

Transparency Report Midburn 2016



ויהי מידבר. ותהא עיר. מידברן 2016

This report and all data presented in it are intended exclusively for members of the Midburn community. It is absolutely forbidden to use or publish the report without the written consent of the Midburn Association.

Midburn 2016 was held between June 8th and 12th, 2016

The theme for Midburn 2016 was “Abracadabra”.

As part of the project, a temporary city was built in the desert approximately 3km west of Kibbutz Sde Boker. Midburn 2016 was made possible thanks to the intensive work by a Production Team of approximately 250 volunteers who worked before the event in addition to more than 1000 volunteers during the event.

The main purpose of this report, among others, is to ensure full transparency for the Midburn community and the event participants, as well as learning lessons towards the next event, lessons which will inspire the community to fulfill the Association's vision.

The report details the activity of the departments in the Production Team which worked on the design and execution of the event. In addition, the report details the workflows, the lessons and the conclusions and also includes statistical information that was gathered through communication with the participants.

Tremendous human efforts have been put into this report. The result is a product of work put in by the same volunteers who chose to dedicate their time for this cause.

The information presented in this report is factual and supported by documentation filed in the archives of the Association. The report presented before you is comprised of summaries written by numerous Midburn 2016 Production Department Managers and therefore each section may read differently. Despite this, each section maintains a consistent level of professionalism.

This is an excellent opportunity to render thanks to each one of the people involved in many diverse areas. A special thanks is reserved for the board members of Midburn Association. An especially great thanks is reserved also for all the volunteers, the department managers and directors, without whom this project wouldn't have risen into reality. Thanks also to the awesome Midburn's residents who populated the city, doing that with spectacular colorfulness, filling the city with amazing content and art.

Nir Adan,
CEO of Midburn Association



The event of Midburn 2016, while having a rise of about 20% in population compared to last year, had also a rise of 100% in the amount of work and complexity.

Each year the production processes get more detailed in depth, new departments and teams are created to tackle issues and lessons from last year. Also, existing departments and teams go through certain improvements in order to better take care of the many diverse issues which rise during the event – either logistic, moral and contextual issues.

We should remind ourselves, while working, that the last Midburn event is just the third in line and that we are in a continuous and never-ending learning process.

This report represents a concise reflection of this learning process – 28 departments, about 250 volunteers who act through the year and more than 1000 volunteers which are responsible for the execution of the event itself.

As a lesson from last year, a great effort was made in order to create a more concise report that will enable a comprehensive look at the action and that will motivate people to delve deep, ask, inquire and to join to the community effort responsible for the creation of Midburn event.

My own request from you is to take the time and read the whole report – it will probably contain many answers to questions you have, as well as answers to questions you haven't known you have.

Thank you for your attention and for your participation,

Itamar Cohen,
COO of Midburn Association



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IT / Omer Pines

Work Plan Summary:

The IT department's work plan, was designed to support the production and community needs, improve and maintain existing projects and lead new ones. through the year we created a Hackathon, built work teams for existing and new projects, implemented 4 new systems (JIRA, Shiftboard, ResourceSpace & Snipe IT) and supported 3 Midburn events (Purim, Decompression and Midburn 2016).

Work Plan Execution - before the event:

Systems:

a number of projects were developed in the department during the year:

- Profile system and ticketing - a number of improvements were made including the replacement of the clearing system, improvement of the mobile ticketing, and various elements that were developed for the purpose of sales and allocation of tickets.
- queueing - a new system was developed to answer the increasing number of participants in the sale rounds of Midburn.
- Gate and scanning- a number of improvements were made this year to these systems.
- Volunteer system - an external system was designed to manage all volunteers of the departments during the event. In the coming year,, the department plans to build an internal system based on our experience of the past year.
- Open source systems used for the production - Gallery for the photography department and inventory management for the DPW.
- Production Management System (JIRA) + Support - A system that serves all production departments and is used for documentation and regular work between the various departments.
- Other systems that have not yet matured - Theme camps and Art Management Systems, PLAYA INFO, an upgraded Midburn site, the Burn Games, a Business Portal and Metaburn singles.

Ticket sales

During Since the beginning of 2016, there were four rounds of ticket sales open to the public and other ticket sales assigned for production members, volunteers, and participants in art and theme camps. The personal sales were managed by a ticketing manager.

In the first round of sales (January), the system was over loaded and was unable to withstand. This was due to the number of participants who entered the system at the same time. Despite these difficulties, all tickets were sold within seconds. At the end of the sale it was decided to find an alternative solution. A team of experts was established and they came to that solution in the form of a separating the queuing from the ticketing system. This underwent a process of development and in-depth examination.

A few minutes before the start of the second sale round (January), we began receiving user reports as they were sent to the sales end screen. It was decided not to stop the process and in less than half a minute the line was filled and the sale was over. The malfunction of a small number of users resulted from a code error that was missed in the tests.

Toward the third round of sales, we did another round of inspections, used additional staff for the code QA and built tools to prevent damaging the process by queuing breach.

The third sales rounds (February) and the OMG (April) worked perfect. Before and during the sales, indirect attempts were made to the system using automation and creating duplicate profiles; These attempts have been dealt with severely by the production by canceling of sale participation, blocking of profiles, cancellation of participants' tickets, the ban on participating in the event and the denial of participation by Camp in the event. Midburn sees with great severity attempts to harm the sale process, the principles of Midburn, the rules of the event and breaking the Israeli law.

Department development

The department is made of the people in it - volunteers who give their time and talent to overcome obstacles and find technological solutions for production and community needs. This year there was a significant increase in the department manpower as a result of the ticket crisis, requests to the community for help in projects and launch events (catheter and various IT events). The open source work method, using tools such as SLACK and GIT, enabled working using a large group of developers who were involved in the various projects. The number of staff allows for a great deal of flexibility in the number of projects and developments, but also brings with it management challenges. The infrastructure was laid for the establishment of a larger number of managers for each project, and the matter will be implemented during the course of the coming year.

Event estimates

Upon completion of the ticket sale, the IT department began preparing for the Midburn event; The assessments included: improvements in the Gates system, training for gate Department volunteers, assessments with equipment to support Gates and production (computers, mobile phones, sims, routers, UPS, ACCESS POINTS, antennas and more).

Work Plan Execution - during the event:

an IT pioneer team arrived on Thursday (2/6/16) to set up the systems for the Gates and install all the computers for the production consumers. Ticketing at the Gates began as planned and without any special difficulties on Friday (3/6/16) in the morning. During the entire period, an IT man was available to support in the Gates. The day before the opening of the event (7/6/16), the IT team was preparing to re-register everyone in the city. The next morning, everyone in the compound was assembled in the living room, where the staff of the Gate Card numbered about 1,000 participants. After the police gave permission, people began to enter through the gates. The IT support was provided continuously by Thursday night. Except for special ticketing cases, there were no special events related to IT.

On Sunday (12.6.16) all IT equipment was collected, transferred to containers and returned to Bat Yam. There was almost no loss of IT equipment at the event and all systems and devices functioned as planned.

Lessons and Conclusions:

- HR - To continue the process of recruiting programmers and project managers from the community, to continue open source development and to guide programmers who wish to join, to create a good atmosphere and form a bond within the department. Creation of a detailed and realistic annual work plan, including expectation coordination and optimal planning for each project.
- Development of a new, simple and easy-to-use profile and ticketing system that all programmers in the community can help build and maintain.
- Launch of various systems- theme camp and art, managing volunteers and HR, Burn Games and more.
- Zero patience for hacking and deception attempts. Continued strict treatment of user blocking and denial of participation in Midburn.
- To enable ticket transfers through the profile system, even during the event, including an update to the Gate system (as opposed to today's transfer of tickets that is done at the

inquiries post in the event).

- The queue system has stabilized and can withstand large numbers of applicants. The examination processes and the meetings for evaluations and rehearsals must be continued before each sale.
- Improved code testing - to be tested by additional volunteers and automation tools. These should seek the weak points in the code.
- The gate at the event- The Gate system is simple and easy to operate. The gate system training of supervisor and Gaters was problematic, and it is clear that some of them did not know the basic guidelines (for example: checking ID, common system error handling etc)).

Personal Summary:

This is the third year that I run the department and every year I am amazed on how much we achieve and accomplish, on how many good people are around me who support the common effort and together we reach new peaks for the sake of the common good. This year was particularly challenging, but we came out of these challenges as winners. There is a lot to do - new projects and needs while using a growing professional community. The department is a critical component of the organization and works all year round to create professional solutions with a team that is intrusted with the technological experience of thousands of people. I have a very good feeling about the coming year.

Ticketing / Shay Erov

Work Plan Summary:

The plan was to sell 7,500 tickets to Midburn 2016.

In December, a table with the ticket allocation was created, that included the designated number of tickets according to the ticket allocations, tickets for visitors from abroad and for the open sales.

These tickets were allocated by name and were designated for people who were critical for the success of the event - these tickets were defined as intransferable. The ticket allocation began in Jan 2016, on specific days for allocation. Tickets that were not allocated until 23.4 were transferred to the OMG open sale. The volunteer manager of each department was responsible to collect the volunteer list of their department, including the emails in their profiles and fill them in the file towards the ticket allocation days.

In addition to the volunteer ticket allocation, tickets were also allocated for theme camp participants, in order to allow the camp builder teams to work without worrying about a ticket. Similarly, a number of tickets was also allocated to artists.

Four dates were set for the general sale through a queue system (including the OMG sale) through the profile platform.

Work Plan Execution:

Ticket allocation:

The allocation file was constantly updated (new departments opened and tickets were added to the existing departments). At The end, about 60% of the 2016 Midburn tickets were allocations for volunteers. The collection of volunteers' lists by the various departments turned out to be non-efficient and ended after the last deadline, so more allocation days were added.

The profile system did not support checking the accuracy and the number of tickets for a list of emails, so these tests were done manually by a ticketing manager, which caused back-and-forth communications between the ticketing manager, the departments and the volunteers.

In addition, a need to transfer the tickets between profiles and/or cancel them has risen, which could not be done automatically by the system.

Foreigners:

The collection of information on visitors from abroad was not carried out in an orderly fashion.

starting the second sale, profiles from abroad were prioritized according to the number of tickets allocated to them (up to 200 per sale).

Low Income:

250 tickets were allocated for people with low income, each for the price of 300 NIS, and an online form was created for the applicants, including their personal details, previous participation history in and details on their income.

All the completed forms were examined by a committee established for this purpose, which included the COO, the Head of the Communications Department and the ticketing manager.

In practice, about 200 applications were submitted and approximately 130 of them were approved to receive a low-income ticket.

All rejected forms were rejected due to missing information and/or incompatibility (after updating the participants).

Eventually, at the time of the opening of the 2016 Midburn gate, the system had about 8300 tickets.

Practices to Adopt:

- Setting up an organized ticketing plan that includes allocation dates and predefined numbers.
- Setting up a separate department for ticketing management.
- Separating the registration to buy ticket (the "queue") from the ticket system itself.
- Creating ticket priorities according to the mix that creates the best event.

Areas for Improvement:

- Adding more people to the ticketing department.
- Enhancing / replacing the profile system, make it easier and more convenient to check emails and ticket allocations.
- Stability of the ticketing plan - in 2016 the ticketing plan was frequently changed - number of tickets, transfer approvals and allocation dates.
- Method of collecting allocation data - in 2016 the lists were manually collected by the departments and there were errors in the data.
- sales to visitors from abroad should be - separated from the general sales.

Personal Summary:

The ticketing plan was built with the knowledge that the demand for the event was much higher than the supply; The plan allowed departments, theme camps and installations to take place. A

system of reward for participation was created in exchange for a ticket, and the departments used cards to ensure volunteers. Theme camps increased their size and content in order to receive additional tickets. The allocation tickets accounted for 60% of the event tickets and allocations were made too late, causing uncertainty in the community.

As the event approached, the ticketing plan changed frequently and became less orderly. Every change was made manually by the ticketing manager - tickets were added to existing departments, new departments were created and changes were made in the ticket allocation.

I personally feel that the ticketing plan succeeded in filling out departments and camps but not in the right mix and the message to the community has been missed.

Ticketing took me a very long time (almost a full time position in the two months before the event) and there was a big mess in the system. Due to the lack of agreement regarding the ticketing process for the event and a few days before the opening of the gates, I announced that I was no longer dealing with ticket issues.

Art / Ethan Gusto Bello

Work Plan Summary:

Department goals are:

- To provide a platform that encourages creation and allows presentation of art at the Midburn event.
- To encourage the development of an active artist community and a mechanism of knowledge sharing and cooperation as part of the creation process.
- To position Midburn's artistic endeavor as an essential part of the event and as a component of the current art scene.

This year we have put an emphasis on creating a well defined, clear and accessible process for submitting art installations. The process outlines the production's requirements and needs for licensing, safety and operations, defines protocols and sets the time frame for the artists submitting at various stages, from development throughout the execution and through restoring the area to its original state (MOOPing) under the following rationale:

- Reflecting the necessary information for and from the artist and from the artists as soon as possible.
- Allowing whomever wishes to bring art, to do so while executing radical self-reliance and understanding the requirements for the event.
- Creating a scaled registration procedure, allowing inexperienced artists to fulfill the requirements as well.
- Providing a way to organize information coming for the artists in a clear and comfortable manner, in favor of working with the licensing officials.
- Building the foundations for managing future registration.

Work Plan Execution - before the event:

There was a special emphasis on using online platforms as a source for professional, reliable, and up-to-date information for the artists, community members and other interested individuals.

The art department's webpage on Midburn's website has been updated, a department newsletter was established and characterization for the registration and knowledge management system was done in cooperation with the Theme Camps and Tech departments. The development of the system was not completed but the characterization guided the yearly activity and the registration process.

The department maintained ongoing contact with 160 artists regarding all things connected to registration - tickets allotment, data collection for systems characterization, safety and licensing, preparations for the event and more.

The department maintained ongoing contact and worked with the various production department , licensing officials and external suppliers, for the coordinating requirements for the event, and placing the art installations on the event grounds.

Work Plan Execution - during the event:

During the event, the Artery team worked to intake arriving artists and placing their installations according to the pre-made map. The department operated as a center for the artists to coordinate all matters related to their on-location work plan (coordinating heavy mechanical equipment, electricity, licensing and safety, burning, etc.)

Art installation placement on-location was done by the department's team, in cooperation with the marking team from DPW. The department also made sure to accompany electricity infrastructure deployment, licensing and risk assessment with the event's safety engineer and was available for the artist's needs for the entire duration of the event.

Lessons and Conclusions:

- We must find a permanent and effective solution for the registration and knowledge management system. It is recommended to establish a dedicated team, separate from ongoing work management, to design and produce a solution for this issue.
- The content structure of the application forms provides at this point all the necessary information which helped to work smoothly with the elements outside the organization and should be preserved.
- The department's structure "on paper" is correct and compatible and correlates with the department goals, the work program is well built and encompassed many aspects of the annual activity; Working through the program has allowed a gradual progression through specific goals.
- Communications Infrastructure – An art page on the Midburn website, An art archive and "Desert Canvas"- are both excellent platforms for Midburn's art to be exposed and to pass on professional communication on different levels. They must be preserved updated and nurtured.
- A representative must be appointed to be in charge of the entire information accessibility in English and handling non speaking Hebrew projects in order to allow them to appeal to a

wider audience, and create a support system dedicated to English speakers.

- Should strive to refrain from deadline exceptions. Any creative way to prevent it is preferable to a refusal for project when his team is already at work. With that , the artists' self-reliance is the base of Midburn's art capability to evolve.
- Building a scaled registration system helps projects to develop and contribute to the quality of the submission of safety portfolio, and thus more projects may reach fruition.
- Develop a control mechanism for processing artist's applications to the department and seek to provide a fast, professional and cordial solution.
- Artists and department's meeting – The starter meeting and open day with the safety department has a very high value and it is recommended to keep them and review the option of adding these meetings to the work plan.
- Activities to create connections between Midburn's artists and officials outside the community are very important and valuable, however, entailed dedication of resources and considerable attention from the department. It is recommended in the future to refine the goals and process of working with outside official, and assigning a project manager to address the issue in the Art Department / Department of Strategic Affairs.
- The volume of work and involvement of the volunteers should be the product of choice at any given moment. Even if it takes commitment - there is no obligation in volunteering. There should be an emphasis on the welfare of the volunteers and emotional benefits of volunteering, on communication that bring people closer, providing space for personal expression and more.
- It is recommended to review the option of combining the art department as a part of the art fund committee that evaluates the projects and decide on the distribution of scholarships. Whether as a directing factor or advisory, the art department sees the full picture of the art event, and can help the fund make precise decisions. At the same time, the art fund member's choice to support most projects contributes to the sense of community and common effort, and affect the volume of the art in the event and is not obvious.

Personal Summary:

On Thursday, during a guided night art tour, we came to the Tao tree and met by chance the team of the art installation, they described with glittering eyes the road they went through: The technology development, coding, designing the bulbs and bending the magnificent metal tree, all fruit of the labor of the people who realized a dream and shared it with the world. There were 83 such projects on the Playa and hundreds of people who contributed to make them, either directly

or in a supportive and enabling way.

The Road?

So, true It was a little difficult, and not always smooth. There are moments of elation and of weaknesses that with time we will take care of them. We made a lot of effort in the department to reflect the full picture from the time it was painted, and along the way, so that anyone who wants to bring art will be able to do so. Artist's personal responsibility for compliance with requirements is necessary for us to allow a flowing process that is not limiting anyone as far as quantity and quality and to successfully deal (like this year) with authorities. We still have a long way to go through together and we really don't know where it starts and where it is going. The most important is that we manage ourselves in the road pleasantly and with harmony.

Meaning?

The art is an integral component of our town and has a significance in creating the experience for the event participants and influencing them. It has the power to give confidence, inspire hope, to free the mind, remove barriers and bring people personal growth. This awareness is essential for creative artists.

Thanks?

The man who organizes the reality creates his own world. At the end of each product on the Playa there is action and activity of people. I was privileged to be interacting with many of them and they all deserve thanks; for the advice, the lesson the participation and the tremendous contribution of all of you . Thanks to the Art Department team for the backup and joint effort that skyrocket, thanks to all the artists and all those who dreamed and those who fulfilled. Thanks for all the support circles, encouraging and challenging all of us. Thanks for the reality you made.

You are the best

Think with love

Fire / Kathy Cohen

Work Plan Summary:

Most of the planning took place between September 2015 and January 2016. In January the production team was recruited and began to work together on the overall action plan. From January we had a Bi-Weekly production team meeting where we discussed action items and forward action. Between March and April most of the volunteers were recruited and rehearsals started to take place. Dancers had 2 rehearsals a week and drummers had 1 rehearsal. From April the production team meetings were held once a week on Wednesdays. We held one big general rehearsal at the beach where 70% of the tribe attended – 2 weeks before Midburn.

Work Plan Execution - before the event:

Weekly team meetings.

Each head of sub-department was in charge of recruiting and training their volunteers with their 2nd in charge. Each sub department had their own volunteer facebook group where they disseminated information on to all volunteers, communicated special events, rehearsals and any important messages from the production. Volunteer presence was recorded at each rehearsal/meeting/training days. In order to receive their ticket allocations dancers needed to be at at-least 2 rehearsals + the general rehearsal. The fire guardians had to be at one training day and the general rehearsal and the drummers had to be at one rehearsal and the general rehearsal. Each conclave team leader had to record one of their rehearsal videos and send it through to the director in order to be allocated a placed in the ceremony. Volunteers were communicated to through sub-departmental emails, facebook groups, Whatsapp groups and by phone.

Work Plan Execution - during the event:

Effigy Ceremony:

All volunteers met at the effigy at 18:00 for a final briefing and rehearsal before the ceremony. 13 2016 דוח שקיפות מידברן Fire department and police were on site to give final location of the ceremony. Final set up of the pyrotechnics were done on the effigy while the briefing was taking place. Logistics and set up were assisted with a mule. Head of department had a radio on him the whole time to communicate with fire department, head of fire guardians and police. Fire guardians

were placed at 40m radius from the effigy. The perimeter line was made up of fire guardians dressed in blue, rangers, dancers and drummers to ensure the safety of the crowd.

Other Burns - Temple, No One's Arch etc.

Fire guardians were situated at the perimeter of the burn to ensure the crowds safety.

NOTE: the only burn where we had a full fire guardian team was the Effigy burn. At all the other burns we had a significantly low show up rate of guardians.

Lessons and Conclusions:

- The fire tribe was not unified. There were not enough team building events throughout the year before the event and therefore there was a feel of disconnect. The volunteers didn't feel a sense of responsibility to the team and therefore most of them didn't show up to their shifts. The biggest lesson from this is to begin recruitment earlier with set team events in place. Unifying the production team should be a major objective to achieve.
- There were too many rehearsals and commitments from the tribe members. Since tickets were allocated, members of the tribe felt obligated to attend rehearsals (not in a good way) and the production felt like they "owed" us something. This feeling was very strong within the tribe which hindered the quality of the performance and relationships within the tribe going forward after the event. It is super important to keep volunteering voluntary! Keep the volunteers feeling engaged and super appreciated. They need to feel like they are a part of the creation – give them a sense of ownership. Communicating and consulting constantly with the volunteers will help achieve that. Keeping the ceremony simple and more straight forward will help achieve that.
- Fire guardians didn't show up to their shifts – there were way too many shifts for a small amount of volunteers which meant that each guardian fulfilling their commitment pretty much spent their whole burn at their shifts. This created resentment and resulted in No One's Arc having only 5 guardians show up out of 75 that were supposed to be there. Collaborate with the Nomads! There was no real collaboration with the rangers and they actually saved the burns! I suggest collaborate with them from the beginning.

Personal Summary

I personally had a wonderful experience. This was a great beginning to what can be an amazing department. We have the potential to connect between departments, individuals in the community and theme camps. The experience with the fire tribe has inspired me to take what was created this

year and bring it up a notch. Invite more bodies to take part and give the ceremony back to the community

Safety / Amihay Gonen

Work Plan Summary

The Safety Department is responsible for ensuring the safety of the participants throughout the periods of the construction of the city, the event itself and the dismantling of the city. This is made possible by collecting and analyzing the risks involved in the art, the theme camps' contents and in the construction and dismantling of the event, as well as providing the response to these risks.

Work Plan Execution - before the event

- Ensuring the safety of the art installations - for each installation and structure in the city area, detailed safety files were submitted that included the necessary information in order to examine the risks involved in setting them up, operating and presenting them. Following reviews by the safety department staff and the event's safety advisor, the art teams received feedback on the files. At the end of the revision process, an installation booklet was signed by the event's safety consultant.
- Risks associated with the contents of the theme camps - each registered theme camp was required to submit a safety file that reflected the implementation of the safety instructions of the authorities and of the safety department, in a procedure similar to that of the art installations.
- Work safety - Based on experience from the previous events, the work procedures of the city construction teams and of the artists were collected. Work procedures and processes were defined as well as the manner in which they are to be implemented. In addition, the art burning procedures and the activity of the production departments during the event were detailed and elaborated.

Work Plan Execution - during the event

In accordance with the issues detailed in the work plan, the Safety Department conducted a review of these issues at the event. The art installations were examined by the safety department staff and the event advisor prior to signing the license. The department staff accompanied the licensing authorities between the camps to examine their conditions and requirements. In addition, during the event there was a daily safety guard from the staff of the department.

Lessons and Conclusions

In summarizing the activities of the Safety Department for Midburn 2016, it can be said that anchoring the work processes in written procedures, distributed within the production team, improved their assimilation and actual implementation. It is also possible to conclude that there are known issues and subjects are unanswered by the existing procedures, as well as issues that will arise in the future from the nature and content of the event. Expanding the department's staff and expanding the skills of its volunteers will enable support of the growth of the event and its content despite the many risks stemming from its nature.

Personal Summary

Midburn's unique character arises from the varied content and rich character of its participants and volunteers. With every year that passes, these two will grow and expand - this is the magic of the community and its events. The sanctification of safety parallel to the growth of the community is a necessity and in the interest of every member of the community; not only of those who have this subject close to their hearts. Professionals outside the community will not be able to do this in our place, so we have the duty to continue and expand our activities on this subject. This year there has been a quantum leap in Midburn's safety, and there is no reason why this trend should not continue.

Gate / Stav Zaslavsky

Work Plan Summary:

The Gate department is responsible for the design and operation for the area of the gate at Midburn. The design includes definition of the standard operating procedures and recruitment of the volunteer team for staffing the gates from the start of city construction until the end of the event, as well as the design of Gate logistics network. Department operation includes the ticketing of event participants once they reach the city, resolving problems at the cashier's post and managing the entry of theme camp and art installations construction teams, as well as managing the entry of various suppliers, emergency services, channelling of vehicles on the access road from the moment they leave the main road, etc.

Work Plan Execution - before the event:

The Gate department is a rather large department, consisting of 220 volunteers. The work plan was designed about 6 months before event start. It includes the objectives, goals, team building, departmental events, etc. We started by recruiting Gate department managers. About 25 managers were selected for key roles. After that, a general recruitment for the department itself was started. We have relied heavily on returning volunteers from Midburn 2015 and within a month we reached our goal of 250 volunteers, allowing us to stop general recruitment in February, earlier than planned. We had several socializing events in order to get to know the department members. One objectives was to have at least one event a month for all the department until the start of Midburn. We met that goal - we had two team building meetings, 5 training workshops, a camp party (AlliGate Camp) and a departmental tour.

We decided to enable volunteering in the department only for volunteers who has attended at least one training workshop, as an initial screening. 210 volunteers were trained in the workshops and only 157 tickets were allocated for the department volunteers.

This year we decided to carry out a special art project and build the gate for Midburn, all by ourselves. A new Art Manager was selected for the Gate department and he led the construction of a gate for the city of Midburn. The gate consisted of 4 shadowed lanes and rose to the height of 5.4m. The Gate camp was enlarged in order to enable more departmental volunteers to be part of the camp. The Gate camp was both a work camp and also a theme camp and consisted of about 150 volunteers, all of whom were Gate volunteers who staffed shifts or managed a specific area in

the department.

Work Plan Execution - during the event:

An advance team of the Gate department arrived on 30/5. The plan was to raise the Gate construction and the Gate area itself which consisted of cashiers area, shadowing for the gate entry lanes (about 9 shadowed lanes), electricity deployment and fencing. On Friday the 3/6 the gate was opened for theme camps and suppliers, as planned.

The Gate operated for 24 hours a day from the 3/6 at 08:00 until the 13/6 at 08:00. There were about 304 shifts with an attendance percent above 95%.

Overall, about 8200 participants and 400 suppliers entered the city. The day of the event opening saw success with the entry of thousands of participants in the shortest possible time. The Gate was opened on 09:30am after confirmation from the Gate Manager and the Mayor. The maximal waiting time was 5.3 hours for vehicles which arrived before the required time (before 08:00).

Every participant who arrived after 10:00 as requested, waited for no more than 2 hours in the queue. At 12:00 road 40 was clear for traffic. On 13:00 the queue operated on 'Shiber' (valve) mode. By 16:00 the waiting time was reduced to less than one hour.

Practices to Adopt:

- A well designed work plan brought the Gate department to excellent results and to meeting all our objectives. The current work format must be preserved and strengthened on the basis of existing knowledge. Order and organization enable both creativity and high abilities in carrying out the missions.
- The Gate Camp was a melting pot and a central base for team formation and the resulting work efficiency. It proved a great advantage in carrying out the shifts and as a source of great pleasure along with the process of building the temporary city of Midburn.
- A big and diverse Gate management team - maximal authority devolution improves the efficiency of the system and creates greater involvement of many volunteers at project Midburn.

Areas for Improvement:

- The suppliers' operating procedure was not followed as planned and therefore we didn't meet the goals of the work plan. The Gate department must be granted full control over all the suppliers who reach the town, in order to create a stronger control system in this problematic area. In addition, in order to perform the job with maximal efficiency, I

recommend opening a separate gate for suppliers which will be more accessible and under full control of the event production.

- There must be fewer decision-makers in the higher levels of management. There were several missions which the Gate department found difficult to carry through since there were too many decision-makers.
- The staffing process must be changed - more personnel should be at the setup and fewer in the second day of the event. The general number of volunteers in the Gate department can be preserved.
- The ticketing system needs to be improved - there were several bugs in the system.

Personal Summary:

I had the honor to serve the Gate family as its leader. Over 8 months we created a big and strong family inside the Midburn community. I couldn't have done that without the awesome management team of the Gate department. I feel that this is the place to thank the people who accompanied me until the last moments and afterwards. Obviously, the large team of volunteers (approximately 220 people), who were the backbone of the department also deserve a huge thanks.

The management process of the department helped me to learn the value of friendship and camaraderie. At every given moment in the preparations towards the event I had backing from both the department and the Midburn managers. All that was voluntary, without profit and geared towards a single objective - to create the temporary city of Midburn 2016.

Every big organization, Midburn included, has room for improvements. I witnessed the process of on-job learning on every level of Midburn production and rapid lesson learning. It is a very dynamic environment which strives for continuous improvement.

Generally, I have a single lesson regarding the chief management level - there's room for devolution of authority and prevention of duplicate roles in decision making. There must be a single decision maker with whom to work. It saves time and headaches. My last words are for the Gate volunteers themselves. I may have been the Gate Manager but without their support in every level, from the volunteer who did a single shift to the last manager, I would have been just another participant in Midburn (which is also okay by me).

The responsibility was very heavy but I did my part with love and with the knowledge that the life of everyone will be changed and give a push towards the happiness and the desired transformation in our community, a process for which we are so thirsty.

Thank you very much, my dear family, for helping me change the world a bit more.

Greeters / Shelly Rosenthal

Department Role:

The role of the Greeters Department was to greet the residents of the city of Midburn 2016. Greeting serves a dual purpose; On one hand, the greeter's role is to welcome all the attendees in the event and make them feel wanted, happy and at the right place, while ushering them into a different atmosphere from anything else they might know and softening the landing in a place where the rules are quite different to everyday rules. The greeters are the face of the event – they are the first actual interface with the city. They mark and show an example that from this point forward, people enter a new reality that is different from the regular “default” world. They exemplify the “radical self-expression” principle with their costumes and the way they interact with their environment. On the other hand, a Greeter's role is to verify that people who are to the city are aware of the community's principles, and to pass on any other relevant information to anyone who enters the gate of the city.

Work Plan Execution - before the event:

The work process began with understanding the needs of the department - how many volunteers we need, how many Greeters we need for the event and for the department's needs before the event. The department was divided into teams, while each team was responsible for their own field, but all members of the department took part in most of the tasks.

One of our main goals this year was to bring the department closer and create a family vibe that will be unique to the department.

First off, we began work on the 2 training days and the team-building day. The training team worked with Anat Agmon from the production's Education Department. One of the main issues we had was time. It is very difficult to hold a large number of people for more than an hour and a half, and also very difficult to concentrate a large number of people (at least 50 people) on a specific date, so we divided the training into two days (with an option for another day). 78% of the applicants came to the training dates (from the remaining percentage, 12% were foreigners). It should be noted that participating in the training and team building days were mandatory in order to get a volunteer ticket allocation.

Along with the Education Team, the Volunteers Team began to work on finding volunteers. The work included preparing a suitable questionnaire, creating a DB (name, phone, email, etc.) and all

in coordination with the Ticketing Department regarding updated profiles.

This year, as opposed to the last two years, it was decided that the Greeters' gate double as a large and impressive art installation that would represent the spirit of the "Abracadabra" theme. At the same time, Sivan Katzenellenbogen from the Vision Department teamed up with our department and began working with us on this project. About two months before the event, Sivan and I realized that the installation cannot be completed with the allocated budget and time, therefore Sivan began working on another art installation - "The Peacockery". During the planning of the Peacockery we encountered several problems - lack of knowledge and experience in construction at such scale, lack of manpower and a budget that was too small. A team member from DPW (Mapatz) teamed up with the Department as a DPW project manager for the Greeters. At this stage, most of our work focused on the construction logistics, drawing, creating, preparing the Peacockery and the departmental gifting. There was a certain misunderstanding amongst our Department and the Logistics Department which department would be preparing and supplying the gifting. It should be noted, though, that the logistics department helped us a lot and we had excellent cooperation during all the preparations and during the event.

Work Plan Execution - during the event:

We arrived at the city site on Thursday, about a week before the event (the second construction weekend), and three other team members and a group of volunteers arrived on Friday and Saturday. During the construction period (from Friday until Tuesday - the night before the event), a DPW squad joined us and helped with building the Greeters post and operating the lifting platforms and mechanical equipment.

Start of the Event:

From the Greeters POV, the event began on Tuesday morning and the shifts were divided into four shifts a day:

Morning shift: 08:00-14:00, afternoon shift: 14:00-20:00, evening shift: 20:00-02:00 and night shift: 02:00-08:00. Each shift consisted of 4 to 16 greeters, depending on the hour and day of the event. In addition to the greeters, each shift has a shift supervisor in position who was replaced along with each shift change. Each day had a day manager who was responsible of making sure that the shifts are changed on time and dealing with any problem that arises during the day. In addition, for the day to day stuff we had a department supervisor, meaning that every day another member of

the Department's small team entered the picture if there were problems that the person in charge could not handle.

Most of the work during the shifts at the event was with the Gate and Parking Departments.

End of the event:

The last Greeters shift was on Friday when the afternoon shift ended at 16:00.

On Sunday, the last day of the event, the dismantling shift arrived at 8:00 am. The greeters searched the area for MOOP and tried to clear the area and prepare it for the DPW team who came to dismantle the post (which happened the next day).

Practices to Adopt:

- The family feel formation (the peacocks through the training days) created in the Department was excellent and proved itself in moments of crisis during the event.
- Preparing several days of training and working closely with the Education Department and the MITA staff (community effort to deal with sexual harassment).
- Dividing the Department into teams, each responsible for a particular field.
- Communicating with volunteers through Facebook and emails.
- Training for foreigners.
- Working with the Departmental and productional gantt charts.

Areas for Improvement:

- More frequent staff meetings.
- Clearer role definition.
- Increasing the Department staff.
- Working more closely with DPW and the Gate Departments.
- Finding people who understand construction.
- A more detailed monitoring of communications and planning vis-à-vis the other Departments.
- Construction of a resting area for the Greeters.
- Preparing a separate and expanded training before the event for the day managers and the shift supervisor.
- Recruitment of staff members who specialize in subjects relevant to the Department.
- Independent transportation and logistics in the field.

Personal Summary:

For me, Midburn is a baby that grows and develops each year. There are a lot of mistakes and misunderstandings along the way but only then can you learn and understand what is right and what is not. The work during the year was new to all of us and we all learned the role on the fly. There are many things that can be improved and to be worked on, both at the departmental level (internal and external) and at the production level.

I was introduced and exposed to talented and amazing people who were a very significant part of the last six months, to amazing content and art and many subjects that are new to me personally.

Press Relations / Eyal Marcus

Department Role:

The role of the Spokesperson Department is to represent the event of the Midburn and the Midburn Association to the general public through the media. The purpose of the department is to create comprehensive coverage that best reflects the event, the organization, the community, and its guiding principles.

The department staff works with Israeli and foreign journalists, responds to their requests, links them to various actors in the production and the community, and works for accurate media coverage, in accordance with the spirit and principles of the Midburn community.

The manner in which the event and the community are perceived by the public and decision-makers at different levels influences the current and future of the Midburn events. A public image of the community and the event that reflect who we are in the most correct and true way will help us with various authorities, donors, and cooperation.

Work Plan Summary:

Two months before the event, the team was divided into various officials - in front of the local media and foreign media.

The department conducted a detailed database of all the requests from the journalists and the various communications channels, and the status of their handling.

We accompanied a Channel 10 crew and a reporter and photographer for Yedioth Ahronoth in stories that began before the event, and included interviews in the weeks of preparation and establishment. For example, photographs were taken at the David Farm in Ein Vered and in the art yard of Rami Meiri - centers where construction activity took place prior to the event.

The team prepared for a licensing crisis scenario (such as Midburn 2015) and prepared a program of cases and responses (in the end, happily, it was not used).

As part of the preparations for the Midburn, we created a press database and a picture gallery that served us very well in the months before and after the event. A journalist who wanted details and pictures received two links (for the press file, which contains comprehensive information and references to the various sites, and to the photo gallery). We made a team decision not to allow TV crews to cover the event in order to do our best of keeping the privacy of the participants.

Most of the staff responded to inquiries in the field and even accompanied various journalists on

group tours and personal tours during the event (in order to familiarize the media with the behind-the-scenes and the people involved in the event).

Work Plan Execution:

This year, too, the Midburn event appeared in dozens of articles in Israel and throughout the world. The vast majority of the reviews were positive. In addition, we created coverage that accompanied some of the preparations - which led to a number of articles (mainly on Channel 10 and Yedioth Ahronoth) to present the event in a deeper and more correct manner: We made sure to explain to journalists and photographers the importance of respecting the privacy of community members and participants. The team also accompanied a number of journalists who came to the event only for coverage (as opposed to journalists who participated in the event itself) and made sure that all the photographs were taken with the permission of those in the photo. All journalists and photographers were briefed on the nature of the event and the principles, and were asked to respect them.

In the team there is a lively discussion of the media approach - there is a pro-communication group (pro-active approach), and a group for a more cooperative but not pro-active approach (arguing that there is no need for multiple communication). The arguments for extensive coverage are that a deep, positive and correct exposure will help to spread community values, influence the discourse of the event and the community, discourage false rumors, and strengthen the status of the event and the community, something that is the most important. The arguments in favor of reducing the media exposure are that some members of the community prefer that the event be recorded in a minimal manner, that the atmosphere be more free, and that a communication invitation creates a sense of commerciality (even if it is not commercial). The actual approach at the moment is a balance between the two.

The threat of the licensing crisis, such as 2015, floated upward throughout the year and affected our entire strategy until the threat was removed, without a crisis, about two weeks before the event. As part of the work, contact was made with the Ministry of Tourism through Midburn's Strategic Relations Department. The Tourism Ministry organized (and financed) a visit by foreign journalists to Israel, and as part of the visit it gave journalists a tour of the Midburn. Due to weather constraints and journalists' hospitality capabilities, the visit was restricted to a tour of several hours, which caused great frustration among the visiting journalists and less effective coverage. Next year we will work to make the cooperation essentially different.

Lessons and Conclusions:

- Two weeks before the event begins the real action - the journalists do not plan ahead and try to get an invitation to the event or buy a ticket right next to the event itself.
- Some of the work, as it happens again this year, as in every year, includes phone calls to reporters after the publication of articles online, and correction of headlines and subheadings. This happened several times this year. For example, we intervened with editors at Ynet about an article that did not deal with nudity at the event, but was given a provocative headline.
- Journalists who wish to cover (and not participate in the event) must be accompanied before the event, including rounds of meetings and an in-depth acquaintance with the organization's members and production.

Practices to Adopt:

- Good division of roles within the team. To maintain the size of a team to 5 people (with the addition of escorts during the event), members of the spokesman staff need a professional background in the press and speaking.
- Creating a flow of how to deal with journalists.
- "Strong hand" against journalists who did not purchase a ticket or got remembered late.
- The insistence of not to bring television crews into the event.
- We must preserve the coverage before the event as part of the press coverage, as was the case this year (coverage of the preparations and the establishment of Yedioth Ahronoth and Channel 10).
- Providing videos and images to journalists - will continue and improve.
- The preparation of the press database + photo gallery - worked great, efficiently and conveniently.
- There was a neat and organized system of work, ordered tables, a look at everything and we all knew what was going on.
- We knew how to say "no" to items we knew would not reflect the event properly or endanger the privacy of the participants.

Areas for Improvement:

- We need more staff to escort and tour the area.

- The foreign press tour of the Ministry of Tourism, and in general the cooperation with the Ministry of Tourism, requires a new approach and characterization.
- Additional coverage of foreign media is required, including an active appeal to additional bodies.
- It is worthwhile to work on the fact that other communications bodies will take part the entire year and not just two weeks before the event.
- In coordination with the head of the department of photographers Aya Levy Zalmanson - next year there will be a regular supply of videos and pictures to journalists immediately after the event and perhaps during it. There will be a team of 3-4 still photographers and one video camera to help the spokesperson's unit.
- There is a need for education in the community - and we need a pool of speakers from within the community itself. The bottom line is that we need "internal spokespersons" and a list of potential "colorful" spokespersons. A number of community spokespersons were interviewed on the Midburn issue without coordination with the staff, on their own initiatives (some of which reflected inaccurate aspects that could have been saved by appropriate briefing).
- There should be monitoring of negative issues (e.g safety events), especially after the event, and trying to handle them - in conjunction with the Communications Department.
- Activity vis-a-vis the Gate should be more regulated. This year, communication with them was not efficient enough (the details of the journalists on the patrols came late, naturally, and the coordination with the Gate demanded resources).

Personal Summary:

The 2015 licensing crisis dragged the Midburn event into headlines and caused long-term effects of how the event was positioned and how desirable the event was. We are dealing with this impact and will continue to deal with it. Journalists also have to get used to dealing with an event that does not distribute free tickets to journalists and does not even provide a ticket for sale (since there are no special allocations).

It is clear to us, however, that the media can help us avoid licensing crises and continue to uphold the vision of the association and create a real impact in Israel.

For its part, the media will continue to be interested in and cover the event, among other reasons, because of the huge buzz it creates through the social networks, including among people who were not at the event.

On the personal level, as head of the team, I can say that Midburn's Spokesperson unit work is changing from year to year. From an anonymous event we have become one of the sexiest events (if not THE event) in Israel. This change brings with it a great deal of responsibility and need for clear media policy and systematic methodology, along with flexibility and constant observation of our decisions and our approach. I can also say that we constantly balance the privacy of the participants and the need to create an impact. It is also important to say that the spokesperson team is made up of professionals with experience in dealing with communications and are very motivated. There is great pride for the Midburn association. The team works according to the ten principles of Midburn and the Burning Man, passing these principles to the media as an essential part of any media coverage, and will continue to act in this spirit in every activity.

Accessibility / Rotem Shimoni

Work Plan Summary:

- Characterize the community's needs during the event by contacting disabled burners for "tailor made accessibility".
- Create awareness-raising actions through different media channels.
- Interdepartmental work with the relevant departments such as parking, licensing, ticketing, etc. - Leading processes and implementing them during the event.

Work Plan Execution - before the event:

- Segmenting the population of Burners with disabilities.
- Contacting these burners (through the phone or contact form)
- Raising awareness among the community (The desert bear/Facebook).
- Forming lists of Burners and their needs for the event (parking/vehicle entrance/interpreters/tours/access tools).
- Creating departmental interior procedures.
- Creation of external departmental procedures related to accessibility.
- Raising awareness within the production teams.

Work Plan Execution - during the event:

- Verification of task execution.
- Operating accessible tours.
- Raising awareness among the participants (radio, shirts, gifting, department camp).

Lessons and Conclusions:

- The growth of the department led to a beautiful and good development.
- The disabled Burners should be more integrated in the department - in its actions and decisions, both during the event and during the year.
- The department will try to reduce its dependence on the production and its logistic needs based on the radical self-reliance principle.
- The Accessibility Department camp should be stable and solid and bring Burners to it, in order to raise accessibility awareness in the community.

- More community events should be encouraged to raise awareness.
- All content produced should be accessible with all that this implies.
- Need to aspire that all the theme camps are as accessible as possible.
- We must strive for full and complete community integration for all Burners whoever they may be.

Personal Summary:

In a community where the vast majority of Burners encourage, are familiar and open to people with disabilities, there is a real need to involve people with disabilities in community events in general and in Midburn in particular.

The accessibility department used limited means to increase community awareness of accessibility and participation of disabled Burners at the event in the best possible way.

As the technology progresses, the Burners' dependence on the department will diminish, while the community and Midburn's ability for accessibility will grow with the aspiration that every Burner will be entitled to experience every art installation, theme camp, post, article or a piece of the Playa in a complete manner.

In order to achieve this, we need to raise awareness among the community on one hand and to continuously work with people with disabilities in the community.

The department made a step up in its expansion and the establishment of a departmental camp so that now the burden of proof lies in its hands and in its possession.

Control Room / Panda (Michal Ben Shahar)

Work Plan Summary:

The Control Room was established after a need arose in previous events to integrate all the reports received from the various production departments and authorities during Midburn.

The goal of the Control Room is to manage everything that's happening in the city, using reports received from the heads of the different departments and from external sources, to deal with and inform the relevant production bodies and to allow the people who run the event (mayor, head of content, technical director) to focus on running the event.

Work Plan Execution - before the event:

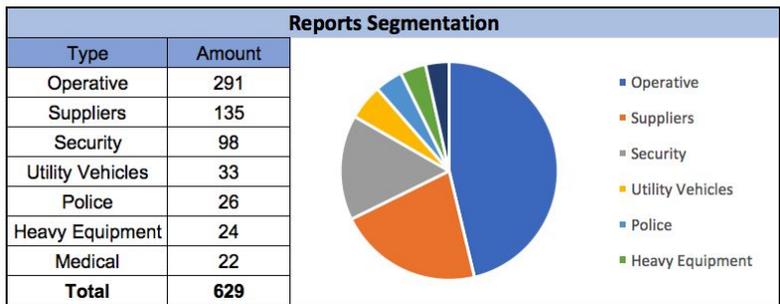
- First off, there was a need to define a role and responsibilities in accordance to the production's needs from previous years, to build an infrastructure for the department's work, and to introduce it to the production team (including all the department heads).
- The second stage focused on recruiting a team to lead the Control Room and to define roles within it for the preparation of the event and the event itself. The character of the department was shaped by its staff.
- Stage three represented the bulk of the work and included organizing, synchronizing and managing the knowledge and procedures of all the production departments; recruitment of a certain amount of volunteers to run the Control Room during the event; training the volunteers and forging team spirit; writing and establishing the inner working procedures of the department; and of course, building the control room prior to using it at Midburn 2016.

Work Plan Execution - during the event:

- During the event, the Control room functioned as the city's nervous system center. Most of the work consisted of helping the technical producer and the rest of the people who run the event do their jobs. The Control Room was the destination of all the reports and information needed to be conveyed to the external suppliers, police and security.
- The Control Room received reports in several ways: a communication network that was pre designed and consisted of 8 different frequencies, receiving the reports directly through the Control Room window, and a distress phone line that was announced to the community.
- Lending and charging of the walkie-talkies, mechanical equipment and mules that served

the operational departments during the event.

- As opposed to what was planned, the Control Room also dealt with regular participants who required the production’s help for various reasons.
- According to the report journal, during the event and the building stage (from the moment the gate was opened to theme camps to the day after the event) the Control Room dealt with about 629 reports received from the above sources. It is also worth mentioning that some reports may have not been written down due to work overload or the immediacy in which they were dealt with. Reports data is as follows:



Lessons and Conclusions:

- Overall, the department consisted of 9 members on behalf of the production and 43 “Sachbaks.” The shifts were manned according to plan, though it became apparent that more volunteers are needed during the building and dismantling stages.
- The managing team that works year-round needs to grow from 3 to 5.
- Training was good, but due to other involvements and the unpredictably huge workload, the “Sachbaks” were field-trained to deal with additional situations. It’s advisable to arrange for additional internet testing on material learned during the “Sachbaks” training.
- A large number of the procedures written in advance had to be changed in accordance to the reality in the field and the demands of the production and the authorities.
- Every department needs to assign a person to be in charge of writing that department’s rules and procedures and to work in cooperation with the Control Room.
- The distress line is a very important tool that needs to be conserved and brought to the attention of the community through its means of communication.

Personal Summary:

Firstly, I am happy to thank the wonderful Control Room team. Thanks to their professionalism,

dedication and mutual support, the control room has reached amazing achievements and turned out to be the way it was. Thank you!

Also, Thank you to the amazing production - for the wonderful recognition you've given us during this year and for reminding us why we are all volunteering in this crazy project.

In my eyes, the Control Room is a wonderful tool, that's very important to Midburn and could potentially contribute much to the community, the event's participants, the production and the external bodies that take part in it. I believe that running a department such as this, demands great responsibility, thinking outside the box, a readiness to serve and above all - great love and willingness to give back to our community.

Together with the Control Room, I have grown and evolved. I have learned to deal with hardships and experienced wonderful moments. It was a magical journey, in the end of which, I was thrilled to declare with pride: "Abra Cadabra"

Vision Engineering / Gur Ziv

Work Plan Summary:

Analysis and study of the theme. Formulating ways to make the theme accessible to different audiences. Preparation of means to present the theme to the heads of departments. Preparation of means to present the theme to the community. List of initial projects. Meetings with the heads of the production departments to formulate joint ideas. Deciding on the list of projects for work and teaming up with the heads of the projects. Construction of a work plan for each project and preparation of a general budget according to the work plans. Attendance at the first volunteer meetings of the various departments. Working on the projects within the various departments. Going to the event's for follow-up and assistance to carry out the projects in the field. Launch.

Work Plan Execution - before the event:

Forming the department and building the concept and the work method took a long time, because the department was only born this year.

From the moment the team was formed, meetings were held in which the projects were created. The budget was prepared long before the projects had real content and therefore did not really reflect the real needs.

Working with the various departments was good at conceptualization, but at the execution stage, there were gaps between the departments' expectations of the assistance they can get from the Vision Engineering dept.

The department was not formed to carry out the actual work, but rather to help formulate concepts and ideas for implementation. It was not sufficiently communicated or understood this year.

The project of the signage for the whole event fell unexpectedly under the responsibility of the department, which took energy and a long time in the final stretch of preparations and caused some of the projects that were planned not to be executed.

Work Plan Execution - during the event:

A number of volunteers performed a role under the department and also took part in integrating projects, which created problems and failures and therefore should be avoided in the future.

The Greeters' gate of that was formulated through the Vision Engineering Department and was supposed to be carried out by it was actually an art installation. As an installation, it should have

passed the course of all the other installations at the event.

The execution of the gate was complex and poorly planned in terms of manpower, which created many problems during the construction period. The rest of the projects were independently carried out according to the plan by the various departments and the work was completed successfully and on time.

Lessons and Conclusions:

- The process of analyzing the theme is the most important part of the Department's work, it must be carried out in depth so that the presentation of the theme and its accessibility to the community will be clear, fascinating and inspiring.
- We must communicate with all the departments at the stage of formulating the common concepts, while placing great emphasis on the creative freedom of the departments and working together without ego at the conceptual stage.
- Inspiration, brainstorming and enrichment sessions should be held within the department and all production personnel.
- Meetings should be held with the volunteers of the various departments at the initial stage in order to enrich them and inspire them.
- A deeper collaboration should be established with the Communications Department in order to communicate messages and inspiration stemming from the theme for longer period of time before the event.
- Each department should define the contact person and the person whose vision is under his or her responsibility. He is the person who will meet with the vision department at the stage of formulating the concept and who will be responsible for the implementation, budgeting and management of the projects, while getting support from the vision engineering dept.
- It should be decided now which department - this one or another, will be responsible for the signage project.
- The departmental meetings should be held in a more orderly fashion and more frequently..
- Closer cooperation should be maintained with the Education Department to create joint projects.
- Make sure that the people who join the department are suitable for the job and can contribute and inspire their environment. The selection of department members and the definition of their duties should be done more precisely, with a commitment from them that

they have the time and the ability to perform the task. I would like to form a broader vision team that will join the department and hold meetings on the bigger vision of the community throughout the year, while looking at the long term.

Personal Summary:

The Vision Engineering Department is very close to my heart and it is a great privilege for me to be the one chosen to establish, define and lead it. In the current year most of the activity was done in order to learn and understand the needs, the way and the idea, to understand what was the problem we came to solve? Why should we? And are we even needed?

The road was not simple and challenging at times. The answer to the three basic questions we asked was given at the start-up meeting when I saw the light in the eyes of those present, as soon as I began to talk about the theme and the way we will make it accessible and feel it this year, and from this point on the department began to act with confidence and full understanding of its role and purpose.

I think that the department succeeded this year in its main task of instilling the idea and message of the theme into all levels of the community. There were mistakes on the way, many of the events were executed by trial and error, but I think we have a better understanding of how it should work. The theme and the vision can be likened to a cloud of smoke, a smoke that moves and transforms all the time and its evasiveness is cunning and may occur in a moment of a blink. The role of the department is to be the frame that delineates this smoke and yet allows its free movement within a defined and known space, which creates infinite possibilities and ideas, but does not allow it to slip out.

The role is even more complex because the aspiration is that the cloud does not really feel or understand that it is defined and each time a contact is made with the frame, the smoke will be charged with energy and inspiration. The department tries to be the same framework, a framework that is charged with energy and inspiration and aspires to pass it on in an attempt not to stand out or to interfere. That's exactly what I like about this department, it's challenging, it's tricky and it's a great pleasure. I would be happy to continue in leading the department forward and together with it lead the entire community to the vision we dream and create together.

Parking / Alon Hadar

Work Plan Summary:

The work plan for the construction of the parking department, which was established as a new department in Midburn 2016, included:

- Planning Stage - Construction of the parking lot, in coordination with MOT (Planning and Location Department), and in cooperation with the event's security company, the Legal Department, the Gate and the Greeters.
- Preparation Stage - Recruitment and training of volunteers for operating the system as planned and in coordination with various parties in the event. Along with assessing the implementation of the system with the security company, and DPW (Mapatz), who were responsible for marking traffic lanes, fencing, and parking complexes at the event, and at the entrance to the city.
- Implementation Stage - Deployment in the area, starting from the establishment stage of the city and taking responsibility for all vehicle traffic in Midburn; including entrance control of suppliers' vehicles and transportation to the city.

Work Plan Execution - before the event:

Due to time constraints, the implementation of the work plan for the event was incomplete.

However, the planning stage, the evaluations, the work with the various departments including the legal department, licensing, the security department, and the security coordinator were all completed in full. In addition, the parking plan was written in a detailed and complete manner and according to all the needs and requirements, including complete writing of work procedures, and even publications to the community on the relevant subjects.

Due to the very late stage of the establishment of the department (being three months before the event), recruitment of personnel was problematic. Although the desired number of volunteers was achieved (about a week before the beginning of the event), there was not enough time left for adequate volunteer formation and training activities, which led to a lack of consolidation, and impaired the volunteers' involvement in their activities and their desire to contribute and be partners.

Work Plan Execution - during the event:

During the event, there was an impressive mobilization of volunteers to fill the tasks that the

department faced, despite the difficult conditions, the lack of sufficient early assessments, and the expansion of the tasks beyond the planned level.

With the descent into the event's area, it became clear that the conditions were more difficult than had been planned: the areas within the parking lot and even at the entrance to the city were problematic and required continuous care. Even the shading and water distribution solutions that were planned for the volunteers were not adequate or suitable for the conditions on the ground. In addition, with the beginning of the construction, it became clear that the control of the entrance to the city, which was supposed to be a secondary part of the department's functioning, had become a significant part of the effort, and the consumption of much of the resources.

Despite these difficulties and heavy unexpected workload, the department volunteers mobilized and acted with great loyalty and in fact succeeded in creating an amazing change in the "user experience" of the city's residents compared with the previous year.

Most of the shifts were staffed as needed, unplanned missions that were designed to deal with specific problems that arose on the ground and to help the city residents were fully done and with a smile, and the general feeling that the department volunteers were there to help Midburn and its people was established.

The department's tasks were executed fully up to the department's completion stage; a fact that was reflected both from the feedback of people in the event, as well as in the reactions of factors external to the event.

Lessons and Conclusions:

Despite the limited time allocated to establish the department, it can be stated openly that the department's objectives were realized.

This achievement of objectives can not be attributed exclusively to any person or department, but rather serves as evidence of the utilization of all Midburn departments to assist each other in any area required. However, one of the most important lessons from the establishment of the department this year was the need for a mentor / tutor to guide new department establishment, by someone external to the Midburn production.

The Department's activities and the tremendous changes reflected in the 2016 Midburn proved the department's necessity, and even revealed places where the department requires development in its tasks and duties in the future, while continuing a fruitful and supportive cooperation with the various departments in the Midburn, including: the control room, the Gate, Greeters, Nomads, and DPW (Mapatz).

Personal summary:

Personally, the progression towards and during Midburn 2016 was overwhelming and fascinating, even if difficult and exhausting.

When I took upon myself the task of establishing the department, and in such a late stage, I did not know how to properly assess the complexity of the tasks at hand. However, I could have never imagined the degree of help and support I would receive from all those who are taking part in Midburn and in the various departments, sometimes feeling like support even beyond what I thought I needed, to only later realize how necessary it was.

I have always known that volunteering for the community, and especially for this specific community, is an activity that contributes no less to the volunteer himself than to the body in which he volunteers. However, only after such an intense activity can one understand and appreciate the personal contribution that the volunteer creates from his activities.

Along with my personal learnings from planning and establishing a volunteer body, managing a system of dozens of volunteers in challenging conditions, and meeting goals despite the conditions and difficulties, what I mainly take with me from Midburn 2016 is the personal and intimate acquaintance with this amazing body and the people who make it up, from the managers of the Association, to the heads of the departments and the volunteers, to the personal interaction with the event's guests when meeting them at the entrance and exit from the city, all with the excitement that I had before the event and the satisfaction that followed afterwards.

Thank you all.

Logistics / Maya Karleshdat

Work Plan Summary:

The work on creating a Logistics Department started at the end of November 2015.

Since it was a new department, the goal was to define its role (while considering that it is an event that is managed by volunteers), to collect information, to build a management infrastructure, and to define the responsibilities of each of the departments as well as the required positions.

As a part of the organizational structure, we knew our goals were: logistic support to the production's operational departments (departments that set up a defined area in the field), creating a unified platform that each department can be a part of it, understanding the necessity of the required items and their cost, ways to reduce cost, and transportation.

The work plan was not clear in advance, and we did not know how to evaluate all the work we would have to deal with. The more we progressed, the clearer the picture became. The logistics budget of each operational department was also not defined in advance (as the entire production was rebuilt this year and this information did not exist for each department) and part of the plan was to understand the budget volume, so that we could define it in advance, and to follow it the next year.

When we began, we stated up front that this year was a year of learning, gathering information, and defining areas of responsibility for the coming years.

Work Plan Execution - before the event:

Our main work period was between the end of November and the date of arrival for beginning of construction. During the entire evaluation period, we recruited volunteers, built the logistics department and the purchasing department, defined work methods, understood what our tasks were and how we should execute them, and divided the tasks between the logistics department and the purchasing department.

The Logistics Department handled issues such as: building and working according to a detailed grant, recruiting logistics managers from each department to work against the operation, collecting logistic information from the production departments regarding the establishment of their compounds in the field, understanding their needs, approving budgets for purchasing, defining a field program that details the work content of each department in the field, holding a workshop for the logistics managers, and planning and carrying out transportation.

The Purchasing and Infrastructure Department dealt with issues such as: learning historical procurement for large suppliers, building specifications for a request for quotes, comparing prices, sending requests for quotes, recommending suppliers and transferring them for further handling with the association and the technical producer.

The responsibilities for the next steps were transferred to the management of the technical production and included closing the contract and working conditions with the suppliers and their management in the field.

The areas we dealt with included: examining materials for the access road project, ambulances, chemical toilets, ice, radios, drinking water and gray water, electricity, fences, shading, mobile structures, additional rented equipment (tables, chairs, dining room equipment for the production volunteers, etc.), construction equipment, mule vehicles, security, transportation, consultants (gas tester, sanitation), general / office / expendable equipment, and so on.

The treatment of these subjects took place over a period of 5-6 months and included the study of each and every topic, recognition of the people involved, and understanding the process of the historical activity. My main concern as a manager was to continue and collect new topics and tasks, and to ask questions, namely: what will come to our treatment soon, and to be prepared in advance with personnel who know how to catch up and carry out the tasks. Next year, we will be able to define a work plan and know in advance what the areas of logistics handling are, including defining clear roles for the volunteers.

Work Plan Execution - during the event:

During the event, the Department was not active, the technical producer managed the suppliers in the field, and the production areas were already established and functioning.

Lessons and Conclusions:

- Dedicated volunteers need to be recruited for each position and enabled to carry out the task fully and responsibly until the end of the process.
- At the level of procurement - the issues should be examined, and need to be decided upon in advance as to what topics will be included in the annual work plan. A dedicated team should be established to discuss the issue of water supply, together with the responses received to the water questionnaire from the subject camps.
- A general work plan should be established for the period of construction and deconstruction

on the ground. The plan should include any project that will be required to be carried out in the area (for example, cladding the floor in a dining room). All the projects of all the departments should be defined and their time of implementation in the field should be prioritized. Including: items and quantity of volunteers, engineering tools, and vehicles and trailers for the purpose of completing the task. Time should be invested in this plan, and the field must be clear for the technical producer, the DPW, the traffic manager, and all department logistics managers.

Personal summary:

The process was challenging, complex, empowering, and taught many lessons. I worked with many inspirational people and learned a lot about the ability to contain information. Many volunteers have come to build something together, something that will take the production of the event to a place where there is less uncertainty and more planned management. This is a complex process that I am very happy to have experienced. I came out of it with management experience and many new friends. I recommend to anyone who is intrigued to join in the action.

I would like to take this opportunity to thank all the volunteers for their contribution, their thought, and their joining of this collective endeavor.

We got to know and experience together the establishment and creation of a new organization at the Midburn Association.

Migdalar (“Lighthouse”) / Kohra Yuval Itach

Department Role

The department was established to form a group of supervisors\advisors (“responsible adults”) operating during the course of the event. The lighthouse observes all that occurs in the city, intervenes when necessary, solves problems, expedites various processes, makes sure things runs smoothly, working closely with the control room, the event producer and manager, and remains informed and in touch with other operational departments such as the infirmary, nomads, etc. It also deals with emergencies when necessary.

Work Plan Summary

The work plan was to first define and understand the role this department has to fill, which was in fact completely new. We had to conceive different scenarios and define the scope, to write procedures describing reactions to these scenarios, identify our partners for every action, etc. Then we had to pass these procedures on and implement them internally, and in cooperation with other departments that share our goals.

Work Plan Execution - before the event

Our mission was defined as best as could be in the months before the event, and then passed on to the group members through several briefings. Another expanded briefing took place on-site, in the day before the work started.

Work Plan Execution - during the event

An active shift took place and changed every 12 hours through the course of the event, from 8 AM to 8 PM and then from 8PM to 8AM. The shift changes followed a brief overlap to allow for a status update with the department head and the control room. Our mission was carried out effectively, and our people reported addressing and solving a significant number of incidents and other issues.

Lessons and Conclusions

- It was very important for this function to exist. Our members were very effective and it was extremely helpful to have a Midburn associate constantly available to address any issues

that may occur

- In the future, closer work with the Control Room before the start of the event so that we will be even more synchronized and able to go into greater details. In addition, coordination meetings and preparation with the CEO and Deputy CEO before the start of the event would allow better preparation and deepen the ability of this role.
- Of course, we could use a utility vehicle :) but for a first year, we are pleased.

Personal Summary

I had the privilege to take the responsibility and establish and manage this task. I worked with excellent people with great abilities who were extremely suitable for the job. They all understand the essence of Midburn and the way it is run, it was therefore natural for them to take this role. I want to thank the control room and everybody who came in contact with us for excellent cooperation. Doing our work and taking part in the shifts, while gaining insight into this aspect of Midburn, was extremely enjoyable.

Planning and Location Department (PLD) / Anat

Frenkel

Work Plan Summary:

Department role: Planning the city of Midburn; both the physical space of the entire city and the relative location of the city's contents. The plan also includes the various functions of the city and the location of the theme camps.

Our first job is locating the right location for the event by mapping and measuring the area using photographs, physical measurements and drones. Then we begin planning the city according to the concept, while coordinating with functional & technical requirements, licensing, safety, accessibility and function location. We analyse the data received from the theme camps and place them after reviewing their needs and deciding on the best spot for them in the city. We also coordinate the location of the art installations, prepare all the material for marking the city in the area of the event, show the theme camps their placement in the area, and monitor the entry of the participants and where they place themselves during the event.

Work plan execution:

1. Measuring the city: Done by using topographic maps and orthophoto, tours on foot and photographs.
2. Planning the city: Done in accordance with the local terrain and in order to implement the concept of the event.
3. Planning the camps' location in the city: We derive the area of each camp from the number of its members. As well as describing the camp, the theme camps were required to fill a form with the following data: Camp name, number of participants, the size of the area required for public activities (in square meters), the content & hours of their public activities, if the camp is kid friendly and the level of noise the camp intends to generate. According to these criteria, we created a classification and characterization of the camps, along with their placement in the city. The camps' placement was also done according to an acoustics expert document, in order to design the division and the direction of the sound funnels. During the camp placement process, we have also taken into account the results of the

2015 MOOP report.

4. Marking the city: The city map was transferred using CAD files to a DPW marking team.
5. Theme camps' placement in the city: The integration of the theme camps was done by coordinating the arrival time of each camp. With the camp's arrival, they were welcomed by a Location Department member that explained them how the process works, and then were directed to "adopt an area" in the LNT Department. The theme camp's representatives were escorted to their camp's area and were placed there by a Department member, according to the markings. A representative of each camp then signed on a form explaining the location requirements.

The work also included settling territorial disputes between camps, handling camps' invasions into streets and into other territories, and evacuating free campers that built compounds without permission.

In addition, during the first day of the event, the Free Camping team monitored and controlled free campers' traffic into the city, in coordination with the Gate and the Control Room, in accordance with the population density in various areas of the city.

Practices to Adopt:

First and foremost: preservation of the Department's members. The Department's work was high quality and was done in a friendly manner. Its members worked hard even under time pressure and in difficult conditions. They showed volunteering spirit and friendship both among themselves and towards the rest of the members of the production team and the members of the theme camps with whom they worked.

The city's design created a mix that enabled and emphasized the character of the city and the diversity of its various quarters.

There was enough space for each participant. The city was not overcrowded and some of the areas designated for free camping remained spacious.

Personal Summary:

Despite the heavy workload due to planning for several sites at the same time, and the postponing of the decision on the final event location, which led to a pressuring and demanding schedule, I can summarize the work of the department as an excellent experience. I'm happy and proud of the team members who have remained a key part of the department for several years, and

congratulate the new and highly motivated staff who joined the team this year.

The location process in the event area was done well and left a smile on the faces of anyone involved in it.

The city planning proved itself in terms of space requirements, licensing, parking, roads and routes. Coordination and work with the various departments enabled the assimilation of the needs and requirements in planning the city.

Personally, the most significant point for me is the feeling and feedback that this year's city planning enabled the full expression of the city's residents - the theme camps and other participants. By creating neighbourhoods and areas with a varied and considerate nature, an intriguing, surprising, rich, diverse and inspiring city was created.

Theme Camps / Lilach Givaty

Work Plan Summary:

1. Registration.
2. Communication with the camps - receiving and distributing information.
3. Management of information about the camps for production purposes.
4. Allocation of tickets to the camps.
5. Escorting the camps from the registration stage until the camp is dismantled at the end of the event and receives a release permit from the LNT department.

Work Plan Execution - before the event:

Registration:

The registration process was too successful. At the first stage (before end of January) there were 170 registered camps. The registration rate was much faster than expected.

Following an emergency meeting with the camps, a camp forum was created that later took on itself to create a committee that would choose only 120 camps. Fortunately, we did not have to hold the committee because only 130 registered camps did submit the relevant forms for the committee and the other camps closed down naturally. At the end of the day, 122 camps arrived at the event, plus 3 production camps (DPW, MediCamp - Medburn Camp and AliGate - the Gate Camp).

Communication with the camps:

Earlier this year there was an attempt to develop a system for receiving information from the camps in order to avoid using multiple forms. Unfortunately, this system was only partially established, and the continued contact with the camps took place mostly with the help of multiple and tedious forms throughout the year.

Allocation of tickets to camps

Allocation method:

This year it was decided to distribute tickets through the camps, fearing that the generated large demand for tickets will result in undermanned camps and that the percentage of participants in free

camps would be too high. At first stage it was decided that the camps would receive tickets in proportion to their size. To do this we had to know how many people there were in each camp. It was decided that a page would be opened on each person's profile where that participant could choose their camp. At each ticketing 'pulse' we checked how many people were registered for each camp and divided the remainder of tickets to the best of our ability according to the size of the camp.

Advantages of the ticket allocation method:

1. In the end, camps were given almost all the tickets they needed.
2. The percentage of participants through the camps remained high.

Problems caused by the ticket allocation method:

1. Since the first ticketing pulse was also the largest, camps which were created at a later stage received only a few tickets in spite of their size.
2. Camps have registered people who did not really plan to join the camp and sometimes did not even intend to come to the event, in order to get more tickets.
3. Camps have been formed with a group of people without knowing whether or not they have a ticket. Afterwards, there was a very unpleasant situation of shortage of tickets for a cohesive group that wanted to bring content to the event.
4. The price steps made it difficult for the camps to divide the tickets among the members and created an irrational division between early and late participants.
5. The fact that the tickets could not be transferred, created a very problematic situation for the camps who had a very large number of people with different levels of commitment.
6. Other production departments had delays in the distribution of tickets for their volunteers, which created a situation in which people did not know whether they had a ticket from the volunteering or from the camp. The departments were waiting for camp assignments to know which of their volunteers already had a ticket and everything was stuck.

Sound camps

There were about 20 sound camps in the city. We do not know exactly whether the camps followed the guidelines or increased the music above the allowed volume. Unfortunately, there were cases of camps that despite the repeated requests of neighbors and nomads in the event did not lower the music and did not care for good neighborliness. It may be that the guidelines for areas within

the city allowed the camps to play music at too high volume.

Lighthouse:

The lighthouse is not an official project of the Production, but nevertheless I decided to mention it in the report.

At the beginning of the year I met with some of the more prominent camp managers, and we had an idea for activities designed to help new camps and make it easier for them to take off. Pretty soon I, as the director of the theme camps department, left the initiative, but an amazing group of people continued to build and produce the Lighthouse - an action taken by the camps, for the camps.

The lighthouse included 3 sessions. The first session was about a vision and about building a group. The second session was about management tools. The third session consisted of round tables on a variety of topics, from the camp's kitchen to lighting and the construction of shade structures.

Each session was attended by several dozen camps' representatives, and after each session a feedback form was sent to the group that led the Lighthouse project. I hope that this project will continue to develop in the coming years.

Lessons and Conclusions:

Communications:

We will continue with the attempts to create a system that will make it easier for the camp managers, and we will maintain and deepen the direct and personal connection between the camp managers and the Theme Camps Department.

Ticketing:

We are a community in the making. Every year we learn new things. This year, the ticketing program has had a great impact on the process and on the community in general. There is a need to rethink the ticketing process and adopt another ticketing program that will create a positive atmosphere and will still allow active participants to attend the event.

Sound camps:

The number of sound camps or the camps who perform parties should be further restricted. Maybe

it's worth considering the idea of creating a quiet area in the city in which nightly parties are not allowed, or permit only silent parties in that area at nighttime.

Lighthouse and the theme camps forums

We hope to have fruitful cooperation next year as well.

Personal summary:

Thank you for all the compliments, support and appreciation even in difficult moments. The entire staff works throughout the year on a completely voluntary basis, and what motivates us are your appreciation and your smiles.

Thank you for the hard work and amazing content you bring to the event and to the community in general.

Leave No Trace (LNT) / Baroch Oren

Department Role:

Minimizing the footprint of the Midburn through community development, researching and development policies, vision leading and creating inspiration in the city residents; Touring and operating throughout the event, and at the end of the event, surveying and mapping the footprint of the entire city's MOOP and publishing the conclusions.

Work Plan Summary:

Researching and development policies regarding LNT such as: garbage, grey water, compost toilets, electricity, etc. Distributing the policies to camp leaders and art installations, and examining their awareness. Encouraging camps and installations to adopt public areas. Expeditions through the city during the event to handle LNT issues. Efficient and reliable crediting of camps and art installations, and assembling the city's MOOP report and map.

Work plan execution:

- ♻️ Preparing for department assembly - the LNT is a new department, assembled in continuation to the activity of the "eco-burn" burner's group. "Eco-burn" have been meeting every month since the end of Midburn 2015 and studying LNT, sustainability, and environmentalism as it applies to the Midburn world.
- ♻️ Establishing working format and work plan - performed with the assembly of the LNT department at the end of February 2016. Planning the department structure, assessing the main tasks, and risk management. Recruiting team leaders and, in the future, recruiting volunteers to the teams. Developing work procedures for each team.
- ♻️ Researching and developing policies, corporate work* - studying the topics and creating policy papers together with the Midburn management. Conducting a demonstration day in the Revadim settlement. Connecting auctions and suppliers with the department (waste containers, supervised wood, compost toilets, and bio-diesel).
- ♻️ Licensing, community, and adopting - survey the community preferences, assembling the policies of different LNT teams to one general policy paper and presenting it to the theme camp's heads of MOOP on the orientation eve (over 90 participants). Telephone campaign

with dozens of installations and theme camps according to MOOP-risk assessment.
Distribution of public areas for adoption by theme camps and installations.

- ♻️ Expeditions and operations- consultations and clarification to the city residences during the event regarding LNT and environment protection. Addressing, alerting, and managing LNT matters in real time. Supervising the cleaning of public areas during city disassembly.
- ♻️ Acquittals and city disassembly - Acquittal lineup for theme camps and art installations towards leaving the area. The acquittal includes a rating for each camp/installation that reflects the state in which they left the area. Production of an acquittal report and a MOOP map that reflects the cleanliness level of the Playa by the end of the event.
- ♻️ Waste transit station- less than a month before the city was opened, we reached an agreement regarding the location and structure of the transit station. With the difficulty of building a new team under the time constraints, the “HaMaavarim” (the Transits) team was established to take responsibility on the issue. The team’s work included: planning and setting up the waste transit station, raising awareness to the station’s existence, operating the station during the disassembly of the city - with the city’s residents and the waste containers suppliers.

Lessons and Conclusions:

- ♻️ The Department’s team, made up of good friends, who are fully committed to the LNT subject. The appreciation event we had for the volunteers “loaded the batteries” and strengthened our commitment to the mission.
- ♻️ Preparing the community for the event, especially the LNT supervisors conference of the theme camps and installations. Each theme camp and art installation that participated helped to pull the community forward.
- ♻️ Taking responsibility for the transit station, with all the complexities involved. We learned a lot from operating the station and we hope that next year it will be transferred to a professional staff hired by the local authority.

Personal Summary:

This year, we accomplished many new things that didn’t exist last year. The very establishment of the department was an achievement in itself. We excelled in so many areas - for example - the LNT supervisors conference , the digital MOOP map, the operation of the generators of the entire city with biodiesel - with 80% fewer pollutant emissions, and reuse of wood. And of course - the

pilot of the excellent compost bathroom. For this we received great appreciation from the regional authority.

We learned a lot of things along the way - both the partners and myself, as the leader of the department, and on a personal level. I think that the main thing that could have upgraded the department is investing in recruiting high quality and available manpower, and in keeping the workload adjusted to the human resources we have at our disposal. The volume of the tasks and the number of volunteers in the LNT Department created a heavy administrative burden, and it is correct to determine that the person who will lead this issue will do so in a paid position.

Personally, I feel I've learned a lot about vision, inspiring people, teamwork, trust, and cooperation. I have been privileged to work with an amazing team and inspiring managers. I feel that I have learned new meanings for the words - action, inspiration, and vision. I had a different Burn than what I expected. A Burn of hard work, Walkie Talkies, Utility vehicles, and natural awakening at sunrise with a sense of mission. More than celebrating the parties and the art, I celebrated the social, environmental, and conscious change we managed to lead together. Volunteers of the LNT Department, you are the most wonderful people who I ever had as partners on this road. I am full of wonder and a sense of pride about the tremendous achievements we have brought together to our community, thank you for the privilege of leading the department together with you.

* Corporates - Work teams are not a production necessity. These are volunteer teams whose right to exist stems solely from their motivation.

MAPATZ (DPW) / Liran Ben Anat

Department Role:

MAPATZ (DPW) members are the first people on ground and are responsible to stake the area, fence it, raise and set up the public buildings and the infrastructure, maintain them and lastly are responsible for dismantling the city and returning the desert to its former condition.

Work plan:

<https://docs.google.com/document/d/1JBPzIVtp1jyzliHB5dINzFZXM0GCWcu1xppvlsuZGh8/edit?usp=sharing>

Work Plan Execution - before the event

The department's planning began already at the end of Midburn 2015, when we summed up and wrote conclusions which were later used as guidelines towards our activity for Midburn 2016. Later on, we built a management team consisting of both people with prior experience in the MAPATZ department, who performed leading roles in the department in the past, and new people who wanted to forge ahead and take more responsibility. Throughout the year, starting from November 2015, we have led a process whose targets were recruitment of volunteers to MAPATZ, the consolidation of the department, creation of social bonding as well as a sense of belonging and finally volunteer training. We had various meetings, each of which was planned and carried out by a different volunteer group – an approach which greatly contributed, especially for new volunteers, to their sense of connection with the department and for us, as leaders, to recognize volunteers who want to lead and contribute more. The achievements of the planning were considerably felt in the familial atmosphere that was created in the department and in the healthy and supporting workspace.

At the same time, at the planning stage of the event, different MAPATZ crews worked and planned in collaboration with other Midburn production departments – for example Logistics, City Design and Planning, Safety, Control Center, Technical Production, and the Volunteer Department. We also consulted with other departments such as the Center Camp, Playa Info and the Infirmary (MedBurn) during the design process so as to receive a detailed picture of their needs and how to carry these out on the ground.

We developed a plan including detailed timetables of cargo transports and construction, together

with Zeevi, the Technical Producer, Midburn Logistics Department and with our fencing and construction supplier Shantipi.

During the preparations before beginning the build, we purchased through the Logistics Department new equipment and tools, which were added to previous purchases from last year and which strengthened the technical abilities of MAPATZ.

Work Plan Execution - during the event

The actual performance on the ground was divided into 3 time periods:

1. City Construction
2. Maintenance during the event
3. City disassembly

City Construction

The construction of the city was also divided into 3 time periods:

1. Advance Period – During the advance period, a team of 30 volunteers went to the build area. Their role was to stake the city and at the same time to build the basic infrastructure for the rest of Mapatz and construction volunteers (Mapatz Camp, Kitchen, “Submarine”, temporary electrical/water layout, etc) and to collect the necessary equipment for the main part of the construction.
2. Construction Stage A – We had about 100 volunteers and we concentrated on the construction of necessary public projects, for example – Gate, Perimeter Fence and Infirmary - which had to be standing before the early entry of the theme camps and art installations. At that stage we met all our goals and in some of the projects we even finished earlier than scheduled, despite a serious mishap in the stacking phase which required a "push" of some blocks forward and a half day delay of arrival of equipment.
3. Construction Stage B – We had about 90 volunteers and most of the work was done to complete structures from Stage A (Saloon, Greeters, internal fencings, electricity layout, signposting) and finishes towards the visit of the people responsible for event licensing. We also occasionally supplied help in the form of people and heavy equipment during the construction period for various art projects, while concentrating on help for the Temple construction. At that stage, the performance was less according to the plan and more as an immediate answer for various problems and the licensing requirements. It resulted from

cases like a planning mistake wherein there was a shortage of fencing material which resulted in a two day delay, as well as a planning mistake on the necessary materials to build the Greeters area.

A typical day during construction:

Wake up + Snack

Safety briefing, stretching, team and crew assignments for various daily tasks

Fieldwork

Breakfast + Break

Continuation of tasks and assignment of additional tasks

Lunch + Break

Continuation of tasks and assignment of further tasks

Dinner + Chill/Party/Bonding event

Lights out

Daily summary meetings with the ground managers and various production sources, as well as with suppliers and preparation of the tasks for the next day.

At the end of Construction Period, Mapatz met all the set goals and even a bit more.

Maintenance during the event

During the event there was a daily Mapatz maintenance manager who led a maintenance crew. The maintenance crew worked in shifts and supplied solutions for occurrences like holes in the fence, repairing shades, covering exposed electricity conduits, general safety issues, help for perimeter guard during the burnings and generally solving various unplanned issues. The maintenance crew worked in conjunction with the Control Center and the Event manager who routed the various calls.

Disassembly period

At the disassembly period there remained about 50 Mapatz volunteers who were occasionally supplemented by people who arrived for some days/hours in order to help with the dismantling. We gradually dismantled the various buildings in a reverse order from how they were constructed. We tried to create a fun experience for those taking part in the dismantling period (for example there was a portable pool). This was also intended to prevent both mental and physical break of volunteers due to the hard work. Apart from the usual dismantling work, Mapatz had to also collect

the garbage from the playa to take to the garbage disposal station, garbage which was mostly left by theme camps and art installation, without any prior coordination. Some of these camps and installations were even declared garbage free by MATAR (LNT Department).

Generally, the dismantling period was more successful compared to last year and despite the general tiredness of volunteers, some of whom were in the field for several weeks. There were good attendance percentages for dismantling period.

Practices to Adopt:

- Building of a leading, professional and strong team.
- Bonding of the volunteers and strengthening of the sense of family. At the same time also detection of new volunteers who want to lead ahead.
- Planning, planning and more planning – better work with Logistics Department (which is a new department), better work with Shantipi (the shading and fencing supplier/contractor), more involvement of Mapatz during the design phases.
- The various appreciation events for volunteers during the year and especially during the Midburn event specifically.
- Increased collaboration with various production departments in order to better understand their needs and to advise accordingly.
- The maintenance shifts
- Technical Points: field loader, the parking staking method, building more solid equipment database, another truck and wagon.

Areas for Improvement

- Improvement of Mapatz accessibility to the community – a better communication and detailed explanation of the departmental role, its responsibilities and to who and whom the department provides assistance. Also, explanation to the contractors and suppliers that Mapatz is formed solely from volunteers rather than professional or employed laborers.
- Refinement of the Department role definitions and understanding of the requirements from Mapatz and prevention of cases in which people were routed for uncoordinated tasks (for example accompanying the heavy equipment vehicles).
- A more orderly and organized work with the department of City Design and Planning and

creating a full overlap with their people on the ground in order to minimize their need for help from Mapatz Staking Crew during the assignment of camp locations during the build stages.

- Minimization of the amount of people from Logistics/Technical Production who are involved in the design and coordination of specific areas will be beneficial for prevention of failures in the carryout.
- The logistic requirements document for all the Midburn departments must be revised and simplified, together with a tighter Mapatz involvement with departments who need technical assistance from the planning stage onwards.
- Each department must take care of its needs and its volunteers in order to carry out a normal and routine performance – before, during and after the event.
- The Kitchen must be a totally separate entity from Mapatz and take care of its volunteers.
- More variety in the kitchen menu and more meat in the food. Four meat dishes in two weeks are not enough for healthy performance in strenuous conditions.
- Better coordination with the suppliers that the Mapatz Department does not operate during the last day of the event (didn't happen with the electricity contractor)
- Improvement of arrival times of suppliers (not in the middle of night...) and a better coordination of the transportation of equipment/infrastructure suppliers and contractors.
- Improvement of safety and professional training
- Continuation of equipment purchasing – more power tools and completion of missing required equipment - like another truck and another wagon.
- Professional security from the first moment Mapatz is on the ground.
- There must be a maintenance manager for each day separately. Also, strengthen the maintenance crew with another ATV.
- Generally – an improvement of the coordination with the Control Room is necessary. There were many cases where crucial information passed through too many stations until it reached the necessary people.
- Coordination of departmental expectations from Mapatz – between the required and the possible – will prevent confusion during the design process. For example – the shades for the Saloon and for the Information Center.
- If the Mapatz Fluff crew is expected to help the rest of the production sources in the field, they should be funded and equipped accordingly.
- It is expected from the various departments to give a hand and assign volunteers who will

help in the dismantling of their temporary buildings.

Personal Summary:

Somewhere in December 2015, at the initiation event for Midburn 2016, I went up the stage together with some of my friends in Mapatz (DPW) and spoke about my participation experience in Midburn 2015. I couldn't have dreamed how that experience will feel smaller in comparison with this year. Leading Mapatz throughout all that process called "Midburn 2016" and throughout the year was without doubt the greatest managerial and professional challenge in my life, as well as the most satisfying. All the credit for that goes firstly to the amazing volunteers who transformed Mapatz from a department into a great big family.

The volunteers brought Mapatz and Midburn to new heights of performance in high standard and all that was done while singing, dancing, camaraderie and an endless smile even at difficult times (whoever didn't see a band of tired DPW members loading the trucks throughout the small hours of the last dismantling night, while singing and playing Frisbee – missed the experience big time). We should encourage this performance and cherish it in the community and especially in Mapatz.

I couldn't have carried out my role without the support and backup I have received from them in some of my difficult moments in the construction and dismantling periods. I give thanks to the people of Mapatz who showed me again and again what is participation and for their belief in my leadership. I thank the most colorful and happy family I have ever had.

Playa Info / Kabira Rinat Sharabi

Work Plan Summary:

The Playa Info serves as the active information center at the Midburn event. As such, it must provide answers in a number of areas: information on content, including the production of the Event Program, helping with the direction of inquiring participants to the proper places, Lost and Found corner, assisting with contact between the participants and the various departments as well as between themselves. (Rides / contacts, etc).

Work Plan Execution - before the event:

Event Program:

The work process of the Event Program was done in collaboration with several departments, when we collected all that information at the Playa Info.

The program includes a number of chapters: general / useful information about the event, information and description of the theme camps, information and description of installations (by art department) as well as description of other various activities. Each of the chapters was collected by the content manager of the Playa Info and transferred to the Knowledge Management Department for proofreading and translation and to the legal department for approval and finally for layout and graphics.

After all the material arrived, we realized that there were about 3 times more activities than last year, so the work of the activities was much larger (150 pages!). Due to the lack of volunteers, the closing towards the final printing was delayed and we were late for the deadline for the printing press. The result was that the glue had not had enough time to dry suitably and when the book reached the sun of the desert, the glue disintegrated and the pages of the book dispersed and produced an unplanned MOOP.

Schedule: The issue of the schedule is problematic from the beginning. The event this year was on June 8, we took a time interval and we see that the program should be ready on June 2, and from there the printing press set its schedule for receiving material by 18/5 (10 working days).

We set the deadline for content providers to 30/4. Which gave us two and a half weeks for proofreading, translation, legal validation and design.

Lessons and conclusions from the Event Program: The whole subject of planning requires

preparation and rethinking. Towards Midburn 2017 we need to create a think tank on how to produce the Event Program and in what format to make it accessible to the community.

For the printed mode, there is need to note the following:

- A uniform format for times / hours.
- A limited length of text for description of camp / installation.
- The text length for activity must be limited to a maximum of 50/70 characters. The book was way too thick.
- A tighter schedule and a professional team committed to the subject of the Event Program.

Playa Info:

The Playa Info: The process of working on the Playa Info began with an attempt to understand and gather what are the functions of the Playa Info, what we are supposed to provide to the community, and what the role of each of the staff is. At the initiation session of the Playa Info team, we held a brainstorming session about what we want to be in the Playa Info and how we see its role.

We met with the Vision Department to understand the theme and how we want to translate it into the design of the Playa Info. In fact, one meeting with the Vision Department could have been enough. The role of the Vision Department in the interaction with us was not well-defined and was not clear enough.

Logistics:

A big issue that should have been conveyed more clearly. There was insufficient understanding of the required materials and quantities. For a long time it was not clear what the department was responsible for buying and what the logistics department provided. In the end, we did not wait and purchased all the materials we needed for the volunteers' days of construction. The second time we had to make additions to the TAMLAM (Departmental logistic mapping form) after it was approved, critical building materials were not approved and we could not get approval until we received a price quote, a mission which was not supposed to be the responsibility of the department. We learned about the Submarine (the equipment storage at the event) only in the two weeks before going down to the field when we realized that we should also ask for equipment to build the Playa Info structure

The volunteer work process was mostly technical, a lot of work with emails. The issue of ticket allocations was very difficult, both from how we communicated it and from the point of view that we knew quite late what allocations we had and we had to decide who is eligible and how to allocate

tickets to them.

Work Plan Execution - during the event:

On the ground, it should be clearer where each type of equipment is located. It is important that there should be a someone from the department on the ground who will be able to help with materials and quantities, and also to accompany the construction of the structure for the Playa Info. There was a great sense of waste of time. There was no use of the Field File that was actually supposed to concentrate all the available information.

Lost and Found - We tried to maintain a digital file from the Playa that would track of all the losses. It did not work because there was no network. During the event, we have received lost items and people came to look for their lost items. At the end of the event, one of the volunteers from the Playa Info took all the remaining lost items and uploaded to a file on Google a listing of all the items. We invited people to update the file with things they found or lost. To improve the process, I recommend instructing the audience to tag their items with names / phone / address / email.

Beyond that, there were also lost items that piled up in the theme camps. These items did not reach the Playa Info. It might be worth doing a gathering of lost things also from the theme camps on the last day, because otherwise these things sit in someone's storage place and no one is aware of it.

Lessons and Conclusions:

I have a feeling that we learned a lot this year. We started more or less from zero and we gained a lot of knowledge and experience with time, so I assume that next year it will be simpler and clearer what is required and how to do everything in the most efficient way.

We lacked a person who understands fieldwork, who will accompany the construction of the structure for the Playa Info.

The Playa Info, according to the way I see it, represents the support from Midburn Production and the Midburn Association during the event, and as far as I'm concerned, it requires a connection and work with the Midburn support team that operates throughout the year.

Also, there is need to provide focused training days for the volunteers of the Playa Info , in order to train them to provide a response to the community during the event.

Personal Summary:

For me, the experience of managing the department was very powerful. I got a lot of inspiration from the heads of the departments I worked with as well as from those with whom the interaction was less professional. In my eyes it is magical and wonderful that this event is conducted purely by volunteering. It gives me a lot of desire to continue to be part of this community and to contribute to the best of my abilities.

Medburn / Nimrod Levy

Department Role:

The purpose of the Medical Department is to provide comprehensive medical services to the temporary city at the time of its establishment, existence and disassembly as a gift and service to the city's community, and in order to assist the proper functioning of the event.

Work Plan Summary:

The guideline was rearranging and reorganizing of the medical system, while significantly increasing it in order to meet the demands deriving from the growing event. The plan included establishing a multidisciplinary departmental production team, which would meet the needs of logistics, training, planning and management of the growing project. In addition, an emphasis was placed on improving administration and organization, both at the production stage and the event itself, while improving and upgrading the structure of the clinic, as well as reexamining the work methods and writing new work procedures.

Work Plan Execution - before the event:

- An operative director for Medburn was appointed, and a departmental production team was established, as detailed in the organizational structure.
- The work method in the Department was re-planned according to an emergency room work model. During this period, the manpower in shifts was increased, and the division of the various professionals required for each shift, their role and location were defined.
- Recruitment of the staff was carried out by the volunteer coordinator and the head of the department from the lists of volunteers who registered through the Midburn website. These candidates were classified according to profession, level of training and medical experience, and interviews were conducted with personal phone interviews for those who matched. This year, for the first time, all volunteers were required to provide vocational training certificates as a condition for volunteering, for insurance purposes. In addition, a most vital team was designated to manage the shifts during the establishment stage and the event itself.
- A team of "Training and Events" was established. It organized and conducted a refresher course for paramedics, and a training and consolidation weekend, which was the head

event of Department. The event included a day of training in various professional fields.

- As part of the vision of integrating complementary medicine in the Department, a separate team was established this year to manage this field.
- A designated logistics team was set up for the department, alongside the establishment of a general logistics department in the production of Midburn. It included re-planning Medburn, ordering equipment in the framework of the general procurement of Midburn, planning and coordinating the establishment of the group working with the production, the DPW Department, the Logistics Department and the Ambulance Company in the Negev.
- A section of Medical Equipment and Medicines was established, and a total of 15,000 NIS was ordered for the purchase of medicines, dressing materials and medical equipment. This year 10% of this budget was allocated for the purchase of non-expendable medical equipment. It was also decided to try for the first time the purchase of isotonic beverages for the treatment of dehydration, as an alternative to infusions.
- Emergency Services Provider - It was decided to work with Ambulance Negev again, and to expand cooperation. It should be noted that in this framework, professional insurance, that provided insurance coverage to all the group volunteers, was purchased through the company for the first time.
- MediCamp - The medical camp was significantly enlarged and received logistic support as a production support camp. The camp was available for the participation of all the members of the group and their families, and in addition, received the allocation of tickets to additional volunteers.
- Publications were made to increase awareness of preventive medicine / radical self-reliance in medicine.
- Uniforms - Medical signs and flags, personal name badges, pendants and uniform shirts were prepared for the team on the basis of the logo of the medical system.

Work Plan Execution - during the event

- The Medburn infirmary was built by the logistics team, which included a 20X20 meter compound shed, a wash point with running water and a collection tank of gray water, chemical toilets, a full and sealed fencing around the compound and an air conditioned mobile structure that included a central hospitalization space, medication storage and an office. The complex is furnished with beds and treatment stretchers, cabinets, desks and work chairs, as well as storage solutions for medicines. A utility vehicle was also allocated to the infirmary.

- Throughout the constructions period, medical response, which increased according to the needs of the area, was provided. From the paramedic at the pioneer stage, to the full establishment form that operated from the pre-event permit and included an ambulance + driver, 1-2 doctors and 2-3 paramedics / Medical staff with full treatment equipment at any given time. During the period of constructions up to the beginning of the event, 180 complaints were processed. There were various complaints, including mainly dehydrations, scorpion stings and various orthopedic injuries. It should be noted that a heat wave occurred at the weekend before the event. It resulted in many dehydration cases in the construction teams. All of the dehydration cases were handled with great resourcefulness by the staff of the infirmary, that was reinforced on the weekend, and none of which ended evacuation.
- At the beginning of the event, the infirmary's staff consisted of 140 volunteers (10 of whom from abroad), according to the following composition: 37 physicians (8 of whom senior physicians), 11 paramedics 12 nurses, 60 first-aid people , 10 complementary medicine practitioners in various subjects, 7 volunteer logistic staff, 2 pharmacists, 1 person responsible for shifts.
- According to the licensing requirements for the event, 2 ambulances, an emergency treatment vehicle, and a 4x4 evacuation vehicle including their staff were ordered for the time of the event itself. In addition to these demands, another evacuation utility vehicle and an ambulance in the area, were already brought from the Friday before the event by Ambulance Hanegev.
- In accordance with the medical plan, the medical system operated from the beginning of the event to its end, in the format of the 24/7 emergency room shifts, divided into the triage. sorting cases into walking patients (minor cases), and more complex cases (requiring beds or supervision). The teams were assigned to 6-hour shifts which included the following:
 - A senior physician (medical director on duty), a shift supervisor, 2-3 doctors on duty, 1 paramedic on a utility vehicle, 1-2 nurses, a triage director, 2-3 paramedics, 1-2 complementary medicine practitioners and 1 logistics in charge.
 - During the first day of the event, a medical tour , which included a paramedic with equipment and water was conducted along the entrance queue to the event. From the beginning of the event, a direct telephone response was given to the Nomads and participants inquiries, a response in the communications network, and a response to the events in the field. (A utility vehicle manned by a paramedic + a doctor / medic).

Summary of Infirmary events:

During the five days of the event, 752 applications were received. Out of these:

- *296 applications for medical attention*, A full screening file was opened, including a doctor's examination and evaluation. Of these, 73 cases were defined as possible dehydration, 28 scorpion bites, 2 burns, and 12 shortness of breath cases. This is a significant decrease in the number of referrals comparing to 2015, as a result of the study and implementation of the conclusions from 2015.

- *456 applications classified as service requests* without the need for medical treatment - distribution of band-aids, changes of dressing , supplying painkillers such as Optalgin / Paracetamol and eye washing.
- Out of the total number of visits to the infirmary during the event, *only four were evacuated in the ambulance.*
- The integration of complementary medicine into the screening process was very successful, providing about 10% of all referrals, which were treated with acupuncture, osteopathy, naturopathy as well as other methods.

Lessons and Conclusions:

- As far as the Medburn Department is concerned, the ticketing system this year proved successful. Without the dependence between volunteering and the tickets allocation, we would not have been able to reach the required number of volunteers, especially in the required professions such as doctors and nurses. However, the issue of the tickets again took a disproportionate amount of time and resources from the establishment of the project, and must be simplified.
- The conduct of the production was too centralized, and did not allow enough maneuverability for department heads. Department managers should be given more freedom in choosing suppliers, closing purchases, and managing internal budgets. The cross-sectional update between the departments should also be improved.
- The volume of personnel in the group has proven itself, and the size and method of work should be preserved. Nevertheless, the production team must grow significantly in all divisions, in order to distribute the burden of production tasks more efficiently. In addition, the construction shifts should be reinforced, with an emphasis on the week prior to the event, and switch to an 8-hour shift format.
- Managing the medical array has become too large in terms of time and resources for a volunteer manager, who works concurrently as a full doctor. As of now, the importance of the position necessitates allocating appropriate resources for employing a paid manager.
- We must preserve the training that was carried out this year, and continue to build and develop the field of training and procedures.
- As far as the logistics field went, therea significant leap forward this year. Therefore, the building of Medburn and the work method that has been set up should be preserved, while enlarging the logistics staff and upgrading the portable structure should be maintained. The provision of independent electricity must be ensured at the establishing period, as well as keeping the utility vehicle in order.

- It is necessary to preserve Medcamp and its location as a production support camp, essential for proper functioning of the infirmary.
- The field of communication should be developed by appointing a person in charge of communication in the medical production team.
- The pharmaceutical and equipment sector this year was orderly and efficient. The pharmaceutical organization at the event worked well, and the drug budget was appropriate. It is necessary to continue investing in non-expendable equipment. The use of isotonic beverages was very successful and should be expanded. The various production departments, with emphasis on DPW and Nomads, should be encouraged to provide an independent departmental budget for this purpose.
- The integration of complementary medicine in the emergency work was very successful, and we must continue developing and budgeting this issue in the future.
- The process of sorting out walking / lying people proved itself, and the establishment of the triage position helped improve flow and streamline of treatment. In addition, there was a significant improvement in the method and consistency of medical documentation, and the method of work that has been built must be preserved.
- Purchasing professional insurance for all volunteers in the medical system is important, providing security for the staff, and this should be preserved for years to come.

Personal Summary:

Looking at overall results, the medical system fulfilled its mission, fully functioning and responding appropriately to all the medical challenges that arose at the event. It was also a critical factor in assisting the success of the event and its correctness and in regulating the authorities' attitude towards Midburn.

Taking medical responsibility at the Midburn event is no small matter, and the fact that within three events we have reached such a size is a source of pride. Moreover, it indicates an increasing need. We need to think how Midburn can become an even more responsible and safe event for participants and staff, so that we do not need such extensive medical services in the future.

I would like to again thank all the members of the medical system the amazing team that I had the honor to lead for three pioneering and wonderful years. For the wonderful people you are, and the courage to come and support the community as therapists and medical professionals.

Sincerely,

Dr. Nimrod Levy

Legal / Ilan Blumenthal

Work Plan Summary:

The legal department didn't have an independent work plan of its own. Our activity was a derivative of the plans and schedule as displayed in the main Gantt table of the production, and most of the departments. For example: the Gantt of the license process as determined and approved by the police, the Gantt of the security department (safety plans, procedures completions) or deadlines of the art department (agreements with the artists).

Work Plan Execution - before the event:

The Licensing Process

The licensing process was initiated on Dec 22, 2015, when the police published a Gantt that reflected, among other things, the lessons learned from the previous year, due to a meeting with the Negev county commander Mr. Amnon Elkalay, that took place few weeks before.

The actual start of the process was on Feb 2, 2016, in a tour that took place at the festival sight in Nachal Boker. The license request (including the event's safety plan suggested) was served to the police March 12, 2016. We received the license conditions from the police on April 12, 2016 and it was almost like a rerun of the conditions for the year before. We responded to the conditions with reservations. In another meeting with the police on May 2, 2016, we came to an understanding regarding most of the conditions, but there were still problematic conditions remaining, in which we agreed to discuss with the county's deputy Mr. Ilan Peretz. In addition we made and served another report which included a plan to reduce the potential of participants injured in the event. In the end, the deputy determined most conditions as we wanted, or close enough to it, and influenced quite a lot about the continuance of the festival due to his decisions (mainly in the "commander spirit"), that the event will proceed as planned, and that there is no need to harden things more, and that the most important considerations are the safety considerations. In addition we planned and served planes for the approval of the event's site and activation of art cars at the event. We received all of the approvals and permissions and appointed a certified inspector regarding the traffic aspects of the event. Due to a late approval of the event, not all aspects were adjusted between the various production departments, and as a result of it (and as a result of the head chief/deputy exchanges) the police refused to acknowledge it and allow the work of the art

cars. Besides the operative issue, in the end, the license process completed in a satisfying way for everyone who was involved, without any Dramas. According to non-formal messages from the police, the feeling was that they were very content.

Internal procedures

It took a lot of effort, along with the various departments (Gate, Safety, Parking, the various theme camps, Nomads, Control Room) to write and "reinvent" the procedures, and eventually, in the middle of may, we published a procedure book that included 15 different procedures regarding various areas of the event's ways and life. In addition to that the safety book from last year has been "reinvented" and has been narrowed down only to the part of "scenarios and responses". To be specified and emphasized that both of the books were handed in to the police at the beginning of may, they made the committed impression, and there is no doubt that it influenced in a way of more understanding and flexibility towards us (mainly regarding to the importance of the nomads and their meaning).

Insurance

We managed to improve both the conditions of the fluent insurance as well as the unique insurance of the event, so that the volunteers, including the artists, are covered both as third party that are entitled to compensation and as insured in a case of causing damage. And even more than that, the premia of the unique insurance was decreased with more than 30%.

Different issues

Agreements with the event's producer, license consoler, safety consoler, correcting and improving different documents/forms on the website (both Hebrew and English), the event's regulations, volunteer's forms, photographing rules/ photographers instructions, a survival guide, fire safety rules, improving artists agreements and adjusting specific agreements to the main installations, getting the approvals from all relevant causes in order to prepare the ways to the event and the actual event on site, checking the contents in the brochure etc.

Lessons and Conclusions

- There is a need in implementation of the procedures and scenarios and responses or at least part of it on site.
- It is essential to insure a monovalent identification (date/edition) of the safety plans for the

license.

- An activation and movement plan should be planned for the art cares, and to ask the permission of the police as part of the safety plan.

Personal Summary:

We work hard, and all in volunteering, but our biggest reward is us, one for another. And the shine in the eyes when we meet.

Nomads / Idan Horvitz

Department Role:

The Nomads are participants who have been given special training and receive their authority from the community. Their goal is to assist in maintaining a safe and pleasant environment for the city's residents. They form a link between the residents, the people who run the event, the security staff and the authorities. They help with handling safety hazards, dealing with extreme situations and finding solutions to conflicts between the event's participants. The Nomads patrol the city from the moment the theme camps enter to start building the city to the moment the city is dismantled. They are easily recognizable by their bright nomad robe with the Nomad symbol on it.

Work Plan Summary:

Until the beginning of the current year, the Nomad Department has trained about 140 people.

Goals for current year of activity:

- Recruiting an adequate amount of volunteers (around 200).
- Training not only the nomads prior to the event, but other people who are interested as well, in order to allow the members of the community who wish to receive this knowledge the opportunity to do so.
- Forming a strong logistical array inside the department.
- Establishing and operation of the Nomad Land before and during the event.
- Manning fully functional shifts.
- Creating a database and documenting the department's activity all year round.
- Missions added during the year -
- Forming a team that will accompany suppliers three weeks before the event, due to constraints from the authorities.

Work Plan Execution - before the event::

Training:

- The department has produced 3 training events for new nomads, about 100 people have attended each of the events. Among the participants were also community members who

wanted to receive training, but not necessarily become nomads. In addition training for shift managers was written and taught, detailed training for 5 nomads who have been trained as day managers and finally, a mandatory meeting for all those interested in being nomads at Midburn 2016 with 251 attending.

- About 3 weeks prior to the event a new team, the escorting team, was created due to developments in registration processes with authorities. Recruited to this team swiftly were participants specifically dedicated to this particular task.
- Headcount for the Nomad Department was about 47 volunteers working year round in various roles.

Supporting events that happened during the year:

- An initial meeting of department volunteers to get things going, a meeting meant to thicken the department (filmed, accessible and transcribed), a booth in the Midburn kickoff event, an event to kick off training, events to recruit new volunteers, arranging a large team meeting for year round volunteers, fun days, “Nomads on the Bar” meetings, open to the whole community, where burning issues relevant to nomads were raised, concluding meetings after Midburn for the team leaders.

Work Plan Execution - during the event::

- The Nomad Department began operation 5 days prior to the city gates opening. During the city’s assembly, the nomads had one shift from 8:00 AM to 8:00 PM.
- Starting from the first day of the actual event, the department worked non-stop with 4 shifts a day, lasting 6 hours each, ending at the last day of the event at 8:00 PM.
- Attendance by percentage: In the weeks prior to the event, 251 nomads signed up for shifts. In actuality, 246 nomads (97% attendance!) did 456 shifts.
- The grand total of volunteers in the department was 281 qualified nomads, plus 38 members of the escorting team.

Practices to Adopt:

- Facebook - communication channels were started - a page, an open group and a closed group only for nomads.
- The teams worked all year round and have reached many accomplishments - the volunteer

team was an important part of the departments growth. Due to limiting each training session to 100 participants on the one hand and the desire to fill every open spot on the other, the team has personally contacted (with phones and messaging) hundreds of potential volunteers. The training sessions took place with a high capacity of 95% - A very big accomplishment for the team. The Nomad Land team has run the department's budget in an exemplary manner. Managing the import process of 200 robes from China in short notice, flags and bandanas for the escorting crew, which allowed for robe gifting to nomads in recognition. The production team started its activity early on and made it possible to organize many different and well put together activities in unique locations. Nomads on the Bar put together meetings for community members to encourage discourse on burning subjects and giving a nomad point of view. The Content team was in charge of producing the kickoff events and was an important part of adjusting and communicating the nomads training and writing the Yodas (Day supervisor) training (which took place for the first time in Midburn and has no other regional counterpart). The documentation and media team took care of the photographers in charge of documenting the department's activities, produced a number of videos, gathered a lot of data from the department's activities for future reference. The escorting team was started on short notice as a need that rose from the registration process. Recruited and trained quality volunteers and gave them motivation to take part in the nomads department.

- Alignment meeting - New up-to-date content was passed on and for the first time, all the volunteers wishing to be nomads on the playa met each other.
- Dealing with unpredictable circumstances and helping the production team - the department was a very strong tool in helping to correctly and professionally manage unpredictable events not under its jurisdiction.
- Independant functionality of the department in the field - from assembly to dismantling, the department functioned and managed events professionally thanks to the work of the daily supervisors and the yodas (Day supervisor).
- The nomads handled countless situations, some mild, some severe, and did so with professionalism, kindness and determination.
- Functionality during burns - the nomads were present in the burning perimeter as is procedure. When the fire guard were missing volunteers, the nomad team helped fill in the gap.
- Nomads' Membership in Midburn's registration team - The discussions in the team made it

possible for the department to follow the demands of registration and to prepare for other various issues.

Areas for Improvement::

- It would be worthwhile to increase the investment in current nomads and in forming team spirit in the department.
- Creating an organized newsletter with constant updates and enriching content.
- Organizing the Nomad Land as an inviting location before and during the event - Collecting gear and designing the compound. Putting a special emphasis on the time of assembly and dismantling and appointing a person in charge of starting the work and MOOP.
- Adding content meetings for the nomads all year round. We would like to have trainings (both mandatory and optional) on subjects we didn't get to touch on this year and deepen our understanding of the subjects we did.
- It is recommended to consider splitting the documentation and media into two team-maintaining knowledge and documentation (perhaps under the communication team).
- Too many nomads in each shift - remembering the previous year and as a response to having many new nomads, there were more shifts than planned. This appears to have created a situation that has profoundly limited responsibility and the gaining of experience for each nomad in their respective sector. In light of the fact that next year we are expected to have more experienced nomads, it is advised to limit the number of nomads to a number more close to what was originally planned (bearing extras in mind).
- Training leading up to Midburn- We should strive for volunteers that have entered the city gates at least once in the past and lower the number of participants in each training session. In addition, we strive to create a training mechanism for new nomads in the field.
- Making the Yoda (Day supervisor) and the day supervisors' jobs clear- As a chaperoning element and sponsor. It is important to emphasize the delicate nature of the chaperoning they give to nomads and Yodas (Day supervisor) in the field. In addition, it is important to make clear the Yoda's job as the only individual to prioritize the nomads' missions in accordance to demands received from various sectors of the production team.
- Making the nomads' duties during assembly and dismantling - The number of nomads during these times did not comply with the missions at hand. Also, the nomads' shifts were 12 hours long, between 8:00 AM and 8:00 PM. The long hours took their toll on the nomads.

- Outer suppliers - It is important to make sure that there is a person in charge of the suppliers moving around the city. Lacking such a person, the burden fell on the nomads, who had to manage the orders in which water was being spread to the city and other such logistical issues.
- Utility Vehicles - It is well known that there was a general problem with mules this year. Either way, we see fit to emphasize that this really hurt the supervisor's' ability to respond to predicaments in the field. The two available mules were not enough to an event of this scale and the number of nomads. More mules are a must, in order to allow the nomads to react quickly and efficiently to different situation happening in parallel all over the playa.
- Using the nomads as an available task force for other duties - There is an inclination to use the nomads for other jobs, unrelated the department's declared missions. We are of course happy to help when possible, but the vast usage of the department for unrelated jobs hurt the ongoing activity and this needs to be reduced significantly.
- Administrative functionality of the department during the event- It would appear out of the conduct in the field, that volunteers are needed in order to take care of the different administrative parts of the department- rituals, meetings, Nomad Land, etc.

This document was a brief summary of the Nomads Department transparency report for 2016. For those interested, a more detailed report (around 20 pages) is available with more conclusions, team roles, work plan and more specifications.

Personal Summary:

Leading the department was, for me, a great privilege and rare opportunity. The possibility to walk beside such a leading team, supporting the awesome shift the department has been through this year, was a special experience.

The department has gone through tremendous growth this past year, a step that entails some ramifications we had to cope with and will need to continue coping with next year as well.

Knowledge Management / Idit Kamer

Department role:

Internal production knowledge management

Knowledge management is very important for the organization for the following reasons:

- Preservation of the accumulated knowledge for the next years – the production team consists of volunteers and naturally the turnover rate of volunteers is very high. Each department accumulates much knowledge during its activities and as a learning organization we strive to preserve this knowledge in order to avoid starting anew each year.
- Knowledge Sharing between the various departments – as part of the production activity, there is a need to transfer information and coordinate work processes between the various departments. If a particular work process was decided, all those involved (and their future replacements) should be exposed to the defined process.

Methods to achieve these goals:

- Implementation of knowledge management activities in Confluence (knowledge management system).
- Managing production folders in Google Drive (organization and restoration).
- *Accompanying* and directing the knowledge management representatives of the various departments.

Translation and editing of content - Hebrew, English and Arabic

- Signage - Hebrew, English and Arabic.
- Program - content editing and translation (Hebrew and English).
- All content uploaded to the site - content editing and translation (Hebrew and English).
- The Burn Games
- Event Rules
- Additional translation tasks as needed

Documentation and dissemination of information

- Writing summaries of meetings.
- Distribution of the internal newsletter.

Practices to Adopt:

Knowledge Management Team:

- Continue working with Confluence. The system is suitable for organizational knowledge management and is easy to operate.
- Each department will assign a knowledge management representative. Each representative is responsible for managing departmental information together with the help of the knowledge management team.

Editing and translation team:

The English and Arabic teams are doing well.

Newsletter:

The way the newsletter was conducted was good and the newsletter is informative and interesting.

Areas for Improvement:

Knowledge Management Team:

- It is necessary to improve the assimilation of the work with Confluence (the knowledge management software) and to adopt knowledge management as an organizational culture, supported by Nir and Itamar.
- The system must be ready before the production team starts.
- The implementation should be improved and the scope of the training extended to the other production volunteers (not just the department heads, as was done this year), along with the Jira training sessions (Task Management software).
- There is a need for a dedicated integration file for a new volunteer / department manager which includes information about how the systems run and general conduct.

Editing and translation team:

There is a need to recruit a Hebrew team leader

Management of volunteers:

- The management of the volunteers in a yearly department is different from the

management of a department which operates only during the event therefore the management should be adjusted accordingly. The new volunteers are recruited in three rounds (as needed):

1. After the kick-off - recruitment in favor of regular activities and especially editing and translation of the site content.
 2. Recruitment towards the program translation
 3. Recruitment towards translation of the Transparency Report.
- A team-building and bonding day should take place after the event or before work on the event program begins.
 - Providing tickets for volunteers: The list was closed before the second round of volunteers, so it was impossible to help everyone buy a ticket.

Recommendation: Eligibility for tickets for next year

Knowledge Management Team - Recommendations for next year:

- The information of all departments in Confluence must be updated in favor of a production portfolio archive.
- The Confluence should be prepared for next year. Preparation of all relevant information for the new staff
- the departments should be supported during the preparation of task portfolios and the creation of an overlap file which includes all the required information, important links and tools, in order to enter the position (relevant even if the volunteers/Department managers do not leave the job).

Personal Summary:

The editing and translation teams operate in an efficient and orderly manner for a second year and therefore are properly managed, with the exception of a missing Hebrew team leader. In addition, the availability of translators is not constant and actually tends to decline at times of pressure, since most volunteers are active simultaneously in at least one other department.

There was a delay in the beginning of the translation activity of the program because the team was still handling last year's transparency report.

Recommendation: Reduce the transparency reports in order to avoid such a long translation process while focusing the report on what is relevant and interesting to the community - This is not the place to draw internal-departmental lessons. The report can be divided into a current report

that coordinates the activity of the yearly departments and an event report that includes the departments that are active only for the duration of the event.

The newsletter is managed well. This tool could be used better for assimilating organizational processes.

The knowledge management team started its activity too late because of delays in choosing a system, which led to the fact that we were ready to assimilate too late, at a time when the various departments were at the peak of pressure and therefore most of them did not cooperate.

The departments which did appoint a knowledge management representative, who worked in conjunction with and coordinated with the knowledge management team, managed the departmental knowledge in a good way.

Center Camp (The Salon) - Omer Gershon

Department Role:

The Center Camp's Salon functions as the only public compound at Midburn. Its purpose is to be a resting area for Playa travelers and free campers as well as a place that gives artistic expression to Midburn participants - either by creating a space for live music or by creating a space for volunteers to lead and to learn from all genre's workshops.

This year 2 new spaces were added within the Center camp compound: a treatment space and a shake space.

Work Plan Summary

Workshops operated from 9am till the afternoon.

Performances from noon until the evening.

The shakes ("shakeri") operated every day from 10am to 2pm

The treatments space was open every day from 10am to 12pm and from 4pm-7pm

The Center Camp this year increased its area size by 50% because of the many compounds within it and changed its overall shape as well.

Work Plan Execution - before the event

After having the idea to divide the Salon into 4 areas (space for workshops, hangout space ("Zoola"), shakes and treatments) , we began to look for people to lead each department and to budget the Center Camp. Each department got a leader and a team, to build the content of the department and to operate it. At the same time we worked on the budget that had been cut by over 50% and we had to find creative solutions.

We established a big decoration team (about 15 people), therapist team (about 20 people), performances and workshop team (approximately 100 people). While working with Shantipi was excellent, the flow of information was problematic because we were supposed to work through the Logistic Department first and the Communication of Center camp.

Logistic arrangements with Shantipi were impaired. We found ourselves forced to take on most of

the Center Camp equipment purchases individually and personally, both to reduce the burden on the Logistics Department and to make sure that we had everything we needed.

There were a lot of infrastructure cancellations after we closed the program, such as the shade cover that was changed twice, the grass that was supposed to be the floor of the Center Camp and got canceled, and more... Improvising a lot, we managed to be ready for assembly.

Work Plan Execution - during the event:

Construction Period:

The construction was advanced by two days thanks to the DPW crew that were quick and excellent. The only issue was that the volunteers were scheduled to arrive 2 days later. What happened was that 3 volunteers and I, together with the DPW department, put together most of the Center Camp by ourselves. When the volunteers arrived there was no more help needed and they had almost nothing to do (not their fault of course).

During Midburn:

In retrospect it turns out that because some of the volunteers did not want to work during Midburn days, the center camp operation fell on very few people. For the next time, we need to create separate construction and operations teams

- Control Room: The feeling we got from the Control Room was that the Center Camp is a minor department. Relations with them were difficult and unpleasant, all the things we requested in advance (utility vehicle at specific times, walkie talkies, etc.) were rejected in real time.
- Logistics Department: During Midburn itself the logistic department wasn't working and it made the logistic operation during the event difficult.
- DPW: I take my hat off to the DPW Department. Without this department nothing would have happen, there would have been no center camp. The center camp wouldn't have been rebuilt again after it collapsed from the winds with almost nothing left standing. They were a wonderful and dedicated team, they performed their jobs perfectly and in an unprecedented manner. A thousand thanks.

Disassembly:

At the tear down, out of the team of 11 people that were supposed to help disassemble the camp, 2 people arrived, most of them found an early ride or had no energy to disassemble or just didn't

wanted to.

I found myself disassembling most of the Center Camp by myself until I had to go to the infirmary to get treated for massive asthma attack. This must never happen again.

The disassembly team members received ticket allocations for their volunteering. There is a need to ensure that they fulfil their obligations and if not, apply sanctions (such as canceling the profile or denying the option to purchase ticket for the next event etc).

Areas for Improvement:

- 4 deputy Center Camp managers, are each responsible for a whole day. There are shifts leaders that are physically on the ground, but the deputy leaders are responsible for the flow of all the content at the Center Camp during their day.
- Leaders of each compound (with a team) that know in details what is their role.
- Need to train all the leaders about all their management roles and responsibilities so that for any problem they will have a clear reaction.
- Need to build an on-site team for Midburn itself that is separate to the Center Camp team that works half a year in advance. These are two separate teams.
- Need to build an disassembly team and to condition their tickets on staying and helping with the disassembly and to make clear that those who do not stay will be subject to sanctions.
- Building a wooden fence around the Center Camp (like at Burning Man) to prevent the sandstorms from blowing down the walls and to prevent people from sitting there.
- A Budget must be given to the center camp in advance; instead of waiting for us to submit a budget and then starting discuss it; not doing so makes a msss and causes procrastination and a lots of delays.

Arctica (Ice Zone) / Saleet Shatz

Work Plan Summary:

Following last year's experience, it was decided to adopt the same opening hours 10:00-15:30, to use only 5kg packages, and to leave the package price the same, rounded to 20 NIS per 5kg package to avoid small change. The purchase is done in the station, using cash only. In order to track the number of sales, a paper voucher is handed and registered in each purchase. Production crews received an allocated number of vouchers to use during the event according to each department's needs.

As an improvement from previous years, we felt it is important to further invest in design to provide good atmosphere and guest experience in addition to just ice.

We have expanded our working crews to 4 people per shift, and an additional shift supervisor, in charge of opening and closing the shift, and is also available for general troubleshooting.

Work Plan Execution - before the event:

- Since the department started its activity relatively late (a manager was only assigned in March), some tasks have been performed behind the general schedule and required special approvals and deadline changes.
- Volunteers Recruitment - Most volunteers contacted the Volunteers Department before the online volunteering form was made available, and asked to volunteer in the Arctica. In addition to those, only several more volunteers were needed, and these were further recruited for special assignments or early arrival. We scheduled an introductory evening meeting for volunteers to provide them with instructions, socialize and ensure their commitment. Almost all volunteers attended the meeting, and shifts had close to 100% attendance rate.
- Ice Supplier - the Logistics Department coordinated the purchase from the same supplier as the previous year, which was a very successful choice. The supplier was readily available, flexible and attentive to our needs.
- Setup - The Arctica was opened two days before the event. We think this is too late concerning the fact that several days earlier, over 1000 people were already on-site. Decorating the station took several hours which went on as late as Sunday night. The building crew also manned and operated the station in the days preceding the event, and were worn-out by the time the event started.

Work Plan Execution - during the event:

- Shift Structure - The payment stand was right next to the collection spot, which created some disorder. Separating the two spots into two lines may make the distribution more orderly. The number of people attending the shifts created a great atmosphere where people are always pleasantly available to do their job. The daily supervisor had to remain in the station more than once to aid the crew in dealing with unexpected issues.
- Opening Hours - During the event, the station was constantly attended by buyers (some of them have been waiting even before the station was opened), which made closing the shift difficult, and usually meant the shift was extended by approximately one hour. Most volunteers finished the shift pretty exhausted and therefore we think extending the shift beyond 6 hours is unproductive.

Opening hours should be announced more clearly and unambiguously.

During the event there was once a shortage of ice (since it ran out before the new order arrived), and we therefore decided to extend the station opening hours in that day.

In the days prior to the event there are less people in the city so a smaller crew is enough.

In the opening day of the event many people arrived late and wanted to buy ice, so extending the opening hours in the first day should be considered.

The demand for ice is lower in the closing day of the event, so shortening the opening hours in closing day should be considered.

- Operation - the amount of ice purchased was significantly higher than the previous year and we weren't prepared to collect so much money and issue so many vouchers. Nevertheless, the station was operated in an orderly manner and in general, the sum of money collected corresponded to the amount of ice delivered. New ways should be considered to effectively track the number of package supplied and money collected. During the disassembly, ice was collected with no tracking and therefore this amount is unknown.
- Working with the Production - The voucher allocation for the production departments was meant to improve the tracking and distribution of ice to these departments. In reality, coordinating the matter with the department managers (to whom the vouchers were handed) was rather difficult and yet performed reasonably well. For some departments, the required allocation was not clear, and for some, the allocated amount was insufficient. Many departments could not store 5 kg bags. Although some found a solution (like sharing

with another department, etc.), some other solution might have to be considered.

Lessons and Conclusions

- Opening Hours - The station should be open to serve the on-site crews prior to the opening of the event, with a short shift being sufficient. Extending the opening hours during the event should be considered, and the high number of volunteers should be kept.
- Operation - Improving the tracking system for the amount of packages sold. Better preparation for handling large amounts of money. Better allocation system for the production departments. Finally, it is very important to improve the decoration and atmosphere of the station.

Personal Summary

This job was an opportunity for me and I was glad to take part in making magic happen. The crew with which I worked, and especially Gal, were amazing and I have received plenty of support from the production and other departments. It was not always easy to handle the responsibility and other unexpected issues, but I am very glad for having this experience.

Strategic Relations and Fundraising/ Giora (Gio) Israel

Work Plan Summary:

The strategic relations department was founded as a direct solution to the license crisis in 2015. In the heart of the decision stood the understanding that in order to guarantee the existence and continuity of the event, and to guarantee the uprising of the organization, it is necessary to have resources and a proper environment to tell the whole story of the community and not necessarily focus on the event itself.

The Department is mostly used to link the default world with the burner world and works in four main areas: funds and resources recruitment, government\authorities relations, associations and international relations. The department has set recruitment goals along with a lot of challenges to face throughout the year, such as finding the proper location for the event, founding a Friends Fund, building trust relations and expanding the corporation with the police, tightening the relations with the local authorities and the southern residents and so on. Beyond that responsibilities the department also promotes the involvement and volunteering in the organization.

Work Plan Execution - before the event:

Resource Recruitment:

- Establishing the Friends of Midburn foundation.
- Production of "Lemuria", the gala event of the art foundation of the organization. This year, the incomes from the event enables us to almost double the budget for art in the Midburn event and for the art foundation.
- In collaboration with the IT Department, developing the possibility to add additional funds for support during ticket purchase to the Midburn event.
- A fundraiser event in New York, the revenue was donated to building the Temple.
- Producing an hackathon of fund raising requests to support the various installations.
- Recruiting support from the "Schusterman Foundation" in order to produce an exposure event to Midburn in San Francisco.

Authorities/Government Relations:

- Midburn's location - as part of the effort of finding a permanent location for the event the department negotiated with the IDF's planning directorate, the ministry of defence, "Ramat

Negev" regional council and Israel's nature and parks authority.. In addition a locating crew has established.

- Full support of the license crew and a direct link to the police authorities.
- The ministry of culture and sport - developing the relationship with the office, hosting the CEO of the ministry during a Midburn Friends Tour at the event .
- Ministry of Tourism - founding a relationship with the ministry and aiding in the exposure of the Midburn event in the international media.
- "Ramat Negev" regional council - a continued relationship with varies authorities in the council to guarantee the productive collaboration between both sides. Creating a business "pool" in the south and connecting them with the community and founding a connection with "Sde Boker" community.
- Southern municipalities - keeping a productive collaboration and relationship with southern municipalities such as Dimona, Arad, Yerucham etc.
- The "Nature and Parks Authority" - developing a work interface with the authority.

Associations and Collaborations:

- "Bat Yam" - leading and supporting the relationship with the city municipality, tracing locations in order to produce community events, leading the negotiation for establishing the Midburn house in the city, presence of the Midburn in the city's festival etc.
- "The City meets Desert" project- initiating a project to show Midburn art in urban spaces.
- Conferences attendance- conference of community of Sde Boker, "Mefik" conference, etc.
- Social Midburn - establishing and running the social involvement of the organization.

International Relations:

- Building and developing the connection with the head organization and its leaders- hosting Kim Kok (the art director) and Itay Fridman (resource recruitment) at the Gala event, representing Midburn at the organization conferences, hosting the official representatives during the event. Attending the ELS conference – the leading group gathering of the regional events in Europe.
- Founding a supporting Midburn community in San Francisco, producing an exposure event in the city.
- Founding a supporting Midburn community in New York and producing a resource recruitment event in the city.

- Publishing fund raising campaigns for art installations in Midburn and exposing Midburn to the international community.

Work Plan Execution - during the event:

During the event the activities of the department focused in several areas:

- Licensing - full accompany of the licensing and approvals process. Including full link with the police at the event and accompany of the security force. Personal tours to the police commanders.
- As part of the efforts to guarantee the strong connection with the local authorities, the department conducted tours for the heads of the regional council, the IDF's planning directorate and for the head of the land use in the ministry of security. Also, as an effort of finding a permanent location for the Midburn event the department conducted tours for the Midburn friends members, members who do not participate in the event and other relevant strategic supporters such as the head of ministry of tourism, philanthropic funds, representatives of "Mifal Hapais", potential donors etc. (as a result of the friends tour, a connection was formed between the installation "home" and "the Shanti home" and the installation was donated to the youth living in the institute as a space for meditation and relaxation zone), there were also tours conducted for the "Sde Boker" residents, an art tour that was conducted to senior citizens of the area and exposing tour as a part of a good relationship between the locals and the Midburn community. In addition, due to some looting events at the end of Midburn 2015 and the beginning of setup towards Midburn 2016 it was decided to form strong connections with the Bedouin community in order to act against law breakers.
- Food donations - in a personal lead of the department volunteers, a food collecting project was founded through all the festival days, and in the end of the event, in collaboration with "Latet" organization the donations were transferred to needed families and for the Bedouin community in the area.
- During the event the department hosted Marni Benson, the Burning Man government relations manager and Magen Rotigolosi, the regional network manager. We were very happy to see them going through this experience and realizing its importance.

Lessons and Conclusions:

- A special team was founded for locating a permanent location for the event. Finding a

permanent home for the event was identified as one of the important strategic goals.

- Following the positive influence of the relationship with the regional council and local community we consider it highly important to tighten the relationship and continue to build a strong and productive relationship.
- Another crucial part of the organization work is the resource recruitment and it is a direct and critical condition for the continues of the organization.
- In this year's event the changes that has been made regarding to the connection with the police were clearly shown as well as its positive influence throughout the year, therefore this module will be based in the department relations with the fire and rescue services and with 'Magen David Adom', Israel's national emergency medical service.
- Midburn has become a main player in the global community event's map so it is important to maintain good relations with the main organization as well as the relations with other events and international communities. The international exposure strengthens the status of Midburn both in terms of the whole event experience and it's status with varies authorities in Israel.
- Today, the department develops the social content world of the organization, hoping it will stand for itself one day.

Personal Summary:

The role of the department is very wide and requires us to act in multiple areas, most of them, if not all, are completely new to us. The areas we handle are mostly complicated and sensitive, from building the relationship with the authorities, to creating of array of resource recruitment for the organization which requires us to be creative, think outside the box and be extremely sensitive while working.

The Department has incredible volunteers - professional, modest and diligent. We act out of strong belief in the righteous of Midburn and this community and see in every person of organization that we are in contact with as a true and full partner to our way, and as a result of it we see a lot of success made in relatively short time.

Despite the rapid growth of Midburn, the organization still faces many challenges especially in the way it is perceived from the outside and in the eyes of those who are not familiar with it's story. Telling the story of Midburn in any possible way is very important strategically especially in prominence it's unique artistic story and promoting a deeper social involvement. Those are very meaningful routs both ethically and to the way the event and the community are perceived by the

society. Us, as a community and an organization have the responsibility of reflecting this quality to the world because it will promise the healthy growth of the community.

Communications / Omer Kalderon

Work Plan Summary:

The Communication Department operates as the official 'voice' of Midburn towards the community (In both Hebrew and English).

The Department communicates matters related to both the Midburn association and the event itself.

This is communicated by a few means: "Desert Bear" – Midburn's official newsletter, Social networks: Facebook, Instagram and YouTube , blog , internet site and gallery (documentation and photography).

Work Plan Execution - before the event:

This year, the Communications Department has focused on providing relevant information and inspiration to the members of the community via various media platforms. This year the department's activity focused on managing content and its distribution via various platforms.

This insight stems from the belief that the platforms via which we communicate are in fact the active management of the community. This applies to Education and content and also to giving relevant information. Each platform had goals formulated which we proudly stood by:

- Facebook – one post a day in Hebrew, about 2- a week in English (with increased volume towards the event).
- 'Bear' every 3-4 weeks, in accordance to the program planned with the education department, and informative 'Baby Bear' in proximity to various events (ticket sale, Purim event and informative 'Baby Bears' towards to the event itself).
- International – 'Bear' about every month and half written specifically and dedicated to the participants and community members from abroad, and partly translation of the Hebrew 'Bear' (mainly inspiration and details re the Midburn community).
- Website – Receiving the brief and finishing the work flow up to 10 (including content editing, proofreading, legal authorization, translation and upload to the website).

Throughout the year the Department has supported the various departments in various procedures. A special effort being made to get involved as early as possible in order to facilitate efficient and beneficial communication of the various procedures.

In addition, the department representatives have been in continuous communication with the head of communication and heads of departments throughout the year alongside the weekly production meetings as well.

This year as a result of the challenging ticketing program, a lot of rage was expressed on the VIP Facebook group. The Department was quite absent from the discussion yet gave official and satisfactory answers to the issues raised.

In general, we have actually endeavoured to lead the community as far as discussion, education and other aspects, and will continue to do so next year (in various ways such as creating a designated group as opposed to the page).

In addition, a big challenge is finding an efficient media channel for community management and we are working on this towards the new year.

Work Plan Execution - during the event:

The Department is inactive during the event as reality is as it exists on the Playa and there is no need to communicate it outward during the event itself. Therefore the last post to be posted on Facebook was as the gates were opening on Wednesday morning.

Lessons and Conclusions:

One of the goals this year was to create a connection between the community and the production. Making the production more accessible to the community – in general this issue requires a much more in depth look- Perhaps a Facebook group (as opposed to a webpage) where all discussion will be held and answers will be given by the department and organization admin.

In addition, the communication department is working tirelessly to build a new and more intuitive webpage, one that will ease getting answers for the questions asked.

It is important to mention that this year the website has been upgraded and all information has been uploaded and made public to the community.

Personal summary:

The Communications Department is one of the core of Midburn production departments. The main goal was to introduce the community members (whether or not attending the event) to the community principals, the process of preparation for the event and to expose them to inspiration

and additional values. In addition, this goal has helped form the strategic plan, the department's communication and the operation of the different platforms in a good way in my opinion.

The Department plays an important part in most processes within the organization and the production, thus I think the department has managed to demonstrate its advantage in understanding the processes within and the way to communicate them further. In addition the communication with the department and with various heads of departments, was done clearly and efficiently, which immensely assisted in correct and exact communication of each of the events, processes and various issues.

On a personal level the challenge was great to begin with but with the assistance of the members of the department we managed to build a successful and functioning layout. This is a great opportunity to thank everyone for the support and advice and to thank each and every one of the wonderful volunteers of the department. This team functioned (and still does) in a professional and efficient manner and even managed to keep smiling. Saying Thank you would be an understatement of what I feel towards you.

Midburn 2016 - Cost Breakdown

The Midburn event is the flagship event of the community, but working on it and on the other events is spread throughout the entire year.

In mid 2017, a financial report about the 2016 activity of the Association will be published.

Summarizing all the income & expenses by project.

The financial data presented in this report is the main cost of the Midburn 2016 event. The decision to share was made in order to give a numerical expression to the great amount of work reflected in this report.

If you skipped directly to this section of the Transparency Report, it is strongly recommended that you continue reading the rest of the chapters in order to get a broad perspective that clarifies what producing such a huge project involves.

Section	Cost	Description
Road preparation	₪ 543,617.10	Preparing 2.7 km of roads with 20 cm covers that are 7m wide
Security	₪ 465,916.23	Including security at the time of construction, event and disassembly in 13 positions + CCTV cameras
Art grants	₪ 456,000.00	
Electricity	₪ 297,500.00	Electricity infrastructure construction for the city and for the production and management complexes
Fences	₪ 279,979.83	about 8.5 km of fences
Paid policemen	₪ 213,302.00	
Medical services	₪ 209,564.01	Four ambulances in the field, medical insurance for the volunteer team, a field ambulance and ambulance services
Road wetting	₪ 197,718.00	Wetting the roads to reduce the amount of dust and powder - 2 water trucks for 16 working days (8 hours a day)
Department budgets	₪ 186,401.00	Recognition budgets and operational equipment for the 30 different departments operating in Midburn
Chemical toilets	₪ 148,127.85	150 portable toilets for 3 weeks
Garbage disposal	₪ 147,465.00	For more details - read the LNT Transparency Report
Shading	₪ 120,205.80	Over 8000 square meters of shading
Utility vehicles	₪ 100,737.00	Total of 11 utility vehicles - half of which for only half the time
Heavy equipment	₪ 89,588.00	A forklift, a telescopic forklifts and three platforms for 3 weeks + ground repairs
A fee to the Israel Land Authority	₪ 84,029.00	

Ice container + supply	₪ 80,262.00	A freezer container rental + 28 ice blocks
construction approval and process support	₪ 77,220.00	Annual accompaniment of the safety and licensing processes
Technical production	₪ 70,200.00	Annual support of the production departments, coordination with suppliers in the field, operation of the event, working with authority representatives
Dining room	₪ 66,009.00	Feeding the construction and disassembly volunteers
Project managers	₪ 59,787.00	Shantipi's professional personnel, leading DPW teams in the construction of shade canopies and fences
Tools	₪ 52,256.00	Technical equipment for the DPW Department
Transportation	₪ 51,246.00	Fences and shade canopies transportation
Programs	₪ 49,702.00	Programs for the event's participants
Licensing consulting	₪ 46,600.00	A licensing consultant working with the police and the fire and rescue services
Containers	₪ 41,418.00	Office container rental for administration, Medburn and the Gate Departments
Project management	₪ 40,200.00	A project manager for work during the construction period
Tents	₪ 37,908.00	Built-in air-conditioning tents
Walkie-talkies	₪ 35,697.29	Rent of 100 radio devices + MIRS devices + fire extinguishers + spray + payment for missing devices
Fire & rescue services	₪ 31,000.00	Fire services fee
Midburn transportation	₪ 30,420.00	Transportation of containers along with technical and expendable equipment
Czech hedgehogs	₪ 26,292.83	Approx 4000 different sized czech hedgehogs
Logistic equipment	₪ 24,134.00	Logistics equipment for the various departments
City signs	₪ 20,553.00	Road, street & hours and general signs
Insurance	₪ 20,122.00	
Fixed mats	₪ 19,305.00	The public and departmental areas of the city - Center Camp, Medburn, Dining room, Nomads, DPW, admins etc.
Electrical engineer	₪ 16,380.00	Generators and layouts check by an electrical engineer
Gas checker	₪ 15,210.00	Event gas points check (both production and camps) by a gas engineer
Purchasing meds and equipment for Medburn	₪ 14,802.00	
Car rental	₪ 13,549.00	Pickup truck rental for a month's work in the field
Bracelets	₪ 10,776.00	
Circus tent	₪ 10,530.00	A tent for the Center Camp
Sitting equipment	₪ 8,845.20	Sitting equipment for the Dining Room, Center Camp,

		Admin, Playa Info, Nomad Land and other production areas
Licensing signs	₪ 8,782.00	Signs required by section 77E (Exit, Entry, Electrical Caution, etc.)
Production weekend in the field	₪ 8,433.00	Production team building event at the Midburn location
Traffic plan	₪ 7,605.00	A traffic plan as required by the licensing conditions
Production gifting	₪ 6,133.00	Production pendants given to volunteers
Sanitation	₪ 5,850.00	Sanitation approval as required by the licensing conditions
Midburn 2016 launch event	₪ 5,727.15	Launch event in December in Stoa
Fuel for production	₪ 5,699.60	Fuel for the rented car and utility vehicles
Tow truck	₪ 5,265.00	Towing services for digging up vehicles
Maps	₪ 4,961.00	Event maps for participants
Misting fans	₪ 4,914.00	Misting fans for the kitchen and the DPW camp
Kitchen equipment	₪ 4,504.50	Washstands, tables, work surfaces, a trough, stoves, refrigerators
Technical equipment	₪ 4,083.30	Technical equipment for the departments
Tables	₪ 3,236.22	Tables for the dining room, administration, Gate and Playa Info
1000 L water pump	₪ 3,042.00	
Working at heights training	₪ 1,830.00	Working at height training courses for construction volunteers
Travel	₪ 1,827.00	Travel expenses
Safety signs	₪ 1,770.00	Additional safety and licensing signs
Work desks	₪ 1,368.90	Work tables for the kitchen and DPW tools
Mattresses	₪ 1,228.50	Mattresses for Medburn
Safety pamphlet	₪ 1,135.00	Print of a safety pamphlet given to the event participants
Platform	₪ 1,053.00	A platform for the Center Camp
Total	₪ 4,599,023.31	