led by Hayden, Daris and Sadhaka): The primary objective of the Please Dept. is to take care of the hard-working department leads and volunteers during the event. The Please Dept. is the bringer of good news and smiles!
3. Leave No Trace (Led by Brobare and Rainbow Boy): Leave No Trace (LNT) oversees a diverse set of techniques to make sure we leave the site cleaner than we found it. This includes promoting public awareness, managing public recycling, major cleaning pre-event, MOOP sweeping post event, and assisting with the MOOP map. The LNT crew makes sure participants leave a pristine location when the event is over. They help educate participants on minimizing ecological impact and "Pack It In, Pack It Out" principles.
4. Playshops (Led by Eddie Bee & Mewfz): Playshops provide activities like that early sunrise yoga, to a lesson on how to plant your very own unicorn, to an open dialogue about what it means to be a Burner. This team coordinates workshops, YOUtalks, and activities hosted at Center Camp.
5. Center Camp (Led by Saint): The Center Camp crew helps maintain spaces where YOUtopians can gift their participation by stage managing, sound tech support, and promoting programs during the Event. We also help with drop-in volunteering.
6. Onsite Sales (Coffee/Ice) (Led by Emily & SeanTNT): Coffee and ice are the only things sold inside the event. On-site Sales manages this, including interfacing with outside vendors, managing the cafe, record keeping, cash handling, and making seriously tasty coffee.

### What Went Well

The Enculturation Hub was a brand-new Hub this year. Although the departments within the Hub were previously established, the concept of the Hub itself and its mission were brand spanking new. As such, a big question we grappled with as a Hub was the mission to create a foundation and logistics for Enculturation as a new Hub and the need to create content. One of the primary

goals for Enculturation was to raise visibility of the 10 Principles and create content that helps educate our community.

1. New Hub: Even though it was a fledgling Hub, we really believed that our philosophy of creating a participant-created, collaborative, participatory, immediate, and inclusive exploration of Burning Man cultural values took off this year through 10 Principles based communication and programming. We did this by creating a space for participant-created content, interaction, and dialogue at Center Camp and throughout the event.
2. Great Volunteers: We had a lot of really great volunteers. Some of the standouts were Lexi and Elliot and Amanda “Meow-Meow”. They were **ROCKSTARS** at Center Camp and pitched in with LNT and Volunteer Coordination wherever they were needed. They showed up, worked the entire time (and then some) and all had great attitudes and work ethic and flexibility. They all exemplify everything one could want in a volunteer. Brendizzle...oh man, we cannot say enough good things about Brenda! The **BIGGEST SHOUTOUT** to **BRENDA** who is the best **ROCKSTAR** lead **OF ALL TIME**. She had so much enthusiasm for the role and she kept volunteers pumped up! She worked her ASS off for this event, both pre-event and on-mountain. She genuinely cares about each and every volunteer and it shows!
3. Center Camp: We FINALLY had a Center Camp that did a thing! Yay! Saint was an awesome Center Camp Lead and really worked hard to help get the structure built and set up the sound and stage for workshops. We had Playshops at Center Camp, along with the Volunteer HQ and other programming. We had 10 Principles-based talks and performances. We experienced some growing pains, but next year we'll be back even bigger and better!
4. Team Building: We did an E-Cult happy hour early in the year to help Leads get to know each other in an informal way and help get communication going. It was really a lot of fun and next year we hope to do more of those to foster that kind of collaboration.

### Opportunities for Improvement

1. Volunteers: We didn't have enough volunteers. Across the departments we did a bit of shuffling to move volunteers from Center Camp, LNT, Playshops, and Onsite Sales to help where needed with Road Warriors, Gate, and Please Dept. We needed fewer for Center Camp and Playshops during the event than was planned, but many did not show up at all (so maybe it worked out okay).
2. Playshops: Playshops was intended to be a content-creation department for Center Camp. The hope was that Center Camp and Playshops would work together to solicit content and help Playshops hosts refine their presentations to incorporate the 10 Principles. We would have loved more involvement from RCs and community members to help with Playshops/YOUtalks content and promotion.
3. Center Camp/Playshops: Where we saw the most growing pains was Center Camp and Playshops collaboration. It's possible that this was because perhaps expectations and mission weren't made as clear as they could be. More communication is needed between Hub Lead(s) and Playshop Lead(s) prior to the event about on-mountain expectations

(setup/teardown, managing volunteers, taking care of equipment, communications for volunteer schedule and Playshops schedule). A checklist and/or SOP will be created to help manage this process.

4. Center Camp Structure: The Center Camp structure is great as-is. We know how to set it up now! However, it would be great to have more fabric or decorations (flags, banners, signage). It would be also a good idea to add lights to Center Camp to allow for early evening DJ sets and Playshops. Center Camp had borrowed sound equipment. It would be good to have an event-owned PA.
5. Ice Management: The ice vendor is fine; however, if unused bagged ice continues to be returnable, we should over-request an ice pallet rather than risk running out during the event. Suggest increasing the ice order to add an extra pallet. Additionally, we need better allocation and tracking of ice to Operations departments. Please Dept. would take bags of ice to deliver, but then departments also sent someone to pick up ice. While the ice shortage during the event may not be completely due to this over-distribution, it would still be a good idea to track inventory better.
6. Cross-Department Gatherings: Cross department informal gatherings might've helped collaboration. For example, there could be an E-Cult and Content Hub collaboration for Playshops development and placement throughout the venue to promote integration of the annual theme and 10 principles.
7. General Communication: Communication on a formal level (emails, etc.) seemed to go ok, but it was hard to know who had read what and if they were working on assigned tasks. Communication on the informal level (messenger and texting – which were both verboten), was a time-suck. We need to communicate better with department leads about expectations and the best ways to communicate with Hub Leads and each other when there's an important deadline. Leads didn't respond to email communications, even to say they were working on a request or to give updates on projects. Some update would have been better than no update.
8. Commitment to Attend Leads Meetings: Not all Leads made a commitment to go to monthly leads meetings. We should create some sort of document or outline for leads with expectations and time commitments.
9. Information Sharing: Co-Leads should pass on meeting information to their co-leads to clue them into deadlines and responsibilities. Meeting minutes help with this too – but for looming deadlines, department leads should work together.
10. Ideas to Grow Hub: Throughout the year (i) sponsor, promote, and attend meet-n-greets, community events (YOUtopia table at Pride, Figment, and greater visibility for YOUtopia Volunteer Fair); (ii) build a presence on social media in discussions, posting articles, sharing ideas, fostering art projects; (iii) collaborate with CoLab to host Playshops throughout the year that also promote YOUtopia, volunteering, and 10 Principles; (iv) work with RCs and Communications Dept to develop enculturation materials, interactive projects (for Center Camp and throughout the event); and, write Area 10 Journal newsletter topics that address current community concerns, and 10 Principles. Most importantly, next year, everyone should show their faces and come support E-Cult by

stopping by Center Camp, and giving YOUtalks, promote volunteering until your faces are blue, mentor and encourage new volunteers and leads.

## In & Out Hub 2018 Afterburn Report

**Hub Mission:** The In & Out Hub is responsible for all entry, traffic flow, parking and exit operations at YOUtopia. Our functions begin pre-event with ticket processing and transportation layout, and grows in responsibility and complexity on-site with the operation of the gate, parking lots, and transportation system.

**In & Out Hub Leads:** Portals and Merms.

**In & Out Hub Structure:** There are 4 departments within the In & Out Hub

1. Gate (Led by Mikie T & Sabella): This crew ensures you have adulted properly by acquiring a ticket, parking pass, and have left your dog, cat, or small farm animals at home. They will also search your car for the glass you weren't supposed to bring, including pickle jars and mirrors! This team works with Greeters, Ticketing, and City Planning to help you reach your desired destination. Critical thinking and communication skills are a must.
2. Greeters (Led by Jim and Sara): Greeters are the folks who welcome participants with open arms into YOUtopia, while making sure you know where you're going, answering your questions, and getting you to your place of party as fast as possible! Greeters work with Gate and City Planning to make entry nice and smooth.
3. Road Warriors (Led by Kowboy and Sean): Road Warriors make sure we can all fit comfortably in the event, control the flow of all traffic at the event, address issues and make sure everything is smooth and safe for participants. Working closely with City Planning, Road Warriors have a good handle on mapping out how exactly to fit all the cars, RVs, and other vehicles into the event. They'll also kindly ask you to move or be moved if you find yourself parked in the wrong area.
4. Transpo & DMV (Led by Rob and O'Ryan): The Transportation crew keeps it moving by facilitating shuttles and art cars to help cruise participants around YOUtopia in style. Transportation also provides ADA Shuttle Service for mobility-challenged participants and other YOUtopians to enjoy the event. The Department of Mutant Vehicle division approves and licenses art cars to help cruise participants around YOUtopia in style.

## What Went Well

Overall the In & Out Hub did a great job this year. The main goals of the Hub Leads this year was to run an efficient, problem free Hub with empowered leads who enjoy the experience and keep things running smooth on the mountain. We think we succeeded as the majority of the team was amazing with no major issues. Voted best Hub of YT 2018 (well, we voted for ourselves, but hey, we did great, so why not!?)

Some highlights this year were:

1. Low Wait Times: Gate and shuttles flowed well and wait times averaged under 10 minutes. Participants were really happy that they didn't have to wait long, especially at Gate!

2. Info Share: There were no printed maps this year; however, Gate and Greeters did an excellent job of informing participants where they needed to go.
3. Team Work: Gate and Transpo Leads really stepped up. Mikie T and Sabella were a great team and rocked it at the Gate. O'Ryan and Rob ran Transpo with virtually no supervision.
4. Efficient and Collaborative: The In & Out Hub continues to work more efficiently each year. Department leads worked collaboratively at planning meetings with each other and other Hubs. This approach really encouraged cooperation and helped to alleviate problems onsite as each person stepped up to manage issues as they arose.
5. Sufficient Resources: For the most part we had all the resources that we needed to get the job done (cones, carts, scanners, radios, shuttles).

### **Opportunities for Improvement**

1. Road Warriors: The Road Warrior Department experienced many challenges this year. As the In & Out Hub Leads, we had almost no control, knowledge, input, and/or influence over the department as it was mainly handled by a Producer due to communication issues with the leads. This was a big issue and we should have handled it earlier in the year. As a critical department, Road Warriors must be area of focus for more efficiency before and during the event.
2. Volunteers: Although we managed, we did not have enough volunteers to run the Hub. We had 122 volunteers but 161 are needed to run the Hub efficiently. Additionally, although we mainly shadowed Gate times for most all departments in the Hub (and the hours were fine), all department leads should be working Sunday for participant breakdown and exodus.
3. Kubotas: This year our Hub was responsible for Kubota distribution and management. It was a mess. Hub Leads did not step up to collect, distribute, and keep track of the Kubotas and it was a complete free for all with department leads constantly asking for Kubotas. Next year it needs to be revamped or maybe returned to previous years. At a minimum, get all Hub leads on the same page. Additionally, the event needs additional Kubotas to function efficiently. With 5 more Kubotas, there would have been less issues. Even with distribution issues there were not enough for every department to do their job efficiently. For example, the Please Dept. as a 24-hour department should have 2 Kubotas at all times. Finally, Medical, Safety, Rangers, and Fire Safety needs to be better organized ahead of time in terms of needs.

## Logistics Hub 2018 Afterburn Report

**Hub Mission:** The Logistics Hub is responsible for on-site infrastructure. Our main job is providing other departments with food, shelter, equipment, and supplies they need to do their job. We also support some theme camps and artists directly by supplying power and occasionally labor.

**Hub Leads:** Sam and Danksa

**Logistics Hub Structure:** There are 4 departments with the Logistics Hub

1. Commissary (Led by Yin and Josh): This team makes sure all of our hard-working volunteers get fed, doing our best to meet the dietary needs of the crew. We organize meal flow, wash kitchen utensils and equipment and serve up yummy food prepared offsite and serve it while having fun!
2. Dispensary (Led by Klutch and Professor): The Dispensary crew are the people you need to see to check out (and back in!) event equipment or supplies you need to get your job done. This team staffs the Dispensary during open hours and keeps meticulous records of who took what, where, and when.
3. Wolfpack (Led by Tank): Abiding by their motto, "First to Come, Last to Pull Out," the Wolf Pack are a die-hard crew. Literally building the event from the ground up, this crew sees to it that the infrastructure for our fair YOUtopian city is in place for the event. They are also responsible for disassembling everything at the conclusion of the event so our city leaves no trace.
4. Special Projects (Led by Jesse): Special projects responsibility is creating signage that is needed for placement throughout the venue.

### What Went Well

For the most part, all departments in the Hub did well this year and things went as planned. The primary goals of the Hub Leads this year were solid communication with the entire Hub, create a less dusty/dirty Commissary and have a good working inventory of supplies with Dispensary and good equipment with no losses.

The good stuff:

1. New Purchasing Process: We had a new lead role this year, Purchasing Lead. The Purchasing Lead wasn't within any one department per se but was a part of the Logistics Hub. The Purchasing Lead worked directly with the SDCAP Treasurer to get things purchased/managed. This was a brilliant approach to the tough job of purchasing not only equipment, etc. for the event but also the tons of little things that have to be purchased/coordinated. It really helped keeping the acquisitions and costs on budget and also created checks and balances. Overall, just a great idea and it worked really well.
2. Great New Equipment Vendor: We used a new vendor this year for equipment and carts and it was great! Their prices were competitive and they were very responsive, not to

mention they had solid equipment. We also used some other vendors that we've been using for years and, as usual, they were easy to work with and we're happy with their services.

3. Commissary: We had a new Commissary vendor and they did a good job as well. Their food was good and people generally seemed happy with the choices and quality. We were able to also secure a two-year contract with them so we already know what our costs will be for the 2019 event, which is great when you're dealing with budgets.
4. Less Equipment Loss: Overall, we had much less equipment loss this year (radios, specifically) than we did in 2017. This made the Producers happy that their budget wasn't hit for people losing expensive equipment.
5. Power Grid: The power grid was handled really well this year, especially compared to last year. Planning began much earlier in the season and it was a solid plan going in regarding the equipment needed. We had onsite help from the vendor, which was cool. Additionally, we had a really key volunteer that knows electrical and he was instrumental in getting the equipment arranged and cued up onsite.
6. Hub Collaboration: We had great collaboration within our Hub and we were able to manage the set-up of Ops perfectly and we had plenty room. There was great communication among all the departments within the Hub.
7. Rockstar Leads: We had some real rockstar Department Leads this year that really helped us be a success. The Wolf Pack Department Lead, Tank, crushed it. His team really loves him and he is an integral part of WP. Tank has impressive stamina, works very well with tools and equipment and assists where ever he is needed. In Dispensary, a new Lead, Professor, had smashing leadership and rapport. Professor really works well with his team and very intelligent and able to keep a good flow and direction going. In Commissary, Yin super stepped up his leadership this year and made some major improvements from 2017.

### **Opportunities for Improvement**

1. Inter-Department Coordination: Departments such as City Planning and Safety need to work more closely with Logistics to get things managed onsite (both pre-event and on mountain).
2. Overworked Volunteers: As it seems to happen each year, some Leads and volunteers are overworked and/or overstretched. We really need to get this figured out as the burnout is real.
3. Strike Team: We need to create a specific strike team or require more leads stay for strike. It's not fair that the tiny strike team always seems to be comprised of volunteers from Wolf Pack. It needs to be addressed and a solid plan for managing strike both on-mountain and unloading at CoLab afterwards (also, add loading the truck pre-event).
4. Unnecessary Use of Wolf Pack: Wolf Pack volunteers are not there to fix things like broken RV pumps, help someone locked out of their car or provide jumps to dead vehicles.

Wolf Pack is there to support the event. That's not to say Wolf Pack can't help out people from time to time, but the main goal is event support and we can't handle car repairs, etc. on demand as often was the case (expectation) this year.

5. More/Better Tools/Resources: We need more Wolf Pack volunteers (with skills), better tools, including safety tools. We need more forms of transportation. We could use a better method to store carports offsite. We need to look at obtaining more tools (auger, more hand tools, more materials for building rebar, commissary shelves, etc.). Also, as we learned this year, we need to have a HazMat kit or a bug out bag for HazMat situations. We need a better fuel distribution system. We either need a new fuel tank for fuel deliveries or make that part of the contract from a vendor. The vendor fills this year were so much quicker and easier (efficient!), even though that fuel truck was a little offensive.
6. Fleet Management: The Kubota fleet management was a bit of a shitshow this year. We should have the Kubota fleet back at Logistics Hub mainly because it's easier to control the fleet in a central space. This year the person in control was at Gate but the Kubota's were parked up at Ops. Logistically, it didn't work. Also, in addition to being central, we are in a much better position to train, store keys and track use if the fleet is managed by Dispensary, at Ops.
7. Volunteer Incentives: We need more incentive for volunteers who are there very early and stay very late (cheaper tickets, more food, more schwag, other perks, etc.). If people have to take 3 days off of work to stay and wait for equipment to be delivered or picked up and for the strike team, we need to help them with some incentives or feel more appreciated.

## Safety Hub 2018 Afterburn Report

**Hub Mission:** The Safety Hub monitors most aspects of physical and environmental safety pre, during and post-event. The Hub Leads are tasked with creating the safety plan and developing, documenting and enforcing all safety policies, with the support of the event Producers and under the supervision of SDCAP. The Safety Hub also creates and delivers training for YOUtopia leads in emergency and radio protocols throughout the year and at our annual on-site safety training event – SAFETopia.

**Safety Hub Leads:** 51 and Mystic

**Safety Hub Structure:** There are 7 departments within the Safety Hub:

1. Medical: YOUtopia's Medical team this year was provided by RGX Medical, a contracted vendor. The contract with RGX was modified to limit hands-on patient care to only EMT - Physician level.
2. Rangers (Led by Esoterica)/Harm Reduction: Rangers were re-energized this year, with 19 Rangers supporting the event. Harm Reduction was modified this year due to the unavailability of Zendo to staff the event. A combination of Green Dot Rangers and 2 additional California licensed clinicians provided care to those requiring harm reduction assistance.
3. Security: Security for the event was provided by High Rock Security, a contracted vendor, to manage perimeter control, non-ticketed individual evictions, non-medical emergency response, equipment safety, and general participant safety.
4. Fire Suppression (Led by 51): Fire Suppression was added this year and included 4 certified professional firefighters and 1 fire chief.
5. Fire Performance and Fire Art (Led by Dom and Wendy): Fire Art Safety and Fire Performer Safety teams were similar to 2017 and ensured that all fire safety activities were in-place.
6. Crisis Management: These services were new this year and were provided by Wellness Vybz, a contracted vendor. 2 California licensed clinicians were on-call 24/7 to handle incidents involving 5150's, domestic violence and sexual assaults.
7. Dispatch (Led by Tonto): Dispatch was created to help integrate all Safety related elements.

### What Went Well

1. Fire Suppression: Fire Suppression services were added this year, with SDCAP purchasing a type VI Engine skid unit (mounted on a Ford F250) and the hiring of 5 professional firefighters. The fire skid unit has a 250-gallon water tank, a Honda 20HP motor and Waterous fire pump. This pump has a 1.5", 1" and 3/4" output and a 2 1/2" suction inlet. Initial testing clearly showed that the pump is capable of pumping to all hose

lines at 100 PSI and 65 GPM – more than enough to tackle a small brush fire or initial RV fire start.

Water sources on the mountain were limited to 8 hydrants of varying output. Certain areas of the mountain have limited hydrant access or limited water flow from existing hydrants. One consideration for next year is to rent a 1500-gallon water tender to augment those limited hydrants. All hydrants were tested by the fire crew the day before the event. A professional fire crew was hired, and paid per 24-hour shift (very inexpensive). Chief Frank Padilla Jr. took command of the fire crew with Captain Doug Kilpatrick, Lt Joey Villasista, and firefighters Lawrence Green and Joshua Munsch supporting. In addition, two volunteer firefighters trained with the crew in the event they were needed (Wendy Sorber and John Kalman).

In total, the Fire Suppression team responded to 24 calls for service (pre- event thru post).

2. Managed Incidents: Among others, some of Safety's well-coordinated responses were:
  - A. HazMat Spill: The Fire Suppression team had one semi- serious / moderate call – an approximately 20-gallon diesel fuel spill. At approximately 2035 hrs on Thursday night, fire responded to a report of a hazmat incident on the main paved road of the campground (no fuel entered the dirt on the sides of the road). The FS crew immediately covered the diesel with dirt from the side of the road, then it was allowed to stay in-place for approximately 1 hour. With the help of two Wolfpack volunteers, the dirt was removed and stored in six 55-gallon drums for later removal by a hazmat disposal company. Rangers and Road Warriors assisted with traffic control for the 3-hour road closure.
  - B. Vehicle into Structure: On Saturday at approximately 1015 AM, Safety responded to assist HRS and Rangers on a report of a vehicle into a structure. On arrival, Fire inspected the structure for integrity and verified that no persons were trapped in the two tents. It appears a Polaris Ranger was parked approximately 100' from the final stopping point and slightly uphill with the vehicle left in gear (not park). The vehicle then rolled down the hill unattended and impacted a shade structure surrounding several tents. The shade structure was moderately damaged. After all organizations completed their inspections and reports, the vehicle was removed and the tent structures partially repaired.
  - C. Vehicle on Berm: On Saturday night at approximately 2230 hrs, fire responded with Rangers to a report of a vehicle over the side. On arrival it was noted that a vehicle was high-centered on a berm overlooking Indian Flats. The vehicle was unstable, with 2 wheels (one front, one rear) off the ground. The vehicle owner approved us pulling her vehicle back onto the upper area. Minor damage to the vehicle passenger side undercarriage was noted.
3. Training: The Fire Suppression crew performed multiple drills each day to hone operational skills for pump operations, fire suppression, hose extension and hydrant testing of the fire skid purchased by SDCAP.

4. Fire Safety: In addition to performing brushing activities prior to the event, FAST inspected over 30 propane appliances and monitored over 60 fire performers
5. Harm Reduction: The Harm Reduction team helped 9 patients during the event.
6. Medical: There were 19 medical professionals and 16 medical volunteers ticketed this year. Medical had approximately 200 patient contacts with 10 requiring more detailed patient care & 1 transport.
7. Crisis Intervention Team: CIT handled 1 moderate incident involving an individual with suicidal ideations.

### **Opportunities for Improvement**

1. Rangers: Consider continuing to grow Ranger presence at the event, while minimizing Security presence. Consider alternative ticketing for Rangers and other dedicated volunteers working the majority of the event (i.e. free tickets for those working more than X shifts).
2. Heavy Equipment Operator: Consider ensuring Wolfpack always has a certified heavy equipment operator available during the event to assist with emergencies.
3. Emergency Services: Consider having bottled water to assist with rehab of Fire, Medical, Ranger and Wolfpack crews working during an emergency.
4. Hot Work Permits: Consider adding a “hot work” permit process with Fire Safety for those artists need to cut or weld metal.
5. Fuel Truck: Consider using contracted fueling truck to mitigate risk of future fuel spills and liability.
6. Integration: Consider further integration of Fire / Medical.
7. Volunteer Ticket Management: Consider monitoring the large number of volunteer tickets issued to Medical – not clear reason for large volunteer staff vs paid professional staff.
8. Water Tender: Consider having a 1500-gallon water tender on site to augment limited hydrants for fire suppression.
9. Radio Channel Management: Resolve common radio channel issues between Fire Suppression and Medical.