

Alchemy: The Georgia Burn



2012 Event Report

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I. Event Information

The sixth year of the Alchemy Event was held from September 27 to October 1, 2012 at Cherokee Farms, Lafayette, GA.

Attendance

For the first time, Alchemy instituted a cap on the total number of available tickets. The cap for Alchemy 2012 was set at 3,499 tickets, and all tickets sold out well in advance of the event. This represents an approximately 20% increase in tickets sold over the prior year, making this year the largest Alchemy to date. Actual through the gate attendance is estimated to be between 3,350 and 3,450 participants. An exact attendance count is not available due to a temporary challenge with the barcode scanner system at the Gate.

Off-site preparation for Alchemy is a year-round activity. On-site pre-event work for Alchemy began on Thursday, September 20, and completed on Wednesday, September 26. On-site clean-up occurred on October 2 & 3.

Goals

There were many goals for Alchemy 2012, including the three key goals below:

- Reduce the single point of failure issues of years past.
- Improve our emergency response and infrastructure so that it better supports our explosive population growth.
- Emphasize art and burner education.

II. Financials

Alchemy 2012 Event

Income Statement

Alchemy 2012 - Sept 27 - Oct 1, 2012 - Cherokee Farms, Lafayette, GA

Revenue	Budgeted	Actual
Ticket Sales	\$150,457.00	\$150,457.00
(Less scholarship tickets)	(\$559.00)	(\$559.00)
(Less ticketing fees)	(\$4,000.00)	(\$5,873.92)
Total Revenues	\$145,898.00	\$144,024.08

Expenses	Budgeted	Actual
Event Expenses (non-Team specific)		
Land Rental (incl additional fees)	\$15,000.00	\$10,600.00
Insurance	\$3,000.00	\$773.53
Security/Gate contractor	\$8,000.00	\$8,200.00

EMT Contractors	\$2,000.00	\$2,000.00
Schwag	\$4,000.00	\$4,921.70
Golf Cart Rental	\$5,000.00	\$5,781.50
Portable Potties	\$10,000.00	\$8,900.00
Radios	\$1,160.00	\$1,450.00
Org Administrative Expenses	\$800.00	\$375.23
Main Sign	\$200.00	\$120.00
Durable Signage	\$3,000.00	\$654.25
Truck Rental	\$1,500.00	\$1,200.33
Pageant	\$3,000.00	\$4,608.29
Operations (incl Gate equipment)	\$2,000.00	\$2,069.04
Taxes (estimated)	\$5,000.00	\$5,000.00

Team Expenses

Art Team (incl. \$10k fund matching)	\$10,180.67	\$10,000.00
Center Camp	\$1,394.00	\$1,228.56
Conclave	\$206.00	\$57.30
Connexus	\$708.16	\$727.77
DMV	\$1,520.00	\$943.64
Effigy	\$10,706.29	\$14,845.10
Effigy Sound and Light	\$1,184.50	\$1,025.00
EMS	\$102.60	\$111.12
Fire Safety	\$917.40	\$702.99
First Aid	\$754.87	\$287.59
Greeters	\$1,036.82	\$643.01
Lamplighters	\$1,651.00	\$590.39
Leave No Trace	\$84.08	\$6.97
Placement	\$1,110.46	\$383.14
Public Works	\$4,021.04	\$3,819.79
Rangers	\$2,622.07	\$1,188.10
Temple	\$1,054.81	\$1,082.41
Volunteers	\$63.75	\$0.00

Total Expenses	\$102,978.52	\$94,296.75
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Summary	Budgeted	Actual
Total Revenue	\$145,898.00	\$144,024.08
Total Expenses	\$102,978.52	\$94,296.75
Net Income to Alchemy LLC	\$42,919.48	\$49,727.33

Overall the Alchemy 2012 Event came in under budget by:	\$6,807.85
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III. Innovations and Improvements for 2012

a. Event Lead Team Model

In years past, Alchemy has had a single individual serve as the Event Lead, which had become a challenge in terms of workload and availability throughout the event. In an effort to both spread the workload and reduce potential single points of failure, both Alchemy and its sister burn Euphoria moved to an Event Lead Team model. This provides not only better availability and ability to complete Event Lead tasks, but also allows for training and grooming of additional Event Leads for future events.

The Event Lead Team (ELT) for Alchemy 2012 was chosen by the Alchemy, LLC Board of Directors (Board). Although the Board had hoped to have four or five members for the Alchemy 2012 ELT, the pool of candidates who applied to be on this ELT was limited. The original ELT for the Alchemy 2012 event was chosen to be Troy Cobb, Tunna Kerosene, and Becky Katz.

In March, Troy Cobb resigned from both the Alchemy Board, as well as the Alchemy 2012 ELT. At that time, the Board chose Rebecca Rea, Age Ginsburg and Jessica Seales to be added to the Alchemy ELT. In August, Becky Katz stepped down from the ELT, so the final ELT was Tunna Kerosene, Age Ginsburg, Jessica Seales and Rebecca Rea.

b. Co-Leads for All Teams

Similarly to the ELT model, the Alchemy ELT strove to find more than one Team Lead for each volunteer team at Alchemy. Although a few teams were led by a single individual, the vast majority of the teams at Alchemy had at least two Co-Leads. This again served to reduce workload on any one person, allowed for training of new participants, and eliminated single point of failure issues.

c. Prepared Emergency Response

A great deal of emphasis was placed on emergency response preparedness in 2012. The efforts to improve response preparedness and document processes began with Euphoria and continued to improve and expand for Alchemy. For 2012, all Alchemy, LLC events moved to a unified set of standard operating procedures (SOP) for emergency response.

In addition to updating and improving procedures, Alchemy moved to a 24-hour Fire Safety team, began fully utilizing a “khaki” system for all emergency services teams (First Aid, Fire Safety, Rangers, Security), and created an EMS lead position. Utilizing a central dispatcher (“khaki”) for all emergency response became a key component of all of our standard operating procedures and streamlined all of our response.

The EMS lead position was extremely valuable. Our EMS Lead for 2012 was Ranger Mel who also acted as our primary point of contact with local law enforcement (LEO). She worked with LEO throughout the event to handle any issues they brought to us in an

effort to be peaceful neighbors with the local Lafayette community. She also acted as the primary point of contact for any kind of emergency response and as a coordinator for all the emergency response teams.

While there is always room for improvement, Alchemy's EMS teams performed exceptionally well in 2012. The updated and enhanced procedures streamlined the emergency response process, and the teams were able to follow those procedures to effectively and efficiently handle all situations. A primary focus for next year will be to increase volunteer rates for those teams and to continue training those volunteers.

d. Team Lead Meetings Pre-event

In the early years of Alchemy ('07, '08), the Event Lead held in person Team Lead meetings several times before the events. In the years that followed, those Team Lead meetings stopped being held. For Alchemy 2012, the ELT brought back in person Team Lead meetings and added a virtual meeting capability. These meetings provided all Team Leads an opportunity to talk with the Event Leads about their questions, concerns and ideas. More importantly, the meetings gave the Team Leads an opportunity to get to know their fellow leads and to work with them in person. This not only built good working relationships before the event began, but it also allowed each team to gain insights into the activities of all other teams prior to the event.

e. Budgeting and Materials Procurement

Although budgeting and procurement are not new processes for Alchemy, the ELT made a number of improvements that streamlined the process. The ELT created a standard format for budget submissions and provided historical data for prior team budgets, and, in turn, all Team Leads were able to submit their budgets before the deadline (a first for Alchemy). In addition, by having budgets submitted and approved early, and with an ELT member dedicated to doing all purchasing, Alchemy was able to avoid wasteful spending on rush orders and last minute purchases that have plagued it in years past.

f. Gate

The Gate system was improved significantly this year. Instead of having participants park and walk to a check in area, we set up four lanes and had people stay in their cars. One Gate staff member stayed at the head of each lane and checked in an entire carload at a time sending them on to the Greeters station expeditiously. This streamlined check in significantly, and despite having more participants through the gate than ever before, gate delays were at an all-time low overall.

Another improvement for the Gate process this year was a change in our barcode scanning system. The scanners we had used previously relied on outside internet access to reach our ticket vendor and confirm scanned tickets. The internet access was spotty at best and would often fail, causing check in to fail. This year we switched to an entirely local network with no outside internet access required. We rented scanners from a

company that loaded all our barcodes into a local system, ready to use out of the box. This system worked very well, and we recommend using this system again in the future.

Finally, we did not allow people to hang out at the Gate this year. In years past, this became a security concern and a sneak in point, so taking this option away helped solve some of those problems.

g. Security

As with last year, we contracted a full security team to watch the perimeter of our event and to handle issues that needed to be escalated. The contracted security team we used this year was FLOW, and they did an awesome job. The team utilized ATVs to make perimeter checks around the entire outlying perimeter of the property and kept eyes on the typical break in points.

The security team also acted as one additional step between our Ranger team and the outside police when there were issues with participants.

IV. Incidents

There were several medical incidents that occurred at Alchemy 2012. The incidents are described in brief below. Alchemy, LLC will not issue more in depth details about these incidents at this time as we wish to respect the privacy of those involved. Fortunately, all participants involved have been treated, released from the hospital, and are expected to make a full recovery.

Friday night, Effigy Hill: Poi spinner accidentally ignited her fuel can, and the can was subsequently knocked over, spraying two individuals with lit fuel. One person was transported offsite for treatment of burns and has since been released from the hospital.

Friday night, incident in the Roswell neighborhood: A participant came in contact with fuel. The fuel became ignited in some way that is unclear to Alchemy. The individual was transported offsite for treatment of burns.

Saturday night, fire art: Five people were injured during the discharge of a personal flame effects unit in a camp in the Deep End neighborhood. Three participants were transported off site at the time of the incident for treatment of burns. A fourth person left the next day at the suggestion of Alchemy paramedics for treatment of burns.

Saturday night, fire sculpture: During the ignition of a wood burning fire sculpture, one participant was burned, and another suffered a laceration. Both participants were treated on site.

In all incidents, Alchemy's EMS teams responded in accordance with Alchemy's Standard Operating Procedures for emergency response and incident management.

V. Event Lead Team (ELT)

Event Leads: Tunna Kerosene, Jessica Seales, Rebecca Rea, Age Ginsburg

Volunteers:

The ELT for 2012 did not have the traditional team structure that other teams use. Instead of having a couple of Co-Leads and volunteers, the ELT was structured where all members were equal. This created some challenges as noted in the issues section of our team write-up, but also served to give every ELT member an equal say in decisions and actions.

Pre-Event Organization:

Team Lead Selection

An important function of the ELT is to select the Team Leads for all other Alchemy event teams. Team Lead selection went well this year as the ELT was able to find Co-Leads for nearly every team. One area that the ELT feels it could improve in is the timing of Team Lead selections. We waited until after Euphoria this year to select leads in part due to the late start of the ELT and in part because we didn't have applicants for all teams prior. As a result, the time line for each team to submit budget requests, organize, and plan, was shorter than ideal. Despite the tight time frames all of the Team Leads did some amazing work this year, and we greatly appreciate the hard work all of our Team Leads put into this event.

Contracts and Vendors

Another important function of the ELT is to arrange for the various contract services and vendor negotiations for the event. This was an area that struggled in 2012, and those items are noted in the issues section. In the end all services were procured and successful. A list of the services for reference is below and may not be all-inclusive of future year needs:

- Portable Potties
- Radios (handled by APW in 2012)
- Golf Carts
- Fuel Delivery / Procurement
- Wood Delivery
- Gate Staff
- Security Team
- Land
- Insurance
- Heavy Equipment
- Shwag

Survival Guide

This year the survival guide was written by the ELT, although, this could be done by others in the future. Rebecca took lead on writing the survival guide, which was designed as a “Choose Your Own Adventure” book to match this year’s theme. It was exceptionally well received by the community as a whole. Making it interactive and entertaining, in addition to publishing it earlier this year than in years past, both contributed to a significantly higher percentage of the community reading the full guide and being aware of new policies and information.

Budgeting

Budgeting went fairly smoothly in 2012. For the first time, all teams completed and submitted their budget requests on time, a testament to the dedication of our Team Leads. We also instituted standard formatting for budget requests building on the work done by the Euphoria 2012 ELT. We are happy to report that overall Alchemy 2012 came in under budget providing even more funds to the Alchemy, LLC organization than originally committed.

Procurement

Procurement this year was centralized to the ELT wherever possible, and all procurement was handled primarily by one ELT member (Rebecca). Throughout the procurement process she kept an up to date set of tracking spreadsheets, showing details on all items ordered, received, and outstanding for each of the teams, available online for all Team Leads and Event Leads to review. Procurement went very well this year, and the ELT was able to avoid unnecessary expenditures for rush shipping or higher priced versions of items. The significant diligence used in the procurement process this year is the primary reason Alchemy was able to come in under budget.

Ticketing Issues

The ELT does the lion’s share of the work in resolving ticketing issues for the community. Every year there are a large number of e-mails with various ticketing issues. The ELT created a mini-FAQ related to ticketing issues, which was both distributed in response to ticketing questions and also put into the survival guide, which helped to streamline resolution.

During the Event:

Event Leads serve several important functions throughout the event (and work weekend). As the name would imply the ELT guides the entire event, including everything from being the vision keepers of the event to handling emergencies and issues. The ELT organizes and leads daily Team Lead meetings, makes last minute purchases (APW also does this), deals with ticketing issues, and are basically the catch-all for anything that needs to get done. But above all other functions that the ELT serves on-site, the most critical is as the escalation point for any issues that individual teams cannot handle (or are outside of any team’s prevue) and as the decision makers and leadership in emergencies and incidents of all types.

Overall the ELT was able to handle all of its responsibilities during the event with great success. There are always a few areas of improvement, and those are noted in the Issues and Suggestions for the Future sections, but for the size and scope of Alchemy 2012 we feel we were highly successful.

Post Event:

Post event, the ELT has a number of responsibilities:

- Participate in Tear Down (not required but we feel one ELT should be last off-site)
- Ensure all vendors and contractors have been paid in full
- Reimburse any Team Leads for out of pocket expenses
- Close the books and create the Income Statement for the event
- Collect Team write-ups, aggregate them, and create the Event Report

Issues:

ELT Model

The biggest challenge the ELT experienced was actually before the event itself. While the ELT model is a drastic improvement over prior years, where a single event lead has struggled to accomplish all the necessary responsibilities, it also has room for significant improvement. The months preceding the event are extraordinarily busy for the ELT, and for an event the size of Alchemy this is doubly true. Because everyone on an ELT has different commitments in terms of work, travel plans, other interests, and other commitments demanding their time, not all ELT members can participate as fully or as often in the planning stages. This can lead to frustrations on all sides, as some ELT members take on more workload feeling they must, while others feel left out because they were not present or included when various decisions have to be made.

While there is no easy resolution to this issue, as everyone who volunteers to take on this monumental task will undoubtedly have other commitments, it all starts with being honest with yourself and understanding the viewpoints of others. Recognize that each member chooses their level of involvement, whether it's too much or not enough, and sit down and talk through the differences. Thoughts on improving the model are in the Suggestions for the Future section.

Sound

Sound continues to be the single biggest issue while on-site. The ELT and various Team Leads took many strides in this regard, including the Placement Team creating individual sound policies and guidance for each registered sound camp. However, even with that guidance and significantly better cooperation and understanding by all the sound camps, we still had issues. The ELT created a new SOP on-site for conducting burn-wide sound checks, which helped immensely as the local Law Enforcement could see the massive

efforts we were undertaking to comply. In the end though, Sound is still an issue that must be addressed by future ELTs as long as we utilize the same property.

Insurance

Insurance has become an issue for Alchemy. Unlike prior years, where insurance was an annual policy covering all events, the Alchemy ELT had to procure event specific insurance in 2012. This was accomplished but with some difficulty.

Tear Down

We again struggled with Tear Down, despite the efforts of APW and LNT to have a dedicated tear down team at the close of the event. The weather played a large part in the challenges as a storm moved in on the last day of the event and lasted several days. We need to have a backup plan for inclement weather, and/or we need to have a much larger team for tear down so the work can be done more quickly.

Vendors

Alchemy had some vendor-related issues this year that must be resolved. In particular, we came very close to not having any golf carts, and the heavy equipment needed for Effigy construction was also a challenge. The next ELT needs to be more diligent in checking and re-checking all of the vendor related work they do as we were lucky to be able to resolve these issues on-site and at the last minute.

Suggestions for the Future:

ELT model

The ELT model was a significant improvement, but as noted in the issues section still had some challenges. One way to improve the model and make it more successful is to treat the Event Lead Team just like any other Team and select two or three co-leads. The co-leads could then determine the size of the team and select their volunteers. This resolves the issue of having to get full consensus from the entire team if people are unavailable due to travel or other priorities without reducing the team size to a level where the workload on each team member is too much to handle.

Another suggestion is to have the Board of Directors establish some set criteria for the ELT as a whole (if all are equal), or for the ELT co-leads if that change is also implemented. Such factors as professional, communication, and leadership skills should be considered. The level of time commitment an individual can make is also critical. Additionally, while probably not an absolute, it may be wise to require any ELT member (or co-lead) to have previously been a successful Team Lead at another event.

One final suggestion for the ELT itself: This year we implemented a strategy to split up the other Teams such that one ELT member was the primary ELT working with a group of teams. This made it easier for many of the teams as they had one "go to" person. We did this fairly late in the planning stages, and the next ELT should consider doing it from the start.

Tear Down

As mentioned in the issues section, tear down was again an issue. A separate Tear Down team needs to be established, with their own Team Leads and two to three times the number of volunteers actually necessary. No-show rate is higher than normal, and factors outside of individual control may require expedited work.

Selection Process for Leads

Start this earlier both for ELT and for individual Team Leads.

Sound Issues

Make sure all involved teams know your SOPs for handling sound complaints and burn-wide sound checks. Likewise, make sure all the sound camps know and understand the process. We may need to consider capping the number of camps, or moving to a new location, in future years.

Thoughts on Individual Teams:

Rather than list out the ELT's thoughts on each of the teams in this section, we've added an "ELT Comments" section to each of the Team write-ups.

VI. Team Specific Reports

A. Art Team

Leads:

Fundraiser Leads: Trevor Register, Shannon "Chw" Joiner

Art Team Lead: Chelsea Darling

One of the goals for Alchemy 2012 was to increase the amount of art at the event. As we have for the past several years, we held our annual Art Fundraiser in Atlanta. The full event report for that event can be found here:

<http://alchemyfestival.com/financials/2012ArtFundraiserEventReport.pdf>

This year's Art Fundraiser raised a total of \$16,068 and helped fund the following 16 projects:

Partially funded:

Synapses

Fully funded:

Evereman Burns 4U

Off-road Wheelchair

DIRIGO
Bitches Without Borders
The Ten Shrines Project
Serenia Momenticus
Wooly Unicorn
Encender Cathexis
Back Burner Cafe
Circus Combustus
Vault 69
The Cube
Fire Garden
PowerBright 5000
Watch Our City Grow

Here's a breakdown of those funds:

Event: \$3,406
Online: \$2,662
Fund Matching from Alchemy, LLC: \$10,000

Overall, there was a massive increase in art at the event this year, but fundraiser funded and participant supported. We strive to have this as a goal for next year as well and to continue to support the local art community outside of the event itself.

It is worth noting that one thing we did differently this year is to move the event date by a week so it did not conflict with FLUX, which is a large art event in Atlanta. We did this at the request of some of the FLUX artists and other participants and have found that this was a positive decision.

ELT Notes on Art Team:

Art at Alchemy this year was a fantastic success! We had nearly double the funded art projects of any prior year. In addition, the Art Team worked heavily with Placement to ensure that all projects had a nice prominent spot to be enjoyed by all. The bulk of the Art Team's work is done prior to the event, and Chelsea and Robert delivered.

B. Center Camp

Leads:

Amber Ginsburg, Eric J Wilson

Volunteers:

Once again Patrick Murphy and Jill Mongato worked very hard to help us setup the circus tent. Jo Beth Mann helped with tear down and clean-up. For some reason Center Camp's volunteer schedule did not appear on the Alchemy sign up page. The Circus Tent Setup needs minimum 4 people; 6 or more is recommended. The Circus Tent Take Down

can easily be done by 2 people, and any more than 4 would be unnecessary. We'd recommend that all volunteers watch the setup video. It is long, but quite educational. Watching the important parts and scanning the rest, it should take no more than 20 minutes.

Pre-Event Organization:

Initial Planning was handled mostly through online interactions and a few face to face meetings. A Google Form was used to avoid chaos during Event Signup. As was with Euphoria, this led to no time disputes or scheduling conflicts. One week prior to the event all signups were contacted to help ensure they fulfilled their signup obligations.

Attendance/Signups did not increase as expected with the event size. The most likely reason is the increase of specialty theme camps providing the same service/spaces as Center Camp.

Additional shade structures were acquired to expand Center Camp's size but were not fully taken advantage of as expected as per the previous comment.

Pre-event repairs: The circus tent cone was repaired and reattached to the main support pole. The broken PA speaker was repaired prior to event opening.

Things that need to always be considered pre-event:

PA Equipment needs to be verified prior to the event

- (2) Speakers, two Live Wire Cables, and Stands
- Subwoofer and CL-11 Pwr Cord
- Mixer and Pwr Supply
- (2) RCA to XLR Cables
- RCA extension Cable
- RCA to 3.5mm Adapter

During Event:

Center Camp required little interaction during the event from the leads outside of ensuring the space was moderately clean, equipment was operating, and the coffee stayed brewing. Most of CC events were handled and ran via the burn's participants.

Issues:

Due to the size and selective entrance locations of the circus tent, it is recommended that future placement teams plan for not only Center Camp's perimeter but also where its center should be placed. There was some confusion as to the proximity of adjacent camp placement as well as us misplacing the center pole causing some headache for the placement team.

Additionally, both speaker stands are in poor condition. In the interest of safety these should be replaced.

ELT Notes on Center Camp:

Center Camp was again a highlight of many participants' experience. Amber and Eric outdid themselves as they continue to morph and grow Center Camp every event.

C. Conclave

The report below has been reformatted/rewritten by the ELT to fit the standard format for Team reports and contains updated information on the decision to cut conclave short.

Team lead: Tricia Woolbright

Volunteers:

Lazurus Z., Sarah M., and Patrick Spidey handled tool check.

Cameron G handled equipment.

Patrick M, Ely and Patrick S organized spinners on burn night.

In total, we had 68 spinners plus their safeties show up to our safety meeting, and 117 participants in the conclave itself. Due to safety issues with Effigy pyro (details below), only a very small number (approximately 6) were able to spin fire before the burn.

Pre-Conclave Organization:

Fire Safety, ELT, and Conclave met to discuss Conclave timing and performance. Due to the size of the Effigy the conclave spinners would have a 280 foot semi-circle around the front side of the effigy (15 feet deep) in which to spin. A strict 15 minute time limit was conveyed. The 15 minute requirement is due to the speed of evaporation of fuel on the Effigy once the Fuel team has cleared the structure.

The original plan was to have two rows of spinners, but due to the shallowness of the space they could work in, we had to limit to one row. Fire Safety, Conclave Lead, and ELT worked through the various signals that would be used to start and stop performance.

So then at 2pm we went to Effigy Hill and had a meeting with all performers. About 68 performers were present with safeties. We discussed the safety issues of the fire conclave specifically and discussed how to put out performers, the queue's, and how to proceed. Inner fire perimeter would be responsible for putting out the inner set, and outer perimeter would be responsible for putting out the outer circle of whoever is right in front of them.

We then handled tool check and check in. Lazurus Z., Sarah M. and Patrick Spidey were responsible for tool check. They also did a small teach in about tool repair and upkeep and helped several performers just tidy up old equipment. The goal of tool check was to insure that no tools would fly off, no loose chains etc.

We handed out white screen printed arm bands for all spinners and wooden pyrography tags for all participants to ID them for fueling station.

Cameron G. had been spending a lot of his time during all of this tracking down the materials list with APW leads, which was an issue. Further info in the Issues section.

During the Event:

The original planned start time for Conclave was 9:00 PM, but due to delays with Pyrotechnic setup, a one hour delay was announced. Spinners were asked to show up at 8:15, and as they arrived they were told of the delays.

Patrick Murphy and Spidey were very helpful in placing the fuel station, tracking down fuel, and tracking down all the materials needed for fuel station with Cameron and Sarah and APW.

Age was the ELT contact coordinating this portion of the Effigy pageant. The plan was to have a 5-minute warning for when fueling and pyro would be completed giving the Conclave team five minutes to fuel up the starting Lamplighter torch bearers and the first spinners. There were issues with the 5-minute warning as noted in the Issues section.

The Lamplighter torch bearers were lit and sent in first, also not without issues covered in the issues section. Following the Lamplighters, the first five spinners were sent out before Fire Conclave had to be cut short for a safety issue (again covered in issues). Only 5 spinners in total were able to perform.

Post Conclave:

Once the Effigy fell, we got the fuel station moved, set up the fuel station on the other side of the Temple, and explained to the performers that they were free to safely spin with a safety using the fuel for as long as they wanted.

I'm not sure if they got them or not. In the rush to get everyone out, we lost two small ground oil lamps used to light the performers.

Issues and Improvements:

In the original Conclave plan, there was supposed to be a 5 minute warning before spinners had to go out. This did not happen as planned, and Conclave was instead required to fuel as quickly and haphazardly as possible to get out there on time. In the future the 5 minute warning has to happen as it created a very dangerous situation to not do so.

The first members of Conclave to go out in 2012 were a group of Lamplighters with large torches. Due to the panic and rush without the 5 minute warning, the torches were fueled

but not spun off or squeezed, and then lit too close to the fuel dump. This did not result in an incident but could have.

There were approximately 117 people involved with Conclave, and only 5 got to perform. This was due to an issue with the pyrotechnics setup. The original pyro plan did not include any open flames on the effigy during conclave. The contracted pyro team added an additional effect which included what was supposed to be a small flame in specific corners of the effigy. This was approved by Fire Safety but did not function as promised or planned. As a result, the fire spread and presented a danger of igniting other effects prematurely, and the Fire Safety Team made the correct call to clear the Conclave spinners from inside the perimeter.

One of the main issues not related to pyro that the Conclave team experienced was with the inventory/equipment for the Conclave team. One of the Conclave volunteers (Cameron G) spent most of Saturday trying to track down equipment that had been requested long in advance and was only marginally successful. The things missing were: Fuel, Chemical Gloves, spin cans, fire blankets (which were later found) and the tool chest. (Robert loaned us his tool box as the one purchased was not found.) We were attempting to retrieve all of these items up until 8pm on burn night. This was a mess, and **I suggest doing it way earlier or possibly just giving all items to the conclave lead before Alchemy. I also believe since there was no reliable way to get all items OFF the hill after the conclave, that also needs to be addressed.** I think some items may have been left by accident so a procedure for returning items needs to be discussed too.

ELT Comments on Conclave Team:

Miz Trish and her team did an amazing job of organizing conclave, and it's a terrible shame that they had to be cut short right as they got started. As noted above, the brevity of Conclave was due to a pyrotechnics malfunction, and no fault of the Conclave team.

D. Connexus

Team co-leads:

Sunshine Davidson and Colin Reilly

Volunteers:

Connexus volunteers shift length worked very well with 4 hour shifts for leads, 2 hour shifts for table volunteers and 2 hour shifts during daylight hours for heralds.

Pre-event organization:

The typical goals for the Connexus Team are as follows:

- House and maintain volunteer schedules and sign up forms
- Maintain an updated site map, listing all neighborhoods and theme camps
- Maintain and share daily event calendar
- Lost & Found
- Answer event related questions

- Provide a general message board to help participants contact each other
- Assist DMV with preregistered vehicle tags
- Assist teams with gathering immediately needed volunteers

Additionally, the team leads created the following new goals for Connexus:

- 24 hour coverage
- Audio recording devices for uploading messages to AIR
- Tag & Release Program
- Found Log added to track turned in items
- Chill space with board games
- Clock
- Roving Heralds
- Printing of items needed by other teams, as necessary.

Some of the things the Connexus team did prior to the event included:

- Creating forms and training materials for Tag & Release and Lost & Found
- Collecting event listings via the web form to compile calendar of all events
- Set up Google Group for Connexus volunteers in the Volunteer Profile system, used for discussing Connexus planning.
- Gathered all the materials to set up chill space.

During the Event:

- Maintained and updated volunteer signup sheets for all teams
- Event list was updated daily to reflect current day's scheduled activities.
- Map was maintained throughout the event, so that it would be as up to date as possible at all times.

Things that went great:

- The Heralds were a big hit with participants, and the volunteers had a great time being heralds.
- The Found Log was great for helping track all of the items turned in, and saved a lot of time in returning items to their owners.
- Several comments from parents that participated in the Tag & Release program that they felt good knowing there was something in place in case of incidents or wandering family members.
- The chill space and board games were a HUGE hit with participants. Several people brought their own board games to play at Connexus, and relax in the shade while talking to new people who wandered in.
- As an added bonus, the participants hanging out in the chill space were very active in helping people answer questions and feel welcomed, even though they weren't official volunteers.
- In spite of initial reservations, the clock was well received. It was in an unobtrusive location and did not intrude on anyone choosing not to worry about time.

Improvement Suggestions for Next Year:

- We need to make sure to have all electronics on site, connected, and in fully functioning order by the end of work weekend. Once everything has been tested, lock it all up and leave at APW until Wednesday before gate opens.
- Dry erase sandwich boards for Heralds, in addition to megaphones. Both volunteers and participants who interacted with Heralds made this suggestion.
- Make sure that all printing is done and inserted into appropriate binders prior to arriving on site.
- Make Connexus training materials available for download on website, since training sessions really aren't necessary for our volunteers.
- Have fully documented step by step procedures for AIR recording devices and uploading messages to the playlist.
- Change the location of the message board and event calendar board to a more prominent location, so that it's easy for passersby to see. Many people said they didn't know there was an event list.
- Really need to ensure that the shade structure has a side wall on one side so that the info table and all electronics are shaded for 100% of the day.

Post-event:

Connexus breakdown was completed on Sunday. All supplies and equipment were boxed up and taken to the container by APW by early afternoon. Lost and Found was moved to the Ranger Station for the rest of the event so that it would not be left alone.

Incidents:

All of the Lost & Found was boxed up and prepared for transport on Monday morning. In the 2 hours between preparing Lost & Found for transport and coming back to load it up, several participants rummaged through the items and stole many of the valuables when the Rangers and First Aid volunteer shifts ended for the event.

ELT Notes on Connexus:

Connexus implemented several new programs this year, and we were pleased to see both the integration of AIR (Alchemy Information Radio) and technology in Connexus' processes. We hope this will continue to improve, with an intranet and other resources available to participants at Connexus.

We were also pleased with Sunshine's efforts on the "Tag and Release" system for registering children. Several parents reported that they found it helpful and reassuring. We think, with help from rangers, that this program can be expanded next year.

We feel that Sunshine's decision to implement heralds for 2012 was an excellent one and was highly successful.

We need a more streamlined process for handling lost and found in the future.

E. DMV

Team lead: Duff Duff

Editor's note: suggestions for future years are below in bold.

All in all, DMV went very well. I vastly underestimated the need for volunteers and the logistics of managing a team. I was supposed to have a co-lead, but he ended up not able to come to Alchemy, and I was blithely confident that I could handle it. I had believed that a satisficing solution would be sufficient in transition to a robust, established process. Perhaps this was true, but the importance of this aspect of event logistics merits a formal team with robust planning and infrastructure.

In future, we need at least two team leads and an informed shift lead for each shift. It is, in fact, two teams: Parking/Traffic Control and DMV. Because the former is almost entirely onsite work and the latter mostly preparatory work, because they are related in dealing with vehicles, and because the two can overlap quite comfortably by basing DMV sign-in at the parking lot, it makes sense to keep them consolidated. But for this report, I will discuss them separately.

Other proposed initiatives - golf cart decoration and night traffic management were effectively nixed. That was good, because I was busy enough with these two roles.

Pre-Event:

Mutant Vehicles Registration:

Since the enforcement of MV policy is somewhat new, we notified participants through The Alchemist, DMV page, Survival Guide and Facebook. This was not sufficient. **If we continue with formal registration we need to make sure EVERYONE reads and agrees to the policy long in advance.** I suggest a web page with an "agree" button as part of the ticket purchase process. Also, there was confusion about the terms "Mutant Vehicle" and "Art Car", which most people consider synonyms.

I organized about 20 active volunteers/leads to vote on approving vehicles to democratize and make anonymous the subjective process. With help from the web team, I added a registration form, compiled the results to spreadsheet, exported and formatted listings to a web page, wrote emails asking the review board to approve/deny/abstain vehicles, with leniency (a simple majority would determine outcome). I consolidated votes in another spreadsheet, calculating sums. I emailed approved drivers (almost all were approved) with more info about on-site sign-in and wrote the few unapproved ones with an offer to resubmit. I exported/formatted vehicle info as printable licenses (color-coded for standard, parked-only, daytime-only, and medical types), cut and put them into ID sleeves with lanyards. **The whole process was extremely tedious and needs to be organized into a system.**

Parking:

Materials used in the parking lot are listed below, with notes.

The Lot: The parking lot is roughly 1150' long and 300-400' wide (narrower at the far end). There are some fairly steep hills that some sedans may not want to park on. An island of trees at the middle near the north end divides the width in half. The path leading along the north side is wide enough for one car, but level grass on both sides allows for drivers to pass. The gate at the northwest corner is an uncompromising bottleneck for 2-way traffic, allowing only one car to pass through at a time, with visibility from both directions. I estimated capacity by comparing the percent of tickets scanned to the percent of lot space used, adjusting for cars in the event. This proved an effective gauge, though it was difficult to get updates without physically driving to gate. According to Tunna, 10-15% of invites typically remain unclaimed. This proved true in 2012. In the end, we had about 5 complete empty rows (shorter ones in the back) Ribbon: The orange tape/ribbon was suitable; It took about 1.25 rolls per line; we had a lot left over from what we bought. The ribbon can catch the wind, which stretches and pulls it to an arc instead of a straight line between posts. It's a real problem but can be avoided by twisting the ribbon into a helix as it's being strung. Stakes: The white stakes were extremely helpful. They are lightweight, and an average person could easily carry a bundle of ten of them and can drive them into the ground solo, with no equipment (except boots or sneakers) To prevent breakage, the shoe should be against the main post so all the force isn't applied at the edge of the plastic foot-piece. They are easily removed. A small twist will dislodge the metal spike end from the ground, and it can be easily pulled out. With asymmetrical tension, the stakes on the ends (with ribbon only in one direction) bent in. They still functioned well; I don't know if they're permanently bent. The clips were useful for holding the ribbon and very easy to attach signs. Only a few broke; they were hit by cars. Metal fenceposts would have been less visible and more damaging to the vehicles.

Signage:

I printed black & white no-parking signs. I should have used neon colored paper and a heavier stock. I put them in plastic sleeves (to avoid collecting rain and dew, opening should face down, sealed with a bit of tape) I attached them to stakes with tape, but would probably have done better using the stakes' clips. We made spray-painted exit signs on the spot. I also made signs saying "please park close together" and a few that say "Don't park here. Keep going" to help in case I didn't have any volunteers. These all worked quite well, but **it would be better to have official signs printed on coroplast beforehand.**

Volunteer gear:

I made hardy, inexpensive flags with dowels and orange linen-weight fabric. I wrapped the fabric around once and stapled it to the wood with a staple gun. These worked well, but are not very visible at night. The orange vests are highly visible and impart authority. The foam glow toys were very weakly constructed and prone to failure. **Using electric glow sticks at night is important for visibility, safety, and fun... but this particular product is unreliable and should be avoided. We should have extras of all gear on hand in case they get lost.**

Construction of the Parking Lot:

Build weekend:

On Saturday, I started setup without any volunteers. I placed stakes at 40-45' intervals along the east and west edges of the lot demarcating the rows. This should have been 50' intervals. Also, I should have placed the west-side line about 20' in from the edge of the lot leaving room for the main corridor. I ended up taking those stakes out. I strung ribbon for about 5 rows intending to mark a straight line for intermediate stakes. This didn't work as the ribbon stretched and blew in the wind. Regardless, we had to remove them all because the landowner had not yet baled the hay, and he requested that he be able to do so. Work resumed Sunday morning. I had six volunteers, which was an ideal number. One volunteer placed stakes at 30-40' intervals while one followed with the ribbon. Because of the tying and twisting needed, this was slower than stake-driving. The third volunteer stood at an end and guided the stake man to stay in a straight line, though this was only somewhat successful. **If there's an affordable tool to help with alignment, that might be better and save the labor.** I supervised and guided using the golf cart to place about 8 stakes and a roll or two of ribbon at the ends of the rows (two on the west side, two on the east, and so on). I distributed beers that Zeus brought. **Next time, this lead should have plenty of water and margaritas on hand.** We left the last 130-150' of the length of the lot undivided as an area for trucks and trailers to come, go, and park without difficulty or blocking. They filled up much of both north and south edges of the space, but the space could have been considerably narrower. 100' would suffice. The island of trees divided three parking aisles in half, resulting in three short aisles on each side. We provided access to the west-side aisles through a gap in the adjacent aisle. Care was taken in filling this unconventional space, and that adjacent row was ribboned shut once full to prevent anyone from parking in the access way. This setup process took 4-6 hours.

During Event:

On-site, Connexus handled MV licenses, but few of the registrants picked up their licenses. Still, the process pushed and legitimized the policing of undecorated vehicles, handled mostly by me and on-duty Rangers. As a result of that and the infamous dick-tarping of 2011, there were remarkably few undecorated cars left on-site. We allowed undecorated RVs and campers to park in the Pentagon. There were also a number of parked cars. I think it's a good idea to continue to have a designated place for undecorated sleeper vehicles but that these should still have to be registered. There were a number of shoddily decorated registered vehicles. **To prevent this in future, we should require either photos or scale drawings of each vehicle (top-, side- and frontal-views) and more detailed descriptions.** This process alone will reduce the number of vehicles to diligent artists and participants with genuine medical need. And the greater level of information will allow for a more informed, substantive review.

Suggested changes for future: Main HQ should be located at the Northeast corner of parking lot. This is the top-priority first station for parking lot volunteers, and a visible hub for volunteers and MV sign-in/inspection (especially if it's on the way in, like this

year). **We should plan an area for mutant vehicles to park temporarily for inspection and expect a few vehicles to require fire safety, APW or other teams to come inspect.** The parking volunteers there should welcome drivers, explain how to park (in the next non-empty aisle, as far down as possible, close as possible to the previous car) and flag them into the main corridor. Large trucks and trailers should be directed to park in the back area where they can park themselves along the edges. The second station is at the end of the nearest non-full parking aisle. This function could be filled with a big, clear, lit sign. A third station is inside that aisle, flagging people to the left and right, as close as possible to already-parked cars, progressing from the far end of the aisle back to the entrance. Then, the volunteer flagmen move the sign and hitchhike to the end of the next aisle. Movable lawn games are highly recommended. **I did not have schwag for volunteers, which is unacceptable considering that they gave hours of their time to fill a boring but very important role.** I will be ordering embroidered patches ("DMV / Alchemy 2102 / Without a Hitch") and sending them out by mail. This effort and the promise of making the post more fun seem greatly appreciated by the volunteers and a number have said they'll volunteer again next year.

At the Event:

Friday:

I used a plastic tub as a hub for parking volunteers with a sign and instructions. Printing those was a 2-hour mission because of technical difficulties with the printer. Also, **I realize now that volunteers deserve a warmer greeting and more attention than that.** Midday, I noticed people parking along the north edge of the parking lot. I added 'no parking' signs, about 30' apart, on both sides of the entry corridor and on the left of the main corridor. Nobody parked where the no-parking signs were. I did not add signs on the end of aisles, and some unsupervised drivers parked there and extended those rows. At no point was the way blocked, but signs added to the end of completed rows would be helpful. **I didn't schedule nearly enough volunteers.** I didn't have any shifts past 10 on Friday night during the absolute peak time when everyone parks after arriving. I thought that the clear, obvious layout of the parking lot would be a vast improvement. Still, **volunteer attendants are important.** With help from Connexus, we found enough volunteers to make it work. Some groups had enough people to socialize and have some fun. For others, it was dreary and lonesome. **In the future, it should be a high priority to make the shift enjoyable with diversions and company.** Early in the night, I had some concerns about running out of parking. Not that it was likely, but that we didn't have a backup plan, and a capacity shortage would likely present itself late Friday night, when it's dark and ELTs are more likely to be dealing with other problems. We invented a plan involving routing cars to the back of the Pentagon. **Ultimately we had plenty of space, but it's a good idea to have a plan in advance.** Drivers, though asked, did not park especially close to neighboring cars. It turns out we had plenty of capacity, so this didn't matter. **But having a volunteer flagging drivers into place would conserve a lot of space.**

Saturday:

I scheduled my day to serve as a shift lead and introduce volunteers to the job. Some didn't show up. I checked with the gate and new arrivals were just trickling in, so I didn't worry about it. We had one notable incident: A car that was parked by Smokey's was about to be towed when it appeared at gate, the driver planning to leave for her mother's birthday and return. She was apparently ignorant of the policy and disappointed. She claimed to be a friend of Smokey, and, in fact, she was.

Sunday:

As people were driving in from the parking lot and also leaving through the same one-lane path, the way became jammed up. In response, we **opened all event gates**, and I identified and signposted an alternate exit path. Not all vehicles complied, but it resolved the problem. I recommend planning this in advance and having coroplast signs printed.

Post Event:

I returned home on Sunday, and APW agreed to dismantle the parking lot. According to Max, it took four volunteers and a golf cart one hour to clear all the rows, trash the orange ribbon and separate the stakes into salvageable or not. 10-15% were broken or warped beyond use, and the rest were in good shape and stored for next event.

All in all, DMV/Traffic Control was a challenging job, but could be done a lot smoother and with more fun and creative flair now that we've worked out some of the basics. Maybe next year we can implement something to mitigate the night traffic problem that flows a busy stream of traffic through Friday night's festivity and revelry. Certainly, top priority should be to formalize the volunteers' setup in the lot and do all we can to make that a fun experience.

ELT Notes on DMV:

We implemented several new processes with the DMV this year, which led to this team being quite larger than initially expected. Parking alone was enough to take up the entire burn. We recommend that future ELT's consider splitting DMV and Parking into two separate team, and/or ensure multiple leads for each team. While the vision for each team is similar, the time commitment for both is too much for a single lead.

We need a more streamlined mutant vehicle registration process, written out well in advance next year, as well as policies clearly stated on the website well prior to the event.

That said, we cannot say enough great things about DMV! What an incredible job Duff Duff and his team did! We had never done anything to organize parking before, and we've had issues the last couple years as a result. Duff and team completely rocked it out, and despite this being the biggest event by far we had parking to spare. Just simply outstanding. In addition to grabbing parking by the horns, Duff built a formal and functional DMV approval and registration process for Alchemy. With limited volunteers and resources, this team really hit a home run and set the bar for future DMV teams. They laid the groundwork for even better things to come as the team grows.

F. Effigy Team

Team Lead: Cory Glenn

No report submitted, so here's a picture of the effigy instead, being approached by a Mutant Vehicle ☺



ELT Notes on Effigy Team:

Corey and his team are the bomb! This year's effigy dwarfed any other effigy we've ever had, and this team did incredible work under some less than ideal circumstances. The ELT unintentionally threw several curve balls at them that would have derailed most crews, but not this one. They found a way to work past every challenge, and build an amazing piece of art. They made adjustments to design on the fly, worked around equipment failures and absences, and finished their project before gates opened. Masterful, simply masterful. There did have a few challenges, particularly with budget and LNT. In part due to some of the curve balls, and in part because of the complexity, the effigy did go well over budget. In addition, there appears to have been some confusion around the effigy crew cleaning effigy hill and the burn scar. Both of those are issues we can work on in future years, and are a minor issue compared to everything this team accomplished.

G. EMS

Lead: Melissa Roberts

EMS in 2012 covered Fire Safety Team, First Aid, EMTs, Rangers, Paid Security team, hired police, and all LEO interactions as well as the Effigy Burn perimeter.

Pre-Event:

New for 2012

Fire team- held pre burn training and was to be 24/7

EMTs- this year we hired two EMTs in place of just one.

Rangers and First Aid hosted pre burn training.

Security- used our radio system, asked to camp on-site, was allowed to be participants on their off time.

SOPs

Service dog pre registering

Service Dogs:

This year we asked anyone with a service dog to pre-register, provide vet records and where they were to camp, so if the dog were to get away from them we would be better equipped to help both the dog and human. I was very pleased with how well this went and would like to see this continue.

During Event:

a. LEO interactions:

We received our first sound complaint on Thursday night. An officer came to us at around 12, and we reduced sound. Rebecca and I drove to a road on the ridge and coordinating with on-site personnel by phone systematically determined what camps needed to be turned down. He returned at 5 am at that time we agreed to turn the sound off for the remainder of the night.

Friday, our hired officer Kevin Denny was on site from 11pm- 5 am and helped us field sound issues. Again coordinating with on-site teams by phone we tweaked sound as needed from roads near the complainant's homes. Kevin also aided in finding locals as they were sneaking on and in driving some who were too impaired to drive home. To others, he just gave warnings.

Saturday, sound issues continued and we used the same method to turn down sound. Walker County PD was pleased by our efforts. Saturday around 5:00 AM Zack from our contract security team and I were helping a disoriented person. After an hour, we had Rangers assist us, and an hour after that we were able to get him to the EMTs. Right at the beginning of Temple burn the disoriented person's aggression became too much for our EMTs and Ranger Lead who had come to lend a hand. At that point, the choice was

made to call Walker County PD to have this person taken off site. He was arrested for drunk and disorderly and returned to the farm by PD when he was in a better state and after bail was posted.

In all, I am very glad we hired Offer Denny again this year. His help in keeping out kids and pleasing the neighbors was invaluable.

This year, we did not necessarily have significantly fewer issues with sound than we did in the past, however we were better prepared. Walker county PD was impressed by the work we put in with placement and how quickly we were able to locate and turn down the sound camps causing the issues. There are few changes I feel we could make other than getting all speakers off the ground and onto raisers. I feel most camps did an amazing job and were cooperative about turning sounds down.

b. Security:

As always I am impressed with our security team whose due diligence kept out over 80 people trying to sneak in. Many were sent home by calling their parents to pick them up. There are too many places for people to sneak onto the property which cannot be blockaded and an amazing job was done. This is the first year they were on the high powered radios with us and we all agreed it was far better than carrying two radios. They had more people working than before and really showed. I would be thrilled to have them back again. Our security team doesn't just get the principals of burns but are amazing burners in their off time. Because they get time to be on site as participants I feel they work even harder to protect the burn when they are working. I think having them camp on site and be in on their off time has been a wonderful choice for us.

c. Burn Perimeter:

With the help of an amazing fire team and wonderful Rangers, Perimeter had few flaws and was run by the SOPs. The following are the issues we did encounter.

We did not have enough Rangers to work perimeter. The back half was only watched by two members of APW and two Rangers.

During fueling of the Effigy someone with a lit cigarette was able to enter the Perimeter.

Paper lanterns were being set up by the crowd- there were blowing right at the effigy while it was fueled.

We had our first runner. He did not get very far in and was grabbed by a Ranger. He turned out to be a very intoxicated minor who snuck into the event. I rode with Officer Denny to return the kid to his home and we spoke to his father about what happened.

Conclave did not get to perform as planned, and we are sorry for that. Just as a note, I would like to see more from them in the planning stages so we could have known a week or more in advance the details of how they wished to proceed.

d. Rangers:

As always our Rangers were worked hard. They were given many challenges with so many people on site. I feel that we need to find a way to get more Rangers. I think I would like to see pre burn trainings and gatherings for all of EMS, but especially Rangers. I would also like to see Rangers running starting Wednesdays of burns now given that our early entry list is very large.

e. First Aid:

I am glad we have such dedicated people who ran our first aid. I feel that they did a good job during the burn and were a strong asset to our EMTs. I would have preferred to see first aid running as of Wednesday.

f. EMTs:

We have the best EMTs ever. We had 3 separate transport issues, I will not cover these incidents here as it is in other areas of this report. All aspects of our emergency response plans were followed to the letter with each emergency. I could not be more pleased with our response times and how each team worked seamlessly with each other.

g. Fire Safety Team:

Having our FST work 24/7 was very needed. I was very pleased by not just their work in emergency situations but also the fast reaction to small ground fires too. I think FST team can play a key part in fire education we would like to offer going forward.

h. SOPs:

I found our SOPs to be amazing helpful this year, and I would like to encourage all event leads and team leads to help us improve them as needed. This is not a practice we should forgo, and we must keep in mind they are living documents and must always evolve with us.

Post Event:

EMS lead:

I would like to see this position be split into two: one person to handle EMTs, Fire and

First Aid, and the corresponding SOPs, and the other to handle Rangers, Paid officers, Security, Gate and LEO interactions as well as the corresponding SOPs, perhaps even adding in Gate as its run by the same people as our Security team. This would work best if both people were cross-trained to know each other's work. And the team would both put together burn perimeter.

I spent a lot of time this year at the gate helping call moms for local kids, turning away people with pets, meeting emergency vehicles, answering ticketing questions and more. I feel that we did a very good job protecting the "burn bubble". I have worries that we have done such a good job of this that people forget sometimes that their actions have consequences even in this bubble we make. For that, I am eager to find a way to have first aid classes and fire safety classes available for burners at Decomp and in the off season. I want to encourage everyone to find ways and places to make more educational opportunities happen so as a community we can find a way to keep everyone safer.

ELT Notes on EMS and Rangers:

This year, one of our primary focuses was on getting our emergency response to a level that was appropriate for Alchemy's size. We did worlds better with this this year than we did in 2011. We went into this event feeling much better about where we were from an emergency services perspective.

There is always room for improvement. One of our struggles every single year is Rangers. We do not have the volunteer levels that other burns have with regard to our Ranger team. We also feel that we need to restructure Rangers and spend 2013 considering how we train Rangers and whether there needs to be some changes.

We had some struggles with hierarchy (for lack of a better word) this year in all of our emergency services teams. We need to work on figuring out who reports to who, when and when things should or shouldn't be escalated or kicked to other teams. For example, Fire Safety was a team we ramped up this year. Because it was a new team, Rangers had no idea when to call Fire Safety, so whenever there was a ground fire, Rangers called Fire Safety rather than handling it themselves. And this makes perfect sense, but ends up with us needing way more volunteers for Fire Safety than we expected, because they had to respond more often than we realized. A possible solution to this is to train at least one Ranger per shift to act as Fire Safety for that purpose, rather than have an entirely separate team that is 24 hours.

H. Fire Safety

Team co-leads: Patrick Flaherty and Tim Goeglein

The Fire Safety Team underwent several changes for Alchemy 2012, the largest of which was a shift to a 24 hour gate open to gate closed fire safety presence. Two new Co-Leads were chosen for this year's event. Patrick Flaherty, a 20 year veteran firefighter, and Tim Goeglein, a former firefighter and fire protection specialist were tasked with designing,

equipping and training a volunteer fire safety staff to provide fire safety for a 3500 attendee regional burn event.

Volunteers:

There were several obstacles to overcome with the Fire Safety Team this year, including making participants feel welcome to volunteer. Several participants stated they felt they were not welcome without training at past events. Tim and I made a point of getting the word out to anyone who was interested using email, word of mouth and Facebook. We received a good amount of interest from both experienced fire safety and new people alike. We were able to fill 85% of our volunteer shifts prior to the event. Once on site we did have a problem with no-shows to our volunteer shifts. Luckily we had several volunteers step up to fill the gaps. At the last minute my Co-Lead Tim had to skip the event due to a family emergency leaving me in charge. This did not present any obstacles to the operation of the team. Once on site another team's golf cart broke down so Fire Safety was reduced to one golf cart. This limited the ability of Fire Safety to patrol the entire event and could have hampered the ability of fire safety to react if a true fire emergency had occurred, but this was overcome by planning and coordinating with Rangers and First Aid.

Two pre-event training sessions were held and 2 sessions were held on-site training a total of 20 volunteers.

Pre-event:

The first step taken was meeting with APW to determine what equipment was available and what equipment was needed. It was quickly determined that Alchemy had very little in the way of necessary equipment to provide a mobile and effective fire safety presence. The only equipment that Alchemy had was a 10 foot pike, 3 Morgan rakes and half an exposure suit. A budget was submitted with the purpose of supplying enough equipment for two golf carts that would be used as roving fire safety patrols. The following equipment was approved and purchased by Alchemy.

- 1) Fire retardant coveralls-12 sets (various sizes)
- 2) Indian bag water extinguisher backpacks- 2
- 3) Fire Swatter grass fire tools-2

The following equipment was acquired and donated to the Alchemy event and then returned to the owners

- 1) 5 full sets of Fire Fighter Turnout gear (no boots)
- 2) 2 8' drywall hooks
- 3) 1 6' pike
- 4) 1 fire axe
- 5) 2 20lb ABC Dry chem fire extinguishers
- 6) 10 10lb ABC Dry Chem fire extinguishers
- 7) 1 Indian bag water extinguisher

The following Equipment was donated to the Alchemy event and was left with APW for future events.

- 1) 4 wild land Fire Helmets

The following Equipment was rented for fire safety for the event.

- 1) A 500 gallon water buffalo with pump and hose.
- 2) Two utility Golf Carts

During the Event:

During the event Fire Safety performed roving patrols of all camping areas to check for unattended fires, ground fires, burn barrels on the ground and fire safety issues. Fire safety volunteers were informed to make as much contact with event goers to build relationships and an understanding of what fire safety's purpose was. I remained on call for almost the entire event and covered any shifts that were not covered by volunteers.

Issues during the Event:

Fire Safety encountered the following fire related issues during the event.

- 12 ground fires in various locations. With the exception of a fire in the back pocket that was in a previously established burn pit all these fires were extinguished.
- 5 unattended fires that were all extinguished.
- 4 burn barrels on the ground ; these were stacked up on pieces of cinder block available on site.

Planned burns during the Event:

Friday Night Everyman Burn- During the burn on Friday night 3 members of Fire Safety were present at the along with 4 rangers for perimeter security. There were approximately 100 onlookers and the perimeter was set at 40 feet. There was a miscommunication as Fire Safety was never informed of this burn until after campers had set up too close for the burn to take place. Those event goers who were too close to the burn location were asked to voluntarily move their tents, and all agreed so that the burn could take place. The water buffalo was placed near the burn to provide fire suppression if needed. Fire Safety coordinated with Rangers and the burn crew of the art piece to provide a safe burn. No issues or injuries reported.

Saturday Night Effigy Burn- Fire Safety had 13 fire safety volunteers present for the Effigy burn which allowed us to keep 11 volunteers in the hot zone with 2 volunteers to keep in reserve to allow rehab of volunteers. We had one volunteer present to provide water and ice for the fire safety volunteers. There were two major issues with the Effigy burn. 1) During the fueling process of the Effigy the decorative pillars at the points of the star were fueled and 2) there was a problem with communication between conclave, fire safety, pyro, and fueling. This led to the decorative pillars catching fire early, which created a safety hazard to the conclave performers so conclave was cut short. The fire safety volunteers did a great job and the Effigy collapsed as predicted after consultation

with Pyro and the Effigy Build Team. Once there was no further danger of collapse the EMS lead was advised to drop the perimeter. The water buffalo was present to act as fire suppression if needed. No other issue or injuries were reported.

Sunday Morning Temple Burn- Fire Safety had one fire safety volunteer present for the Temple burn. The water buffalo was present to act as fire suppression if needed. No issues or Injuries reported.

Fire extinguishers were placed with First Aid, Rangers and the Effigy for local fire suppression.

Issues noted:

- 1) Better education for fire safety volunteers prior to the event.
- 2) Better scheduling of volunteers (over scheduling to cover no shows)
- 3) Better communication methods for Effigy burn
- 4) Setting up multiple pre event training session for event goers to address fueling and other fire safety issues.
- 5) The rented water buffalo was not really suited for fire suppression.
- 6) We need to require inspections of all accelerant powered art pieces
- 7) We need to enforce safeties for all fire spinners and set fueling locations for theme camps and public spaces.

In closing I thought that Fire Safety did an excellent job with what was essentially a new team.

I. First Aid

Co-leads:

Amy Willmore-Cochran, Lisa Dettmer Illenberg, Karrin Duncan

Notes about co-leads:

Much of the organization was done through email and Facebook messaging. Lisa and Amy were able to join in on team lead meetings thanks to them being broadcast online.

Volunteers:

Karrin had a lot of luck with filling shifts at Euphoria by reducing the regular volunteer shifts to 2 hours. We used this model again and had a lot of success.

We also utilized shift leads which insured that we had someone who could supervise the regular volunteers and who knew when to refer people to the paid EMTs.

We were able to fill all but 8 of our 125 shifts before the online sign ups closed.

Pre-event organization:

Alchemy 2012 First Aid Volunteers Facebook Group: We created a Facebook group specifically for Alchemy's First Aid volunteers. This kept us in contact with both new and old volunteers and gave them a chance to contribute to our planning.

We created Google docs so that our volunteers could suggest training topics for our on-site training, give suggestions as to what kind of supplies we would bring, and suggest ways to entertain volunteers.

Through the group we were able to get donations of games, face painting for volunteers, and the use of a fire pit and lights to decorate the golf cart.

a. New divider walls

Keith Prossick was able to build a large divider wall for the stage which created a more private area for burners utilizing our cots and had dragon heads on the corners! We also used the wall as something for volunteers to decorate. It ended up being covered with our "broken burner count" which was a tally of all the people who were helped by first aid.

b. New First Aid Manual

This year we created a detailed manual which included our SOPs, all emergency services SOPs, our training outline, descriptions of poisonous spiders and snakes in Georgia, a guide of what to say and what not to say in regards to the over the counter medications we had on hand, and information on the local hospitals. The manual was a valuable tool for training volunteers who were not able to come to our trainings.

Decorating the golf cart and games for volunteers:

We dressed our golf cart as a ballerina complete with a tutu. A few volunteers were able to help with the decorating which they had a lot of fun doing. Shawman Warpcore loaned First Aid lights for the golf cart, so our cart was easily identifiable.

We had volunteers donate lots of games to First Aid. We also received coloring books and crayons in our budget. This kept the volunteers really entertained and became another perk to volunteering with First Aid. There's already talk of big Cards Against Humanity games at first aid next year.

c. Working with Professionals

Patrick Flaherty was very helpful in making sure that our actions and procedures were done to minimize liability and maximize the benefit to the community. We also had Hogleg and Rambo who were our hired paramedics.

d. Pre-event materials procurement:

The inventory provided by APW was really helpful as we created our budget. We were able to get many of our supplies donated through Patrick Flaherty. During build week, Lisa and Karrin were able to organize all of the first aid supplies so that everything was

easy to find and we could keep extra supplies stored safely. This made inventory control and access a breeze for all the volunteers.

During the burn

Once again, Lori Rambo and Raymon “Hogleg” Sanders were amazing as our paid EMTs. They are invaluable and provide amazing care when needed. They were always ready to help and were amazing when we were faced with more serious incidents. They are great to work with and are fantastic burners.

The co-leads each took on 8 hour shifts, 7am-3pm, 3pm-11pm, 11pm-7am. This seemed to work pretty well, but we may want to think about changing those hours a bit as most incidents seem to happen between 10pm and 6am.

Incidents

The majority of the injuries we saw were small cuts, bug bites/ stings, and foot injuries (cuts from walking around barefoot, twisted ankles from stepping in holes, blisters).

More serious incidents are discussed in the Incidents section of this report.

Post Event:

Volunteer Followup: The team leads started discussions in the First Aid Facebook group to thank volunteers and ask for feedback on their experiences. An email is being drafted to thank all the volunteers and ask for their feedback on their time with first aid. In this email, volunteers will be encouraged to join the Facebook group and a mailing list to keep in touch throughout the year

Issues/changes for next year:

Community Education: It was clear during the burn that a lot of the community could use more education on basic first aid and fire safety. The leads have decided to work with fire safety and other members of the community to organize workshops throughout the year to help educate the community.

Additionally we need to resolve the issue of people hanging out on the stage after the event is over and First Aid closes. By Monday afternoon, Karrin was the only lead left on site. When the event was officially over and First Aid was packed up, she had to leave the stage to pack up her own camp. At that point several people were hanging out on the First Aid stage. Lost and found had moved to the stage and some of the items were taken by people who were not the actual owners. A lot of moop was also left on the stage by this crowd of people.

We need to make it very clear to all volunteers that a person who receives a potentially serious injury should not be moved until the EMTs have checked them out. This will be reflected in our SOPs.

Materials suggestions for the future:

Thanks to a suggestion from Hogleg, we would like to utilize a white board that lists which team lead is on duty, who the shift lead is, which volunteers are on shift, and the location of each EMT. This would cut down on confusion and streamline care when major incidents occur.

Two golf carts should be requested in the future. There are times when the EMTs need to respond to separate incidents and two golf carts would make that much easier. We also need more cots; we could only find one this year.

Approved shift leads should be tracked in a shareable Google doc and anyone who is a no show for a shift lead position will not be allowed to lead at the next burn. Shift leads will also not be allowed to work more than one shift in a row without approval from a team lead. This will also be noted in the Google doc.

More pre-burn trainings, utilizing online capabilities, as well as continued training on-site. Possibly a training/volunteer meetup before the burn to get volunteers more invested with the team.

We should definitely work harder before the event to encourage participants to bring their own first aid supplies and to educate them on what they'll need in said first aid kit. As the burn grows, our attendants become more diverse. We need to make sure that first aid is accessible to all attendants, so we should build a temporary ramp onto the stage as well as other ways to assist people with disabilities.

J. Greeters

Team Leads:

Sarah Griffith, Danielle Bovee, Christopher "Keeper" Smith, Raven Smith & Robert "Lucas of the Light" Sims

Team Structure:

Sarah and Dani made the Greeters schedule and helped formulate and implement cost effective ideas to run an activity game for 3499 burners. Lucas was in charge of what can best be described as "Greeters PR" which included formulating and sending out emails to volunteers to set expectations and give needed information. These emails were light hearted and fun and often left something to be engaged. Lucas also managed responses from these emails and pushed important information to the social media pages. Keeper Smith helped in formulating most of the budget which was very well laid out and easy to understand. Raven Smith was in charge of researching schwag and other budget items. Sarah handled the final budget revisions and oversight.

Volunteers:

Volunteer Scheduling and Structure:

The Shift Lead scheduling format seemed to work well at Euphoria so we expanded upon it for Alchemy. At any given time at least one Lead and one Shift Lead were scheduled;

having a Shift Lead enabled Leads to leave Greeters as necessary to run errands and solve problems. When the Volunteer Schedule was opened for signup Shift Leads were asked to email the team with info concerning their prior experience and knowledge of the Ten Principles. Applicants were vetted by the team and allotted time slots based on experience as well as availability: busy shifts were given to Shift Leads with the most experience. Most Shift Leads were trained prior to the event via Google Hangout sessions.

As we agreed to run Greeters nonstop from gate open at 9am Thursday to 4pm Saturday, we required 15 Shift Leads (3-4 hour shifts) and 172 Greeters (2 hour shifts). Our schedule was staggered with new greeters arriving every hour. At peak times we had 10 greeters scheduled. This tapered down to 6 and finally to just 1 or 2 for overnights. Theme camps were encouraged to volunteer at Greeters in groups, although the website is not currently setup to accommodate this option. Sarah worked with Patrick to formulate a quick solution for theme camp sign-ups. It would be very helpful to many teams for that option to be built into the system next year. Not only was the Greeters Volunteer Schedule completed on time, but also ALL volunteer shifts were spoken for one week prior to the event.

24/7 Greeters staffing: not recommended for next year. Between 2am and 8am we got about 25 cars Thursday night and 10 cars Friday night. Also, overnight, our normal volunteer show rate of about 90% dropped below 50%, meaning that the leads were often stuck there with little help for hours. We definitely had a few rockstar volunteers who stayed double their shift lengths to help out, but there's no need for anyone to be stuck there for so few cars. Given that we had so many no-shows for overnight volunteer shifts and little influx of participants during that time, it does not seem worth it to keep Greeters open overnight again.

If Greeters will be closed overnight, we would need to consider storage of equipment (karaoke machine, coffee maker, etc)

Pre-event:

At least one local Greeter's Lead (Dani, Sarah or Lucas) was present for each pre-burn Team Lead meeting. Multiple Greeters meetings were held through video conference (Google Hangout) where we were all able to discuss our ideas, make concrete decisions, and leave the meeting with something to work on. We made extensive use of the "greeters@alchemyfestival.com" address for email communication as well.

We held a Greeters Work Day at Sarah's house to cut, laminate, recut and punch holes in 3600 tags. More than half a dozen people showed up to help.

Issues:

The main issue Greeters faced was with the availability of items requested prior to the event. Some purchased items arrived missing parts or requested quantity, and some items requested to be constructed were not completed on time.

During the Event:

The Greeting Process:

The Greeting process went as follows: after leaving gate, cars were directed by a Greeters volunteer into one of four parking lanes leading up to the Greeters station. Participants were asked to leave their cars in groups of up to 20 at a time. After welcoming them home we jumped right into Ten Principles education. Special attention was given to virgins and those who expressed a lack of knowledge.

All burners were asked to select a Principle as their “theme” for the event by playing a game. We had three to choose from: “spin the wheel,” as on a game show; cornhole/beanbag toss; and Principles croquet, where wickets were marked with symbols of the Principles. Once participants had their Principle they were asked to describe what it meant to them and were given their schwag. Each participant was given a dog tag sized laminated tag representing one of the Principles with the Principle’s symbol on one side and the name of the Principle and one word on the back. Participants were encouraged to match up their words to others’ to make sentences much like the familiar “refrigerator magnet” word games. They seemed to respond well to this game, and we’ve heard great stories about the different sentences made. The tags were giving out with schwag.

There was a GOON station at the Greeters shade structure. Before sending burners off to go set up we asked if they knew where they were camping. If there was any doubt, the GOON On Duty stepped in and addressed any questions or concerns. The large vinyl map hung on the back wall of the shade structure was immensely useful.

The lanes to get in to Greeters worked out well, but we need to light them in the future.

We were honored to host the Radical Self-Expression Shrine for the Ten Shrines, an Alchemy Art Fundraiser Project and The Green Man Camp’s Totem of Principles.

Issues:

- We didn’t get our golf cart decorated and would like to next year.
- We should start opening Greeters on Wednesday because we have such a big influx of people on Wednesday for Theme Camp set up.
- We need to get our electronics set up earlier next year so GOONs can be prepared on Wednesday.
- We would like to get the schwag early in order to string it in advance.
- We need to light our lanes.

Post-event:

Greeters closed at 4pm on Saturday and the remaining schwag was taken up to the

gate. Sarah, Dani, Lucas & Keeper were all present for breakdown. By 6pm we had the shade structure down, parking lanes pulled, Playatech broken down, and everything ready to be put back in the container for storage. APW was given our equipment, and we declared Greeters closed with some mimosas. Okay, the mimosas might've been there the whole time.

Our last order of business was to bag the abandoned MOOP after our sweep, which LNT had agreed to pick up, and take the lost and found items to Connexus.

ELT Notes on Greeters:

Each year, greeters continues to improve, and continues to be led by excellent leads. This year was no different. The lane system greatly improved efficiency, and each year greeters strives to improve burner education upon entry. Greeters also continues to be a “go-to” place for volunteers to get involved with the burn, which is an excellent point-of-entry for participation!

We'd like to see the greeters recruit more theme camps for block volunteer shifts next year, encouraging volunteering among theme camps.

K. Internet Team

Co-leads: Patrick Murphy & Chris Hales

Pre-event:

This year we created a new website for Alchemy! We moved over from ModX to Drupal and created a new site layout, as well as a much needed rewrite of a lot of the content. Being on Drupal led to much easier development and upkeep. We also created a custom volunteer tracking system. The system has two parts: one for tracking interest well before the event, and the other for the team leads to manage and fill volunteer shifts during the event. Overall the system worked extremely well and had great reception from both the team leads and the community. It made a big difference in the number of volunteers this year by creating a central location for the community to sign up rather than a plethora of separate google documents.

During event:

Semi-new this year was our second attempt at running an intranet at the event itself. We took existing hardware that Alchemy had purchased last year for the same purpose and made a local version of the website that had maps, schedules of events, and all of the volunteer shifts available on it via WiFi.

The on-site intranet did not work as was expected mostly due to improper preparation on our part. It turned out that the wifi antennas to bring the signal to greeters were not

needed, and we'll be looking in to potential other uses for next year. We also plan on more widely advertising that the intranet is there next year so people know to expect it and hopefully use it more.

Post-event:

We have a bunch of new features and improvements to make for the volunteer system based on feedback from the team leads and community. We're also looking to more thoroughly integrate it into the website, and potentially even into the gate or greeters setup for next year.

We'll also soon be upgrading the site from Drupal 6 to Drupal 7 and doing another overhaul of the content. We hope to more thoroughly integrate ticket sales into the website so users will be able to access their ticket information quickly and easily.

L. Lamplighters

Team co-leads: James Flannery and Dustin Remillard

Pre-event:

A new Lamplighter banner was made though will likely be a one-time use item since it displays a date. There is also a small quantity of left over schwag specific to the past year is stored in the container.

Prior to the event the layout for the lamp posts was designed and decided upon. In response to the changing population densities of the event Alchemy 2012 saw a new Lamplighter route that led from the Deep End to the Main Field. This required a re-work of previous year layouts in order to maintain lighting to the further flung camping areas such as the Pentagon.

In keeping with lessons learned in prior years our longest route consisted of a maximum 48 lanterns; each route totaled lanterns in multiples of twelve. It is done this way because each carrier pole (and thus each carrier) carries twelve lanterns. Spacing of poles matched the successful model of previous years (Alternating pathway sides at 30 feet - 60 feet in total from each adjacent pole).

Volunteers:

We rocked a special procession each night with a full complement of volunteers every night that returned with smiles and stories about the experience they just had.

We received a very healthy amount of volunteers to perform our processions. As is typical it was more difficult to find volunteers for morning lantern collection and afternoon lantern cleaning. Prior to the event the online volunteer sign-up sheet was filled and all our shifts were occupied. However, during the event, we experienced quite a

different turn out. The large number of volunteers that failed to show for their reserved shifts coupled with the number of new volunteers that did arrive made the sign-up sheet completely useless.

Connexus and the Volunteer Coordinator have our gratitude for their frequent and indispensable help in drumming up volunteers for us.

During Event:

A total of 204 lamps (plus 4 along the west side of the pond) were lit each night during the main nights of the event. No lanterns were lit on Sunday night due to instruction by APW brought about by inclement weather. We experienced almost no breakage of lanterns which far exceeded our expectations of a 5-10% loss. Despite difficulties with obtaining regular kerosene supply we kept our total usage under 15 gallons (5 gallons less than last year). No injuries were incurred during any Lamplighter activity.

Post-event:

All lamplighter materials that were present at Alchemy 2012 have been stored in the container. A post event inventory has also been completed.

Improvements for next year:

It has been reported and demonstrated that the task of leading Lamplighters on-site during the procession is particularly taxing for one person to accomplish. An improvement that is already underway is that a coalition of several Lamplighter volunteers has been gathered and these volunteers are functioning in specialized roles under the team lead in support of the procession, and in improving the efficiency and safety of lighting the lanterns.

These improvements include:

- Plans for a fuel dispenser which will eliminate the use of turkey basters (which degrade and become useless after contact with kerosene), eliminate waste (spillage), reduce fueling time/effort, filter fuel, dispense a standardized amount of fuel (to aid consistent burn time and efficient fuel use), and do it all safely. Prototypes of components are currently under construction.

- Division of labor among competent and dependable specialists to support the procession and instruct new volunteers. All tasks still ultimately rest with the Team Lead to accomplish.

- New lamp pole design that will improve aesthetics and eliminate the need for the labor-intensive process of setting and reclaiming rebar. Prototype is under construction.

- Better cleaning equipment to facilitate ease cleaning lanterns.

-Establishment of Lamplighter village for those who wish to camp and participate with the Lamplighters.

-Expand operations to include a route that lights the road to the west of the pond since it is typically well traveled. The population density of people using that area has increased to a level that calls for lighting, especially since the tall and dense tree cover makes the route particularly dark at night. This will require additional materials necessary for all lamplighter routes, including lanterns, lamp poles, volunteer robes, carrier poles, and lifter poles.

-James Flannery (a.k.a. Pleasant James) would like to continue to serve as team lead in order to provide continuity/experience to the Lamplighter leadership and cement a coalition of several volunteers that have already pledged and taken steps toward enacting plans for improving the physical process and better relaying the ceremonial/symbolic nature of the Lamplighter function.

ELT Notes on Lamplighters:

A fantastic job by Dustin and James! Lamplighters had to make a significant number of adjustments this year to match Alchemy's size growth and layout, and despite being first time leads these guys did excellent work. We unfortunately did not get to spend as much time with them and Lamp Lighters as we would have liked, but the city was lit every night without fail or delay, and what more can you ask? These guys are already off and running with ideas for improvements for next year while the rest of us are still recovering.

M. Leave No Trace

Co-Leads: Sean Gaines, Katie Daniel, Jill Mongato

Volunteers:

Volunteer turnouts were generally low (30% Friday, 15% Saturday, 10% Sunday). Often the team leads on duty swept the majority of the property via golf cart which obviously is not ideal for seeing small things on the ground.

Our biggest challenge this year was volunteerism. The number of volunteers who showed up to their shifts was not as large as we'd planned.

There was some confusion about the difference between Sweeps and Patrols, so additional participants may have done a sweep on their own without checking in with the Team Leads first.

There was also confusion about where to meet for a sweep. The time/location was posted on the volunteer sign-up website, sent to volunteers in an email, and written on the whiteboard at Connexus.

I think it would be helpful to improve our relationship with theme camps. Encourage a

camp to sign up for a sweep together, or create an “adoption” program to have certain camps keep common areas (the effigy, the temple, Center Camp, showers, etc) clean.

Pre-Event:

Team LNT obviously doesn't have a whole lot to do pre-event. We did sweep the property to pick up trash left by previous events with a grand total of **16lbs.** of MOOP.

During Event:

The biggest change we made this year was implementing “Patrol” shifts in addition to the daily coordinated MOOP Sweeps. A Patrol is an unmonitored, self-directed shift, in which the participant goes about their happy burnery business but keeps an eye out for MOOP while they do it. Patrol shifts seemed to be popular; the slots filled up very quickly. However, there was some confusion about the difference between a “patrol” and a “sweep”; some people thought they had to sign in with a team lead before a patrol or didn't know they were supposed to sign in for a sweep.

We also made a few changes to the way we monitor and track the quantity of trash picked up including purchasing a scale to weigh trash bags, and our first MOOP Map.

Amazingly, despite Alchemy being significantly larger than last year, it seemed much less MOOPy! We also frequently saw participants walking around with trash bags and cleaning up after their neighbors. The education we all focused on this year really paid off.

Having three team leads was excellent. We scheduled two of us “on duty” per day, so each of us had at least one day off. Having two leads on duty at a time also allowed us to split up when necessary.

In general the cleanliness of the property was much improved from previous years. Usually common areas such as the effigy, Center Camp, and the showers were much worse off than individual camps/neighborhoods.

Post-Event:

The roll-off dumpster was located along the exit route, and despite the fact that it was covered many people piled their trash on top of or next to it anyway. Next year it would be preferred to create “Not for Alchemy Use” signs, relocate the roll-off, or change the exit route to not pass it.

The rainstorm that rolled in Sunday afternoon and continued through Monday made post-event cleanup much more difficult. It was virtually impossible to do a sweep in the rain. Also, the rain caused some participants to be less diligent than they normally would have, and things were left behind. Some camps did not get packed up until late Monday afternoon which made it difficult to tell what was someone's camp and what was junk

that had been left behind.

The original plan for the MOOP Map was scrapped, and we relied on notes taken by Jill & Katie to create a simplified map.

All told, other than a few hot spots, most of our participants did an excellent job and left the property better than they found it!

MOOP Totals by Day:

Friday: 15 lbs.

Saturday: 22 lbs.

Sunday: 81 lbs.

We did not weigh MOOP on Monday; there was too much of it, and the number would have been inaccurate because everything was wet.

Recommendations for Next Year

- Overestimate volunteer needs when creating a schedule, or think of ways to encourage participants to attend their shifts and improve accountability
- Improve communication with our volunteers, to prevent confusion about when/where to meet for sweeps
- Improve relationship with theme camps
- Change name of Patrol shifts, so it's more obvious that they are different from a Sweep
- Relocate roll-off dumpster, mark it clearly, or redirect exit route to avoid it
- Improve MOOP Map

ELT Notes on LNT:

LNT faces an important task, and this amazing team of volunteers needs significantly more help, resources and strategic planning than we have thus far allocated.

We continue to do LNT prior to the event, cleaning up any MOOP that was left from prior events held at Cherokee Farms. Additionally, this year was much better for MOOP (particularly in the porto-potties)!

However, greater volunteer and infrastructure support of LNT, as well as increased education, would greatly improve LNT's effectiveness. Additionally, a contingency plan should be in place for tear-down LNT and coordinated with APW and the ELT. Like tear-down as a whole, the weather made LNT post event nearly impossible, and more participants left items behind due to the storms.

N. Placement Team

Co-leads: Brad Tomlinson and Jacob R. Davis

This report summarizes how the 2012 Alchemy Placement Team operated and the results that we feel were achieved at the event. We believe the concept and implementation of theme camp placement for Alchemy was generally well received. Theme camps were mostly appreciative to have a guaranteed spot that they didn't have to race for when the site opened on Wednesday. Most people we talked to throughout the weekend thought it really made the site flow better than before as well, and these sentiments have been anecdotally echoed post-burn. Comments included that the site felt about as full as 2011, even though there were roughly 1000 more attendees. We increased density in spots like the Deep End and the Pentagon while alleviating some of the congestion and problems in spots like the Hollow. Complaints between neighboring camps (which are known to have been an issue in 2011) were practically non-existent in 2012. Finally, even though there were still sound complaints from off-site neighbors, they were considerably mitigated by a combination of proper placement and orientation of sound systems, and successful communication to sound camps that they had to comply with Rangers' requests on volume.

Volunteers:

The volunteer staff for the Placement team was absolutely fantastic this year. While we did not fill every last shift we requested, we had enough people to make the placement effort easy throughout the event. Our volunteer staff consisted of one or more people at the greeters' station at all times, with three stations (GOON stations) inside the event to help direct people to their camps' locations. GOON stations were set up in Ragnarok along the main road (Station 1), at the northern end of Deep End Station 2) and in the Hollow along the main entry road headed North (Station 3). Each GOON station was assigned a hand-held radio. GOON operation is more fully described in the GOON Standard Operating Procedures for this year, attached hereto as Exhibit "D".

During times when there were not enough volunteers for all stations, the team shut down one or two of the GOON stations inside the event to channel resources towards the greeters' station and GOON station 1 (immediately inside the event). GOONs operated from Noon on Wednesday until Friday morning at 9 a.m., when the remaining volunteers serving as GOONs assisted with take down of the GOON stations. Oddly, the earlier shifts during the event had better attendance by volunteers who had signed up, often (on Wednesday) having attendance by 80% or more of volunteers signed up. By Friday, however, many volunteers who had signed up were not showing up (possibly as low as 20% attendance by those signed up), and other impromptu or hold-over volunteers assisted. GOONs who had signed up in advance were notified multiple times by email with reminders prior to the event. The reason for the drop in attendance is not known.

Pre-event:

2012 Placement Team Concept:

The entire concept of a Placement Team for Alchemy was new this year (although some placement was done on a much smaller scale for Alchemy 1 and 2 in 2007 and 2008).

The team's goal was to create a mechanism for theme camps to register and request a designated spot on the site. Placement was only required for sound camps and camps over 1600 square feet in size, but highly recommended for any camp to secure a desirable location.

The Placement team created the master map of the site in consultation with a member of the Event Lead Team. The team leads also organized two sets of volunteers. First, was a volunteer staff for the event's pre-build weekend in order to accomplish the on-site tasks of laying out placement and setting up placement infrastructure. Second, a volunteer staff ("GOONs", or Greeters of our Neighborhoods) was recruited from attendees to help direct attendees to their theme camps once they arrived at the site, and to recommend open places on the property for attendees not associated with a particular camp. It was our goal to help with placement and sound issues on site during the event, but actual dispute resolution and sound level enforcement was the responsibility of the Rangers team.

Budget and Materials

The supplies the Placement team used to lay out the site (caution tape, stakes, yard staples) worked well for the purpose of marking. However, some yard staples were inserted too far into the ground during pre-build, making removal more difficult later. (Theme Camps were informed prior to the event that non-durable materials, such as signs, yard staples, marking tape, and the wooden stakes, were their responsibility to remove as MOOP – no LNT map is currently available to evaluate the success of this method this year).

The supplies used for the GOON stations and the greeters' station were also adequate for the first year team. However, in the future, it is advisable to provide lighting and power at the GOON stations, as some participants and volunteers noted that the stations may not have been sufficiently visible or apparent. Additionally, some minor issues arose with regard to the assigned handheld radios and maintaining track (although all radios signed up were returned to APW at the conclusion of GOONs operation on Friday). In the future, if power is available, it would be more advisable to use base station radios to minimize those issues. One further thing that could be improved is the printing of a large map for the Greeters' station that includes camp names rather than numbers. It would save a tremendous amount of time at the greeters' volunteer station to avoid deciphering the numbers on the printed map. Having other large maps printed for the GOON stations may also make things run more smoothly. The desire for named as opposed to numbered maps was voiced by numerous participants and volunteers. In the future it would also be ideal to have some swag to give to our volunteers like some of the other teams do (although this was not requested by the team leads in the proposed budget this year).

Scheduling and Milestone Dates

7/27: Theme Camp Registration Plan Developed

8/1: Theme Camp Registration went Live

8/13: Sound Camp Registration Closed

8/20: Theme Camp Registration Closed

9/11: Finalized Layout Plan Developed

9/22-9/23 (Build Weekend): Mark camp locations

9/26-9/28 (During Alchemy): Run station at greeters' and GOON stations, help people find their camps and camping spots

2012 Theme Camp Statistics

- 75 theme camps requested advance-placement
- 24 Sound Camps

At least six additional camps with late registration and placement requests

Registration

The Placement Team leads worked with the Web team to create an online form on the Alchemy website to allow theme camps to request pre-placement. Once their placement application was submitted, their camp descriptions were manually published to the Alchemy site after a review by one or both Team Leads. Small typographical errors were corrected by the Team Leads as time permitted. Substantive errors were referred back to the theme camp organizers for correction prior to publishing, which was made possible due to the work of the web-team in set-up of this process.

Theme camp registration was only required for sound camps (defined below) and other camps that wanted a certain amount of space or particular location. However, all theme camps were encouraged to register to ensure they got a spot on the property that allowed their free expression. An option was left available to register a camp for publication on the Alchemy website, but not to be pre-placed as well, although very few camps took that route.

To facilitate the placement process, the team designated 14 neighborhoods on site, of which 13 were available for participant use. Many of these already existed informally, but the Placement Team drew up formal boundaries of each neighborhood and formally associated names. The registration process requested that camps include their first, second, and third choice of neighborhoods. Sound camps were required to give a detailed description of their equipment (sound systems and generators) so the Placement team could estimate the sonic impact of each theme camp.

For deadline purposes, a two-stage registration deadline process was employed. Sound camps and camps required to register for placement for some other reason (such as size) were required to register their camps by no later than August 13, 2012. All other theme camps requesting pre-placement were required to register by no later than August 20, 2012. Because this was the first year of placement being done on this scale at Alchemy, the deadlines were not strictly enforced, although it was made known that after the registration deadline passed, the Placement Team would help place other camps for a time, but there was no guarantee on the amount or type of space that would be available at that point, and that later registered camps therefore were less likely to get their first choice spots. Ultimately, in early September, placement registration was completely closed down, although a few very-late registered sound camps were placed on-site during build week.

Placement Process – Prior to both the Event and Pre-Build Weekend

The Placement team initially received 75 placement applications. 24 of these applications indicated that they were sound camps (by our definition of >300W of power). An unknown number of camps showed up without registration. Six of these were posted on the Alchemy website before the event, and several got in touch directly with the Placement Team to work out placement prior to arriving onsite. It should also be noted that a great deal of time (over twenty-five hours) was spent corresponding directly with theme camp organizers to nail down their specific needs despite the thorough placement application. However, most of that time was due to theme-camps changing their infrastructure after registration had closed, or wishing to change their neighborhood requests.

Different areas of the Cherokee Farm property were designated for specific noise levels. (See neighborhood map attached as Exhibit “A”). Some neighborhoods were no-amplified-sound zones, daytime-only sound zones, or 24-hour sound zones. Neighborhoods were marked with signs along the major pathways. The original plan was to place 24 hour sound in the locations where it has been accomplished at past music events, and limited sound on the back side and low spots on the property. The Placement team drew up camp-specific guidelines which indicated the preferred sound system orientation. (Catalog of final maps for theme camp location attached as Exhibit “B”, sound guidelines published prior to event attached as Exhibit “C”). Exposed ridge tops were designated quiet zones, as well as the pentagon and lower fields for quiet camping. After the registration deadlines passed, an internally shared Google-documents spreadsheet was created by the Placement Team which listed each camp, its basic sound requirements, whether it was kid-friendly, size, the neighborhoods requested, and the tentative neighborhood assigned. This allowed the team-leads to coordinate with each other and a member of the Event-Lead Team and to make comments on potential theme camp placements. As a result, the need to spend time in face to face meetings was drastically reduced, and the Placement Team was able to have a tentative idea by consensus as to where each camp would go prior to commencing drawing up the map. The map was primarily drawn up by one member of the Placement Team using Google Earth, and drawn to scale, although late in the process a member of the ELT also worked on the map as well. The maps were published on the Alchemy web-site.

Most camps embraced the Placement process. It clearly guaranteed them a designated location and amount of space that was adequate for their camp. This also appears to have encouraged many camps to bring larger and more complex set-ups and art projects.

Certain neighborhoods had very high demand. For instance, several camps requested to be in the Ghetto, which is only big enough for a one or two camp. Bartertown and Vault 69 were selected for that location since they were the first to request it, and so they could be near the medical station. This left several camps upset with their initial placement, so the Placement team worked with them to try and identify spots that would work for them. Additionally, a large number of camps requested placements in the Back Pocket and Deep End. However, by asking the camps to choose 3 neighborhoods, it was possible to balance the event to some extent. This also may have caused camps to come up with contingency plans for different areas in the event that they could not get their first choice.

A major problem surfaced a prior to the event when the landowner changed his mind about allowing campers in the area behind his house (Boneyard neighborhood). Originally, it was understood that this area, which had been used in past years, was available to the event. However, 8 days before the event, the landowner informed the Alchemy ELT (which in turn informed the Placement Team) that this area would in fact be off-limits this year. This displaced three large, major theme camps (Circus Combustus, Ottoman Empire, and Aural Sex). Two of the three camps were very angry that the locations they had been working out plans for were no longer available, but all three eventually settled into their new locations and had fantastic camps. This move also required displacing other camps. In the future it is critical to find out where camps are/are not allowed on the property, and to nail that down in writing with the landowner.

Placement Process – Pre-Build Weekend

During Pre-build Weekend, Placement Team had one lead on-site, along with the supervising member of the Event Lead Team. Additionally, approximately 15 individuals came on-site during build weekend for the purpose of assisting Placement Team due to independent recruiting efforts by placement team (many of these individuals were also able to help with other build weekend tasks, benefitting the event as a whole). Furthermore, due to the judicious and efficient allocation of surplus labor available on-site by Alchemy Public Works, Placement Team's ranks received a considerable boost in personnel. At the lowest point on Saturday, Placement Team had 8 individuals (not counting the team lead on-site), and at the highest point, had 22 individuals assisting. Because over 90% of placement's build weekend tasks were completed on Saturday, Sunday staffing was reduced to 3-5 (depending upon time of day) in order to allocate available labor where it was needed elsewhere.

Saturday morning, following the joint-tasks with all other teams and individuals, Placement Team broke off from the main build weekend group with approximately 14 individuals to begin the task of laying down placement and completing necessary infrastructure for placement. The available personnel were divided into 3 sub-teams (each team responsible for 3-5 neighborhoods), and each given durable goods (sledge hammer, measuring tape, rubber mallet, etc.) as well as consumable items (yard staples, wooden stakes, signage, marker tape, etc.) along with pre-made folders for each neighborhood they were working in, containing the necessary information to accomplish placement layout of theme camp boundaries. Prior to sending the teams out, the team-lead present walked all volunteers through a sample placement by placing Pytaneum in the Hollow per the maps. At that point, each team was assigned a radio and sent to their various areas. The team-lead lead one team himself for part of the morning, but later on changed to a supervisory role over all three teams when staffing was increased to 15 during the morning. Later, in early afternoon, when staffing peaked, we were able to add a fourth team. Although some minor changes were later needed to correct an error one team committed in laying out the back pocket, all pre-registered theme camps that had requested placement were laid out on site by the end of Saturday. Thereafter, Sunday consisted of sign placement updates and review of the layout.

During event:

Off-site Problems (Sound Complaints)

Due to the number of sound camps that registered for placement (and a few that registered late or not at all), confining sound to the safe spots on the property was impossible. While the Placement team was not directly involved in dealing with noise complaints, the Event Lead Team reported dealing with the police due to sound complaints Thursday, Friday, and Saturday nights. Site testing with individual camps running was not feasible during the event. However, the Placement team has identified a few likely problem areas:

- **Effigy Hill:** Large sound system inside the effigy is in the location most likely to send sound offsite. It is highly recommended that in the future, amplified sound be extremely limited in power and hours of operation on top of Effigy Hill.
- **Camps in the Deep End:** While the Effigy hill should help block sound from the immediate neighbors to the East, placing large sound systems in the main field is risky for sending sound down the valley towards Lafayette.
- **The Hollow:** While the Hollow is an ideal location for larger sound installations, bass could still have contributed to offsite complaints.

Despite the potential problems, the Placement team worked with the Heralds to spread the message that sound camps must comply totally and immediately with Rangers' requests to turn down or off. We heard reports of a few instances on Thursday night where this was a small issue, but by Friday we heard that camps were complying with Rangers' requests, and waiting until the go-ahead to turn back up or on. This was a major problem identified with the 2011 event that operated much more smoothly this year.

On-site Problems

While on-site problems were generally covered in the Rangers' sphere of influence, the Placement team heard about and was able to resolve a few of them:

- **Dispute about a vehicle moving into a theme camp's space in the Back Pocket:** A vehicle not associated with Camp PHC moved into PHC's space on Wednesday prior to the camp's arrival. The vehicle owner refused to move the vehicle. Age (ELT) and Jacob (Placement) helped to fix the situation on-site. Clearer land markings at the back of the Back Pocket and clearer communication on the camp boundary policy may help to fix this type of problem in the future.
- **Campers in Purple Umbrella's spot:** Several individual campers moved into Purple Umbrella's space before they arrived. That was handled by GOONs under Jacob's direction on the radio and did not even require his presence (Trevor Register was the GOON for that area at the time, and was able to resolve the situation – otherwise Jacob would have gone himself). The campers removed themselves after discussion. The confusion apparently came because they had come up, somewhere, with the idea that orange tape meant the area was for individual camping. Placement traced what we think the source for that illogical

deduction was – some of the GoDs (GOONs on Duty – the GOONs assigned to the Greeters station) were specifically saying theme camps were marked off by yellow tape, instead of tape in general. As a result, some folks were making a leap of logic that orange meant free-for-all camping. We heard this from some other folks, but it was dispelled by the GOONs that were at the stations during peak hours after some quick instruction on the radio. This was actually an excellent example of how effective the GOON system we used was – it was able to disseminate information and eliminate a possible issue before it became widespread (which is what that type of top-down system is supposed to do when working).

- Lake Area: One of the placed camps felt they were farther down than they wanted to be and didn't really initially like the alternative spaces we offered – they wanted us to unilaterally change camps with another camp that had not yet arrived. Placement resolved it through some discussion, and we think they eventually agreed that where they wanted wouldn't work because it would have been right beside a large sound camp, which would have not been compatible with their camp due to sound levels and their desire to not be directly beside a sound camp.
- Sound on/near Silent Hill: A sound camp was placed at the bottom of Silent Hill due to the lack of more space available for sound camps. Placement heard anecdotal stories about arguments with neighboring camps in Ragnarok and on Silent Hill who thought it would indeed be silent. The call to place the camp at its eventual location was made with off-site noise as the primary consideration and on-site noise as a secondary consideration.
- There are anecdotal comments post-event from various participants that another camp was running some minor amplified sound on Silent Hill. Some participants have claimed that this camp (which was not a pre-registered camp) received approval from Rangers to run sound on Silent Hill. Other participants have stated that Rangers merely claimed to be aware of the situation, which appears to be the more likely explanation. Moreover, Placement, despite diligent efforts, has been unable to confirm a clear and consistent version of those events. Nevertheless, in the future, the policy regarding sound camp placement and amplified sound activities must be more clearly communicated to all teams – particularly Rangers. That is, only Placement, or a designated member of the Event Lead Team, and authorize amplified sound by a camp at the event that did not engage in the pre-registration and pre-placement process, and such issues should be brought to the attention of one of those individuals to avoid any confusion or inconsistency in the site layout. This will also reduce the possibility of one camp being informed that an area has no amplified sound, and a different camp later being authorized to run amplified sound in that location.

Post-event:

Lessons Learned / Suggestions for the 2013 Event

- Since much of the Placement team's work occurs prior to the event, it would be very nice to select the team leads earlier in the year. Both of the 2012 team leads applied in April/May for the team lead roles, and both expected to be able to start the placement process by May 30. All of the milestones contained in the volunteer proposals had to be rearranged since the team leads were not selected until mid-July. This put a strain on the team since everything had to be crammed into a much smaller amount of time, which is an especially busy time of the year when many people go to Burning Man. More importantly, this shortened process put more pressure on theme camps, and reduced the amount of time available to placement to work out potential sound issues with individual camps prior to the event.
- Verify with landowner the areas that are/are not available for the event. Check and recheck this information with him so there are no surprises, and it should also be obtained in writing prior to the commencement of the placement process (ideally in April before the event), and if possible, integrated into the site rental/lease agreement as a material term. The biggest problem for the Placement team this year was the discovery just over a week prior to the event that an entire area of the property was off-limits to all camping (not just theme camps). This was especially disconcerting since Placement had previously been informed that this area was in fact available, and that the landowner had approved the use of said area. This led to the displacement of many theme camps while the map was redrawn to accommodate the three camps that had to be moved out of the Boneyard neighborhood. Furthermore, some of the displaced theme camps reported that they had already purchased equipment which was specifically suited to the geographic characteristics of the specific area they were assigned. If this issue cannot be determined in writing in the future sufficiently prior to the event, then an additional disclaimer will need to be added to the tickets and on the website, clearly visible, indicating that no person or camp is guaranteed a specific spot or location on the site, regardless of any publication of placement maps or information prior to or at the event.
- Restrictions on the number or volume of sound camps will remain an ELT issue since only they know whether the sound issues at the 2012 event were bad enough to warrant restricting free expression in these ways at the event.
- The placement team has some ideas about speeding up communications to theme camps in the event of an off-site noise complaint. Since the GOON stations are visible from most sound camps, a radio signal could be sent from the front up to the stations, where a stoplight (red, yellow, green) light could indicate to camps whether there is an ongoing problem. If the stoplights could be made cheaply enough they could even be placed at each sound camp (on the DJ booth or stage) so the performer could react even more quickly. This is yet another reason why GOON Stations should have power.

- GOON Stations and the GOON team will need some modifications to improve efficiency and usefulness in future years. For instance, the GOON station visibility needs to be increased, potentially by lighting. GOON Stations 2 and 3 are close enough to electric drop on-site to run off event mains power. GOON Station 1 may require a generator, or a large AGM battery with inverter, or, alternatively, a very heavy duty run of a long single-piece extension cord from the Center Camp power drops. This will also allow GOON stations to run radio base stations and reduce the chance of lost radios. Furthermore, GOON stations will be capable, at a farther future date, of running electronic or digital maps (which can be more up to date and easier to view at night) at the stations.
- Furthermore, in regard to GOONs, it is recommended that between the hours of midnight and eight a.m., GOON stations 2 and 3 be closed, and GOON station 1 be assigned up to 4 or 5 volunteers. This should be adequate based on this year's entrance pattern, even assuming substantial growth next year.
- Also in regard to GOONs, one golf cart was insufficient during peak hours on Wednesday and Thursday. An additional cart was requested both prior to the event and on-site, but was unavailable.
- Sound Rangers: Placement team was not, and should not be responsible for enforcement of sound policies. It is axiomatic that those who make the rules are not the ones who enforce them. However, as a possible way to mitigate further sound complaints, Placement highly advises the creation of a small team of Sound Rangers (which could be run under the current Rangers) for use during the evenings of the event. This team (or sub-team) could pre-emptively enforce the sound guidelines for the event before an actual off-site sound complaint is heard. They can monitor sound within the event and at the property edges and work through sound camps by process of elimination if necessary before off-site law enforcement even arrives. Additionally, they can be used as a resource for immediate sound management in the event of interaction with off-site law enforcement. They will need to have full authority to control sound levels – including requiring a camp to completely discontinue use of sound (at least temporarily). While this team may not avoid all potential sound problems, such a team is probably essential in future years if there is any further growth of the event.

ELT Notes on Placement:

This was the first year since Alchemy's population exploded that we've done placement, and we think Jacob and Brad set the bar so high that future placement teams will struggle to meet it! Placement was nothing short of stunningly amazing. 81 Theme Camps in total (including late registrations), more big sound camps than ever before, and these guys made it all seem easy. The work they did ahead of time to get it all organized and perfect could have rivaled the city planners who built Washington DC. But as amazing as that was, the on-site work was even more impressive. The whole city was laid out in basically a day. Adjustments were made on the fly as Theme Camps needed them.

Disputes and issues were infrequent due to the great prep work, but on the rare occasion we had one it was resolved quickly and happily. For all of the challenges we had in 2011, these guys and their team made it like night and day.

O. Public Works

Co-Leads: Lee Watts, Robert Dukes, Max Crain

Pre-Event

Focus for pre-event was to continue what was started at Euphoria around planning, inventory and volunteerism.

Success- Budgets for each team were reviewed prior to sending in the final budget to the ELT. We were able to see anything that might have been left out, assist team leads in using existing inventory items (rather than purchasing new) and help the ELT make purchasing decisions around long-term infrastructure items (tables, shade structures).

Hurdle- Faster communication between the ELT and APW around how purchases made are put into inventory. Packing slips were only retrieved at the last team meeting prior to the event and that didn't leave much time to get the items entered into inventory, which is necessary to make team item lists prior to the event and would have sped up the Pre-Build weekend process. Suggestion would be to have the person doing the purchasing send the person handling the inventory the packing slips for each order as they are received and confirmed to be right.

Success - Pre-Build Planning. Volunteers were organized, task lists were created and APW communicated a lot with the other team leads to make sure that the whole scope of pre-build was understood.

Success - Volunteers were communicated with early and often. Lists were pulled from the website once a week and sent out a standard email with contact information for the Google group, the volunteer schedule on the website, the sign-up sheets for various other things (Skill set and contact list, camping sign up, pre-build schedule, tear down sign ups)

Hurdle - Inventory system. Managing an inventory housed in a container 3 hours from Atlanta makes it difficult to manage the physical inventory and not having a fully fleshed out inventory system makes it hard to manage the electronic inventory. Hopefully, we can find someone who has the coding skills and the free time to work on the electronic inventory and we can get an in-town storage solution for the physical inventory.

HUGE SUCCESS - Pre-Build weekend / week went amazingly well. There were some stumbles, but overall we had an awesome staff of volunteers from both the APW team and the rest of the teams. Team Leads were on-task, we kept people busy due to quality planning and having tasks reviewed every day. Compared to past pre-build weekends,

this was surely an example of learning from past mistakes and successes and putting them to use.

Hurdle - Getting inventory out to the teams from the container. This relates back to how the inventory is managed throughout the year. Having in-town storage for our material would help a lot in making this process usable. One of the larger issues was material that got put in other bins or that was no clear what it was ordered for. Also, letting teams go through their inventory at the last team lead meeting meant that things were put in the wrong boxes and once again we ended up with material that was misplaced or given to the wrong team resulting in some confusion on burn night.

Success - Everything was completed prior to gates opening. We were not scrambling around to finish build projects at the last moment and we kept a good, clean work site while the build was going on.

During the Event

Focus during the event was on inventory control and volunteerism.

Success - Volunteer assignment and scheduling. This was the first year that APW had a set volunteer schedule and prior to the event we had about 60% of our shifts filled.

Shift Lead - set in 6 hour shifts that split the APW work day 9am to 9pm. Shift Leads were tasked with being the Team Lead for their shift. Monitoring the radio calls, making decisions on who to send out and what to do when issues arose.

Squatter - 1 volunteer for each 3 hour shift. These volunteers were tasked with staying at the APW ghetto in case everyone else needed to go out and do things.

Fire Starter - 1 volunteer for each 3 hour shift. These volunteers were tasked with being the ones to go and take care of the major issues.

Runner - 2 volunteers for each 3 hour shift. These volunteers were tasked with running materials to the teams from the ghetto or the container. They were also the ones tasked with doing daily maintenance tasks - getting fire wood, filling and setting burn barrels, monitoring fuel in carts and generators.

Hurdle - Location. Per our team request, we used the kitchen for the APW ghetto this year, mostly based on the possibility that we would be using the same electric golf carts that were used at Euphoria and for charging the radios. It was not a great location because of how open the space is. We certainly needed the space for the motor pool and we needed the electric, but it was hard to keep people from walking through and there was concern about having that much open space at night when no one was around.

Success- Radio cabinet and tracking. We got a locking cabinet for the radios and it was a great way to keep them out of the elements and secured away from prying eyes. It also helped us keep control of the radios. Signing out the radios every time we did a switch was a great success. Volunteers were really great about being careful and made us aware of any issues or non-functional equipment. We did lose one radio, but it was not a volunteer, it was signed out to a paid contractor. At the time this report was produced, we did not have information on if we were going to be required to pay for this radio.

Success - TIMMYS!!!!!! HOLY CRAP APW HAS VOLUNTEERS!!! AND THEY WERE AWESOME. At one point we had 10 people in the ghetto, all of them were volunteers and all of them were working on something. We had a lot of no-shows but after years of not having any real volunteers, this year was AMAZING! Many thanks to Jaime Odenkirk, Katy Harris, Jesse Tilly, Elemental Timmy, Sparkle Timmy, Eric Wilson, Janiene West, Jill Mongato, Jessica Guthrie. We are surely going to forget someone, but if you were there at the ghetto, hanging out and helping us make shit happen - we love you. A lot. In a sort of creepy way.

Hurdle - Burn Night. This continues to be an issue for us. We did fine with getting it all done, but the ghetto becomes the center for all the projects and it gets crazy. There is an opportunity for improvement here in communication between teams heavily involved in Burn Night, in particular in receiving and reviewing all their necessary infrastructure prior to the start of Saturday, so we are not scrambling to locate missing items just hours before things are supposed to get started.

Success - Communication with teams about what their daily needs were (and how small those requests really were). Morning meetings were very helpful and people were great about getting the information we needed in a timely manner. Overall, we had little emergency purchases that were major, which is a VAST improvement over previous years.

Hurdle - Burn Barrels. We had several more this year than last, but they were hard to start and they were not kept up over the night. We also ended up with a cord and a half of extra fire wood.

Post-Event:

Tear Down

We had one success with tear down this year - Sunday. Sunday was great. We had the folks who volunteered for the team show up, we had other volunteers and we got everything we could do prior to the rain starting. It was an example of how tear down can go. We did have a plan going into tear down and a team of about 7-10 who had agreed to show up and help with tear down until it was done. We had all of those people on Sunday.

The rest of tear down was a nightmare resulting in the feeling of failure when we left. Hindsight being 20/20, when we looked at the weather on Sunday afternoon and saw the front moving in, the correct decision would have been to close down the event and get as many people as we could off site prior to the rain really getting started. We should have pulled as much of the infrastructure as we could and focused on getting it done prior to the front moving in.

By Monday, the site was flooded and much of our (the whole event) energy was spent trying to stay warm and get people off the site. As a result, little of the infrastructure was

taken down on Monday and was left until Tuesday, when the rain was supposed to stop. By the time Tuesday rolled around, the bulk of our volunteers had left due to the weather and those who were left on site were wet and exhausted. The result was materials that were left out, a HUGE amount of trash and camp stuff left on site and a poor handling of the overall material. We will pay a “fine” to the land owner to compensate him for the work that was left undone.

Many Many Many Many thanks to Sparkle Timmy and Sunnie. These two team members stuck it out all the way through tear down and we could not have done what was done without them. They were awesome.

a. Overall Suggestions:

Inventory and material management needs to move to Atlanta and there needs to be a better system of how purchases are handled in regard to getting them in inventory and to the teams.

Move the APW ghetto to somewhere off the main areas, using a generator to power the radios. (There is a great spot on top of the hill near Smokeys that would work)

Communication between APW and ELT needs to be clearer and better recorded to stem confusion and misunderstanding.

Continue to have awesome volunteers.

Tear Down needs to be a separate team, or, at least needs to be spread out on more than just APW. Suggestions would be at least a team of 50, if tear down continues to just be 2 full days.

Buy a pump for the 55 gallon fuel barrels. Lee ended up with a respiratory infection because she spent too much time huffing gas with an “Alabama” siphon.

ELT Notes on Public Works Team:

We have a lot of important and hardworking teams at Alchemy, but there is simply no harder working team than the Public Works team. It's impossible to give Robert, Lee, and Max enough credit for everything that they and their team does for these events.

They are essentially Event Leads without the title, except that they focus on our significant infrastructure and all the things that must be done, and leave the fluffy stuff to others. They are the central hub for equipment, radios, golf carts, projects, and supplies. They make sure all the other teams have what they need, our carts and generators keep running, our burn barrels keep burning, and countless other items we take for granted.

This team also gets a lot of the blame for anything that doesn't go right, probably on par with the ELT. Certainly some things didn't go perfectly, as we had issues with tear down and some inventory being difficult to locate as noted in their report, but overall this team does incredible and often thankless things.

That said, it is an unfortunate truth that Alchemy has outgrown its original vision of what Public Works should be. Reexamining how Public Works functions and what can be done to ease the burdens on this team must be a priority in 2013. We need to reimagine Public Works from the ground up and figure out exactly what it is that they are responsible for, and what they should not be expected to handle. We should document these

responsibilities, as there were a number of disconnects between Public Works and other teams this year that could be avoidable with clearly defined and documented roles.

We also have reached a point where an entirely new approach to inventory must be created. One of our participants has created an inventory management platform for Alchemy, and we need to begin using it. We also need to move a lot of our assets into town. Then we need to organize everything, reassess what we use and anything we should purge, and then seriously reconsider what purchases we make every year.

P. Rangers

Co-Leads: Mad Dog and Ranger Nugget

No report submitted by leads.

Q. Temple

Lead: Scruffy (Kent Barbosa)

In this report, I hope to walk you through the birth, life, and burn of the temple. Whether you are thinking about being the next temple lead, a burner that wants to learn more about the 2012 Alchemy temple, or someone who is thinking about going to their first burn, I hope you find this report useful, informative, and maybe even inspiring.

Volunteers:

Perhaps the most challenging part of being a team lead is managing volunteers. The web site tools made a huge difference, making it much easier to reach out to those that were interested in volunteering for the temple. But still, you have to download the list and send out emails to keep the volunteers informed so they know what and when can be done to help. My advice: one co-lead handle the design/build part and another co-lead handle the volunteer communications part. I found the google group and facebook groups to be somewhat complementary. I think you need both. Google groups make it much easier to send out emails and maintain a list of interested volunteers. However, I still found it necessary to create a Google docs spreadsheet with all the volunteers and what their interests were. I updated this spreadsheet from the alchemy website every week or two, but it's not a straightforward process. There was no shortage of volunteers to help with the temple, for which I thank the community.

Guides

Guides are meant to be the keepers of the temple, guiding conversation and helping visitors to understand the temple. Often when we find ourselves in a new place, we might not appreciate the meaning ascribed to that place by others in the community. Guides

help visitors understand that meaning so that they can fully benefit from the temple. This was by far the largest group of temple volunteers. It's difficult to staff something around the clock, but we fortunately were able to have a guide at the temple most of the time. I want to thank Andrea and Amul for helping out as guide co-leads. We'd love to hear feedback from the community about the temple guides and whether it's something that should be continued in the future.

Stewards

Stewards are the custodians of the physical aspects of the temple, much like guides are the custodians of the meaning of the temple. The stewards check on supplies (pens, incense, etc.) and the physical structure of the temple. My advice for future temple leads: create a checklist for the stewards and keep a weatherproof box in or near the temple so that stewards can take care of things.

Schwag

To me, volunteer schwag is something that can serve as a reminder to transport the holder back to the burn and remember.

Here again, a member of the community came forth with beautiful schwag that transports me back every time I hold it. Culex, a beautiful soul that I am happy to know, created a few medallions that were given to temple builders and co-leads.

As for me, I created schwag for all the volunteers by cutting equilateral triangles (alchemical symbol for fire) from the 1x6's used for the temple. I then made a brand of the Mayan symbol for fire and branded that symbol into each of the wooden triangles.

Pre-Event:

Temple Design:

The design for the temple came to me like most ideas, popping into my head with a merging of disparate thoughts: the ten principles, volcanoes, humanity, and Spinal Tap (the movie). A few people have asked me about what the parts of the design meant to me, so if you don't like reading about all that this-is-what-the-artist-was-thinking crap, you can skip to the next section.

The ten principles of burning man were central because I felt that, after attending my first Alchemy in 2011, many people attending for the first (or second or...) time haven't stopped to think about what the principles really mean to them and their community. I felt that perhaps a good way to encourage that reflection was to make them an integral part of a place that we already associate with serenity and reflection. The idea of a temple as a place to remember our losses is vital to rebirth, but that rebirth comes from changes within ourselves. We can't change the past, but we can grieve and move on, reassessing our own path in the context of our grief. I hope that the spirit of the ten principles can help in that rebirth.

Why eleven panels? Because we turned it up to eleven. Please watch Spinal Tap if you want to understand that one. But really, the eleventh panel, facing East, is for us. Each of us. The individuals that make up the community. To think that we can build a community

based on only ten principles is bullshit. There is so much more that happens; so many more unspoken principles that become part of a community. We need to keep that blank panel so that we understand that the ten principles really aren't enough. We are human. Be human and think. Think about what else you can do for your fellow humans. We're all on this rock together (for the near future, at least) so let's do what we can to form a global community. You can start with the ten principles, but it's the genius of human interaction that really forms the community of humanity.

The stump in the center. That stump is a section of a tree that fell one night during a storm, taking out a section of my fence. My first reaction in the morning was a little bit of despair and a bit more of anger. It was going to be a great deal of work to rebuild the fence and cut up the fallen tree. As I cut through the tree, stopping to resharpen my chainsaw several times, I began to see the rot that had taken the tree's life. It had been eaten from within. Too weak to stand, it had succumbed to the storm. This stump represented for me the sad state we are bringing to our earth. Eaten from the inside, one day to collapse and knock down the fences we've put around us. I wonder what we humans will do when that day comes.

The drapes. I'm horrid when it comes to colors. One eye actually sees a slight orange tint to everything while the other sees a slight blue tint (a type of color blindness). I knew there was someone in the community that could compensate for my weakness and make the temple interior into a pleasing space for serene thought. I am very grateful that Whiskeytits took on that task. I firmly believe that people do best when they're given free reign to do what they feel. I told her my general idea "some kind of drapey thing" and she did the rest. And she did a marvelous job, dying muslin in the various colors of Alchemy and then directing their hanging inside the temple.

The skylight. For months, I wasn't quite sure what should be in the skylight. Here I had a 7 foot diameter opening that needed to allow for a view of the sky but still provide some kind of enclosure to define the inner space of the temple. Again, the answer came not from me, but from the community. I asked the Knotley Crewe theme camp organizer if anyone from their camp might be interested in the project. Immediately, Duane stepped up and accepted the challenge. The beautiful rope skylight that resulted was entirely his work of art. His work again reassured me that we, as a community, can come together and create beautiful things.

Thanks. I want to thank everyone that was involved in the prebuild and build. There were many tweaks and many ideas added from many people that came together to create the final temple design. In the end, I just had a spark that was fueled by others to create something that touched me deeply. Then early one morning I had the honor of throwing a flare into our creation and burning it to the ground.

Materials

Making a budget ain't easy when you're building something you've never built before. I'm going to tell you the process I went through so that maybe it will help the next temple lead that comes along.

Since most anything you burn is going to be made of wood, I started with that. Given the basic trapezoidal panels that would lean together to form the temple, I went through all the possible wood products that could be used. Plywood has all kinds of adhesive crap in

it. Dimensional lumber (like at most hardware stores) is too smooth and industrial. So, I decided on rough-cut lumber. This is the wood before it gets planed down smooth, so a 2x4 is actually 2 inches by 4 inches instead of 1 ½ by 3 ½ inches. But it ain't easy finding rough-cut lumber. I contacted all the lumber mills and yards in a 50-mile radius and settled on Cline Lumber in Varnell, Georgia. The lumber I got was Southern Pine harvested from north Georgia, rough cut and then air-dried in large outdoor stacks of wood at their mill. You wouldn't want to use this to build a house, but it works quite well to build a barn or even a burnable sculpture.

As for the paint, I actually had quite a bit of fun researching nontoxic burnable paint. It turns out that milk paint, based on an old formula using, yes, milk works quite well. I found the links on the burning man eplaya bulletin boards. It comes as a powder that you mix with plain water to whatever consistency you want, from a dense paint to a translucent whitewash-type paint. It comes in a variety of colors and I highly encourage any burnable sculpture builder to consider using milk paint.

The rest of the budget was put together going through the little things that would be needed to keep the wood together - nails, rebar spikes for stability, etc. We used about half of the nails that I purchased, but then I used about a half box of my 3" nails since the 2" nails I'd put in the budget were too short for much of the big infrastructure 2x6's and 2x4's that were needed.

This brings to mention something that the next temple builder needs to remember: people will climb. I had originally thought that the slope would be too steep for people to climb. I was wrong. Fortunately, we had enough extra wood and I had some excellent building help. Together, we did some design modifications that would stand up to hippies climbing all over the temple.

In the end, the only thing left from the temple materials were rebar spikes and a few lengths of rope (Duane didn't need as much as I thought). Advice for next temple builder: I cut it way damned too close - overthink what you might need, they can always use it next year.

Pre-Event

The rule "build as much as possible off-site" is a good one. I built a prototype panel myself and then had three wonderful people come up one day to help me do the other ten. It's amazing how much a group of people working together can get done - and still have fun doing it. Thank you, Karrin, Alexis, and Mak!

That's all I have to say about that.

Build Saturday was one of the most rewarding and exhausting days I remember having in the recent past. After helping unload I-don't-know-how-many thousands of pounds of lumber for the effigy out of two large trucks, we humbly unloaded the panels and extra lumber for the temple. Fortunately, everything fit into my stock trailer (with little room to spare).

This is the point where you, my future temple lead, will be struck with awe at the beautiful people that have come out to help you see your spark of an idea come to life. There is literally no way I could have built the temple without those that came to help. Adam, Carly, little Schwag, Ash, Ashta, John, Jessica, Israel come to mind. It was such a whirlwind time - we finished the build in less than 6 hours - that I know there are others that I don't remember. In fact, I still don't remember but would love to know who did the drawing of the principles that were then painted with black milk paint. Someone please tell me if you know - he did a brilliant job.

To be sure the interior was as fresh as possible, we completed the interior work (drapery and skylight rope) on Wednesday. This was a good thing and I do recommend finishing the structure on build weekend (when heavy lifting help is available) and doing the finishing touches on "theme camp setup" day. I was a bit anxious about getting everything finished, but those were unfounded fears. Duane and Dawn handled the skylight and schwag while Whiskeytits sat upon a hay-bale throne and directed the draping of the interior (she was on crutches at this point).

In summary, the temple build was a communal effort of radical self-expression [notice the subtle introduction of burner principles into the sentence].

During Event

The temple is not a static sculpture. It is meant to be a communal sculpture where each of us attending the burn can leave something of ourselves. To this end, pens were left to allow visitors to leave their thoughts on the walls. I was a bit concerned that the rough-cut wood might make writing difficult, but this did not seem to be a problem. I'm going to share a few other random thoughts about the life of the temple as I saw it and as has been told to me. Your thoughts may vary.

What worked

The defined space allowed for reflective conversation.

Guides seemed to help maintain the serenity of the temple, especially important when visitors didn't fully understand the meaning of the temple.

What could work better

One of my most heart-breaking - no - my single most heart-breaking moment of Alchemy was when someone came to the temple and realized that several items she had left to be part of the temple's burn were gone. I was nearly paralyzed with grief when I saw her frantically searching and then not finding the items she had left. After she left, I myself did another search, to no avail. I assume that someone didn't realize the meaning of items left in the temple and took them as gifts. I did not anticipate something like this happening, but now I have some advice for the next temple lead: make some signs that explain the purpose and meaning of the temple to all the visitors. Make no assumptions, as I did.

Burn

Sunday morning at sunrise is the traditional Alchemy temple burn time. Before I conclude, let me speak to the next temple lead.

Future temple lead, Sunday morning can be a challenging time to find fuel. My suggestions to you:

- 1) Find a place to set aside at least 20 gallons of gasoline and/or kerosene the night before, along with any additional wood/cardboard that you can use to help the temple burn. It's a horribly sinking feeling to see the sun rising and not have a bunch of fuel already soaking into the wood.
- 2) Get to know your fire team. It wasn't until that morning that it really hit me how much the fire team gives to the burn. They are awesome, dedicated, people and each and every one of us burners need to tell each and every member of the fire team how much we appreciate them.
- 3) Dance a jig for APW. They are the unseen backend servers of Alchemy and can save your ass when you do things like bring a generator that's too small for your air compressor to the build. Shower them with love and appreciation because they are definitely worth it.

Conclusion

For me, the burning of the temple was the glorious fiery end to a spark that grew every time someone else from the community added their unique talents, ideas, hopes, sorrows, and dreams. It has been a privilege for me to get to know each of you, whether through our conversations or by the thoughts you left on the walls of the temple. We all contributed to an idea-turned-reality that has brought us closer to rebirth, both for ourselves and as a community of humanity.

ELT Notes on Temple Team:

Temple team went so well and everything happened so smoothly, you'd almost forget how much Scruffy and his team accomplished and the amazing Temple they built. This team was well organized, and had their act entirely together. This year's Temple was a beauty, and will be one that's remembered.

R. Volunteer Team

Co-leads: Rebecca Dacso and Seth Williams-Welch

Pre-Event:

This year we did a few things differently. Team leads were able to post their volunteer schedules directly on the website. Participants were able to sign up immediately and see what spaces needed to be filled. We also contacted theme camp leads directly for volunteers. We figured that there were a number of individuals not reading the facebook posts who might instead be more likely to read something from their theme camp lead. This was very successful and we watched almost 300 slots get filled overnight.

We succeeded in getting the volunteer roster almost entirely filled before the burn. The breakdowns were as follows:

Lamplighters 93%
Connexus 89%
Fire Safety 75%
Temple 97%
Placement Goons 80%
First Aid 94%
Greeters 100%
Rangers 77%
DMV 65%
APW 71%
LNT 98%

Overall volunteer coverage (pre-burn): 88%

We had tons of new volunteers, which was amazing. There was lots of new energy because of this. We also, for the first time, had a full shift of rangers on burn night. Everyone showed up and there was no need to try and pull people into filling slots.

Unfortunately one of the downsides to the online system was that individuals who had not yet purchased a ticket were able to sign up for volunteer shifts. Like everyone participating in the burn, volunteers must have a purchased ticket in order to get into the event. Some individuals that volunteered before purchasing a ticket were unable to get a ticket, so we had to scramble a little to fill unexpected open slots. An idea for next year would be that only after you purchased a ticket would you be able to volunteer for a shift. A few teams did not have enough volunteers, but this will be improved next year by adding more volunteer slots. With rangers we could have done a better job of figuring out the new rangers vs. the experienced rangers and paired them accordingly. On occasion we had entire shifts of only new rangers. This will be remedied through more communication next year.

We really worked hard this year to communicate the importance of volunteering before the actual event to participants. We kept in close contact with the other team leads to see who needed what the most. For teams that were really struggling to fill volunteer positions, we spammed the facebook pages and anywhere else we thought would get attention. We worked closely with Patrick on the website to learn exactly how it was to function.

Unfortunately the huge rain took many of our take down volunteers with it. Not as many could stay as were needed and the teams suffered for it.

ELT Notes on Volunteer Team:

Our volunteers team has improved greatly since being implemented 2 years ago. The implementation of the website and the volunteer signup system has led to a substantial

increase in participation before, during and after the event.

Now that we have a theme camp registration and placement process, we'd like to see the volunteer team increase recruitment of theme camps, as well as look for other ways to encourage participation during the event.



Thank you for taking the time to read the Alchemy 2012 Event Report, and thank you for making Alchemy an amazing experience for all!