

Sibel Yalin
Culmination Proposal
Artist Credentials Manager for Coachella 2022

Project Description:

This year, I will be taking on my first management role as the artist credentials evening manager for both weekends of Coachella in April. I will be flying out to California for about 2.5 weeks and living in a staff house in Palm Springs while we prepare for the weekends, get advance work done, and work both weekends. Prior to that, I will be hopping on zoom meetings to familiarize myself with the team, the process they use, and the ticketing system since this will be the first time I have ever worked for them and the first year they are ever using the new ticketing software they chose to go with. I will start some work remotely from home before arriving in California. Once there, the daytime manager and I will be in charge of setting up the check-in area with work materials, training the staff, and distributing all necessary credentials to artist teams and guests, while troubleshooting any issues that may arise. Other tasks involved in this role will be scheduling, ensuring the safety of the team and our materials, as well as navigating communication between various teams and our department to ensure things such as meals, covid testing, cleaning, inventory, payroll, and decor run smoothly.

Methods:

Our process will begin with our artist relations director and AR manager speaking with managers of the artists to formulate a credential package that works for both our team and theirs. The credentials included are entry for the weekend, parking, catering, photo passes, artist guest passes, and VIP passes. Each team gets a select amount of each credential type depending on how many members are in their team or a part of the performance, how much space we have available for parking, how big the touring team's budget is for catering, how grand their show is/if they are a headliner, while also taking into consideration occupancy and wear and tear of the festival grounds. Once an agreement is more or less reached, our AR director and manager send out something called a "HERD link" to the artist's team. This is essentially a locked template that looks like a nicely decorated google or excel sheet. This template will allow managers to fill in only as many approved names of people in their crew that were agreed upon, contact information, date/time of arrival, who is coming to pick up the packet, specify any pertinent vehicle information such as the size of their vehicles and if they will need a parking pass, bus pass, or truck pass, tell us whom the parking passes need to be assigned to, and who should have catering included as part of their package.

After this is filled out, the information is fed into a HERD master live google sheet dictating artist ticket holders' names for the whole festival and what type of credentials they are to be given. Our director and manager will upload something called a "snap report" to a dropbox folder. The snap report is a downloadable pdf version of the herd google sheet that will allow us to see what each artist has advanced and use it to cross-reference or show as proof to artist managers if there are any discrepancies at check-in.

From here, the daytime manager and I will copy and paste each team member's name from the master HERD sheet into the artist's unique and individual strata link. This strata link allows us to assign a ticket name to an actual person and see only the information we need on the backend, as opposed to everything the artist advanced for (such as backline, risers, catering etc). This process will begin in early April before any of us arrive on site. The Strata link will then feed this ticket holder information into our issuing software called Pulse.

Pulse will be logged into by our check-in staff to use with an RFID scanner in order to activate and issue a specifically labeled wristband to a specific person's name. Having a unique barcode/label for each band and knowing exactly who it goes to, allows us to see if that person sold their band online after their performance day and helps us reduce the chance of a security threat to any of the artists. Bands must go directly on a person's wrist unless they are being put in a packet to be picked up by the management team.

Day to Day Tasks:

In the middle of the night shift, I will send out a request for more credentials so that the office will be fully stocked and ready to go in the morning. At the end of each shift, we will dispose of all trash by placing it in the hallway to be taken care of by the venue cleaning crew, make sure all laptops are plugged into their chargers, and reset all working areas with an adequate number of credentials as well as proper office supplies like pens, masks, and notepads. We will notify our director or manager of any issues that arise throughout the day or any questions we might have.

Daily Journal Entries:

2/24/2022: First team meeting

- Meeting to go over our roles and process
- Introduced ourselves
- Talked about new software in development

4/2/22: Meeting #2

- DEADLINE FOR ARTIST ADVANCE is 04/01
- PEOPLE WHO WORK WITH TWO ARTISTS ONLY GET ONE CRED BC ITS GOOD FOR THE WHOLE WEEKEND
- CROSS LOADS HAVE TO GO TO CHECK IN
- STRATA IS OR TICKETING SYSTEM
- INFO FROM STRATA GOES TO PULSE TICKETING SYSTEM
- NO VIDEO ALLOWED- ONLY PHOTO PASSES WHICH REQUIRE RELEASE FORMS AVAILABLE ON SITE AS WELL AS SHOULD HAVE BEEN EMAILED TO THEM
- PHOTOS ONLY ALLOWED FOR FIRST 3 SONGS
- Strata is ticketing system; pulse is issuing system
- PARKING PASSES ARE RFID
- PARKING PASSES ARE ASSIGNED TO INDIVIDUAL, SPECIFIC PEOPLE
- FREE ARTIST SHUTTLE TO AND FROM RENAISSANCE HOTEL FOR ARTISTS AS LONG AS THEY HAVE AN ARTIST BAND
- PHOTO PASSES ARE TIE BACKS THAT NEED THE PHOTOGRAPHER'S NAME WRITTEN BY US ON THE WRISTBAND
- TRUCK PASSES GET PULLED AND BROUGHT TO TRUCK STOP BECAUSE THEY GO STRAIGHT TO STAGE TO DROP OFF EQUIPMENT
- Stage managers can pick up for themselves and on stage staff only if pre-approved

4/5/22:

- Phone meeting with Daytime Manager to go over the process of adding names into the ticketing software as updates and improvements are made to the website.
- Take note of issues that have arisen as the ticketing transference begins.

- We recognized that the system flags staff members who appear on multiple teams in red and labels them as a duplicate.
- This has been proven useful because we know not to enter them into strata twice
- This does however cause a delay in the time it takes for our AR director and manager to confirm which crew packet their credential belongs in, confirm this information with any other artist teams that may expect to pick up for that person, and determine which team they might be receiving meals with
- At Coachella, meals are accessible via RFID chip entry into the catering area, and all meal credits are loaded onto the RFID chip. A person can only enter if they are allotted meals that day/weekend. Some teams have meals for a whole weekend but others might only have meals for a day or two
- This is something that is discussed and agreed upon between the booking team for Coachella and the artist's team
- Another issue we've been having is that the google HERD document is live and will shift as information is being entered by us and our teammates
- This makes it difficult to remember where one left off when transferring the information and also causes our computers to have a really hard time processing the google sheet since it's such a huge file

Notes on strata from our manager :

- never issue a ticket labeled as "group". Wristbands should only ever be issued to individual names. Allotting tickets labeled as "group" may deactivate some guests of artist's bands
- ANY PEOPLE THAT APPEAR AS DUPLICATES DO NOT GET A CREDENTIAL. THEY ARE GETTING THEIR CRED FROM THE OTHER ARTIST PACKET THEY APPEAR IN.

4/6/22-4/10/22:

- The daytime manager, another Goldenvoice employee, and I devoted these 5 days to crosschecking information on herd with the dropbox snapshots and inputting the correct information into strata
- We gathered notes for any discrepancies we noticed or any extra approvals that needed to be made available within strata

Tuesday 4/12/22:

- First day of work. Landed in California the night before. Had an extremely terrifying landing filled with turbulence from weather conditions.
- We left our staff house at 8:45 am to get to Indian Wells by 9.
- Set up our office with a basic table and chair set up, got the printer running, and prepped boxes, envelopes, and labels to get ready for some early pick-ups that will begin in the evening.
- An unexpected turn of events has one of the artists picking up credentials earlier than anticipated
- The new ticketing system leaves far too much room for human error and is much more time consuming than our bosses had hoped for
- Unfortunately, they are not allowing us the budget to have people work overtime or bring extra hands on board to help so we had to do the best we could from 9-6pm with myself, the other manager, and 3 of our staff members
- As managers, we focused mostly on making any last-minute replacements of names on crew lists and adding any artist's that still needed to be entered into the strata ticketing system

- We sometimes fall into a frustrating holding pattern because certain artists will not have sent in their finalized crew lists in accordance with our deadlines which forces us to a standstill with our process. We don't have any information to enter if they don't have a crew or guest list ready to be approved by our director
- On the bright side, there are so many artists on this lineup that there is constantly plenty of other work for us to do besides working on the ticketing system
- The other manager who has worked at Coachella for a few years now is kind of worried about us being behind schedule compared to the last Coachella in 2019
- The decor team was supposed to come and help us spruce up our creds office, however, they never showed up! So we are hoping they come overnight or first thing tomorrow as we have a few crew members coming to pick up packets at 8 am.
- We had to adjust our schedules a bit between day and evening shifts because of the earlier arrivals we didn't expect tomorrow and one late night crew that will be arriving. Staggering the shifts will ensure that everyone can get proper rest and have enough support during their shift.
- Everyone has received login information in order to access the ticketing software and be prepared for their shifts. Tomorrow we will host a staff meeting to ensure everyone is on the same page
- Since there have been teams in the past that would try and scam tickets by selling their artist bands on the internet, we keep a very close record of which specific band goes to each individual person. We reduce the number of packets we make and how many bands are within them in an attempt to keep the potential for scams to a minimum.
- When it comes to last-minute name changes on crew lists, we have started our own log of wristbands that have already been assigned to people on original crew lists and who is replacing them in versions that arrived after that
- We started a running list of places to eat from that are within our budget and we enjoyed getting meals from. Hopefully, this will expedite the ordering process for meals throughout this weekend and the next.
- We received information that catering will also be delivered to us for lunch and dinners. We must handle our own breakfast plans.
- As a visual and hands-on learner, I feel as though today provided me with the most understanding of the way this festival will run and what we would need to keep a keen eye on. I felt I was able to gauge the way this experience will pan out a bit more
- One of our crew members will have to travel in from LA tomorrow. We are hoping she does not hit traffic

4/13/22:

- Worked until 1 AM inputting ticketing information and setting up the room for the team to start tomorrow
- Haley hosted a team meeting with our check-in staff
- We agreed it'd be best if she ran the meeting since she has worked with this team before and has more knowledge about the process from previous years
- We still had a lot of work to do so instead of joining the meeting, I and the other teammates who were there in person, all banded together to make as many packets as we possibly could and cross-check all information that was being put into the ticketing system
- We utilized a google doc that included all artist's strata links. This link is what we would use to transfer and upload information into the ticketing system accessed by the check-in staff so they can assign wristbands and make packets
- Within this google document, we also included whether or not their parking allotment was made available to us through the snapshots of finalized advances we were given access to on dropbox, we included a column to indicate if that artist's info had been transferred into

strata already, and included a few columns to indicate what changes needed to be made within the different sub-sections of our AR and box office team

- The Box office managers would make a certain ticket type and quantity available to us in Strata, so if we needed more allotment than what was made available, we would have to request it through them
- The AR Director and Manager, would provide us with the finalized crew and guest lists, as well as any parking information for trucks, busses or personal cars so if we saw any discrepancies within their advancing process or if something didn't make sense, we would write a note in the spreadsheet regarding those areas to them.
- Our team's column for notes, served as a reminder of which names hadn't received their proper credentials yet within the ticketing software for one reason or another and informed us to check in on those links and follow up for an allotment or clarification from our higher ups
- This system allows for way too many opportunities for human error and is extremely time-consuming because we must check in a handful of places- such as google sheets, dropbox, email chains, and texts- in order to access all of the information we need for one team

4/14/22:

- Today was the busiest we've been. We had an extremely long day of 2-hour waits on our line into the office, countless troubleshooting, and tons of different personalities to work with
- We also encountered the biggest issue that we've had yet... we had a very high-profile musician's manager request a bulk packet of credentials. I had been told by our AR director many times that we were not allowed to give out bulk packets so I denied them multiple times. There was plenty of frustration from the artist's tour manager, and in hopes of getting the issues resolved, they proceeded to tell the production manager and artist that she was unable to pick them up.
- Apparently, this aggravated the artist's team so much that complaints reached Coachella's booking manager, Pat. It was nearly 12 am, we were completely slammed and were supposed to close at midnight although we had a line leading out the building.
- The Box office manager/credentials distributor came into our office and told me that she had received word from Pat, "who employs all of us", that we absolutely NEEDED to distribute these credentials and make sure this artist's team got what they wanted.
- I, being the newcomer, didn't want to disobey orders that came from someone so high up within the production team so I went ahead and distributed it.
- About 40 minutes later, I got a very angry phone call from the AR director who reamed me out for taking someone else's orders above hers. She told me that no one comes above her within our department and that if someone came in with orders that contradicted hers, I would absolutely need to consult with her first before going ahead and taking someone else's word above hers.
- Our AR director taught me that even if someone really high up demands something, they are not necessarily privy to the needs and protocols of certain departments or why that may be a problem.
- In this instance, she said calling her before making the decision to distribute would have allowed her the opportunity to inform him that was a bad decision because this artist's management team managed multiple other artists as well and would expect/want the same treatment for all of their teams.
- The reason why Coachella does not allow huge bulk packets to go out with teams is that a larger distribution allows more opportunities for a large majority of wristbands to go missing or be sold for profit. If these wristbands got in the hands of the wrong people,

multiple artists who are really huge and fear stalkers/dangerous people would be at risk. So for this reason, we request that everyone outside of the management team and their principal artists or musicians come to pick up their own wristband so we can physically put it on their person and know for sure that it is in the right hands.

- Ultimately, the AR director called me to apologize for losing her cool and I walked away having a better understanding of how to properly navigate safety protocols when working with large-scale artists. This also taught me to not take things personally in the heat of the moment because she explained her frustrations came from lack of sleep and constant demand for her attention from multiple teams all day long
- Every festival will have a different protocol according to the scale of the show/artists, however, I learned the importance of communicating what is going on within our office to our superiors and learned to get a second opinion when dealing with contradictory messages instead of feeling embarrassed to ask for help.
- I also learned to never assume that I need to follow an order from a higher-up in another department, without speaking to the boss of my department.
- The biggest blow was that almost immediately after this issue occurred, we had another artist's manager come in that wanted the same exact thing- to pick up a bulk packet.
- I had felt a bit disappointed in my performance after getting yelled at and was at my wit's end, feeling very drained and exhausted from the madness of our first opening day. It was about 12:40 am and this manager had waited in line for an hour before arriving at our office.
- She was so frustrated at not being able to pick up for her whole team's creds that she threw a huge fit. She was screaming and was offensive and claimed no-one ever told her that she wouldn't be allowed to pick up in bulk.
- This is a complete lie because it clearly states in the advances from our AR director and manager, that it is the protocol for managers of artists to NOT be able to pick up for anyone outside of themselves and the principal artists. It is explicitly stated that each crew member must pick up their own band if they are not performers or managers
- In this instance, I just let the woman express whatever frustration she clearly needed to get out due to her own poor planning but had to obviously stand my ground
- I think to improve this issue next time, the directors could make this text bold, in red and clearly state "NO BULK PICK-UPS ALLOWED" on their advances so that we don't have to be the bearer of bad news and get the brunt of the team's aggression- ESPECIALLY when we are understaffed and not given a big enough budget to account for all the hostility we experience
- We also were a team member short due to someone's dad passing away unexpectedly

4/15/22:

- On Friday, we continued being very busy. Luckily, we had a volunteer helping us out
- This was both helpful and difficult simultaneously because we didn't necessarily have the downtime to properly train them to the extent that we needed to in order to set them up for success
- Also because of the lack of budget, we had to stagger shifts and really only had about 3 of us working in the early days of the week, so a lot of the team members didn't really know each other or have that sense of camaraderie, which I feel is important.
- From our experience working the day before, we realized that it would be necessary to have a "slush" set aside of extra credentials. A "slush" is an extra allotment of multiple credentials that aren't assigned to anyone but can be renamed in order to belong to someone who is approved for a credential last minute or in the instance that a mistake was made
- These types of tickets become handy when last-minute changes or additions are approved or in the instance where someone was given a certain credential on accident and needed a different ticket type with different access privileges

- This day went a lot smoother because most of us were in a better flow from being busy the night before
- The thing I noticed mostly within myself, was that when it got busier, it was harder for me to feel like I could stand my ground- especially when it came to our higher profile artist guests because it's intimidating to stand up to people with a lot of influence in the industry
- A lot of guests assume they will also have artist passes instead of guest or VIP bands and get frustrated because of their restricted access or inability to get everywhere that the artist can even though one essentially gets the same access as a guest.
- In this instance, it's frustrating because some people are understanding while others will literally fight with you and not budge for two hours, expecting us to reach out to our director in order to solve the issues while our entire department is busy and the grounds are open
- Within our system, we have to explain to them that the tour manager of the artist has complete control over what passes are given to which guests on their specific guest list. So although people may think they are entitled to artist or artist guest passes, knowing they were given VIP passes by the artist's team, is often a hard pill for their egos to swallow
- I think in this instance, I could have done a better job at asking security for help with removing pesky attendees while there were plenty of other people waiting in line to be helped. I also think I could have improved by having a more firm stance or using a more powerful voice
- Sometimes, I found it difficult to gauge who was worth working with and who was just being a nuisance because the software in place was pretty finicky and we had many different spreadsheets from three different places all populating into our system which caused some lag and forced us to need to spend more time with each individual person to ensure we were checking every possible place where their ticket might exist
- Another thing that happened this day is that one of the artists was impersonated.
- We realized that some people were coming in to pick up individual wristbands out of artist crew packets that were made. We allowed this so long as their ID matched the name of the crew member and only ever distributed an entire crew packet to a TM whose ID matched the one that was advanced with their crew list.
- However, we had one scammer that was very intelligent and created a fake ID pretending to be a member of a smaller, foreign artist on the line-up
- One of our teammates accepted the ID, not knowing much about the artist/who they were/ what they looked like/or where they came from but then later in the night, the TM of the band came to pick up the packet and we realized that person was a fraud
- We solved the issue by alerting security and our directors, deactivating the wristband so the person could no longer get into the festival after they left, and activating a new band for the actual artist
- This was tricky because realistically, it would be far too much of a hassle to get an ID advanced and matched in person for every single member of every single crew list without spending far too much time with each team and accounting for last-minute changes
- This turned out to be our only identity scam of the weekend so I'd say overall, our system was pretty successful considering the number of people we processed

4/16/22:

- By now most people have been processed and we can finally take a bit of a breather
- We made sure to do a bit of team bonding this day and get to know each other some more
- We got everyone some good meals and allowed more time for rest by letting people get off early since it was slow or allowed them to take longer breaks if they wanted to
- We had an instance in the evening where a larger profile artist's member of the management team, came in expecting to be able to pick up credentials for 7 guests because they realized that we were going to close and their guests had not planned appropriately to arrive at our office on time

- In this instance, I did not let our director know about the situation since she was very firm on not allowing bulk pick-ups earlier in the week
- However, she called me pretty upset that I had not called her because then she started receiving messages from the artist's management team that we had denied their teammate even though we told her that she could stick around while their team reached out to their advance contact for approval
- Our director said that in this case, it was okay to call and ask her about the scenario because it was a larger scale artist and she would rather hear from our team about issues because we know exactly what needs to happen/how to word it in a way that artists might not.
- She emphasized that she really wanted me to communicate more. I apologized and explained that I didn't call her because I didn't want to bother her with an issue that she already told me multiple times was not allowed
- She ended up approving the bulk pick-up after getting an appropriate amount of information from the day-to-day manager of the artist and receiving photos of all 7 ID's.
- This day confused me a lot because it felt like there was a system in place by her but that system changed for certain exceptions and it felt unfair because it seemed pretty impossible to figure out which scenario would be an exception and which would not be.
- In the future, if I were ever in a director position, I would maybe give more formal training or background on which artists she would make exceptions for or want more communication with when handling their teams.
- I believe the idea that we, as a team, should be in more communication is definitely a great idea because I agree that we, as staff members, know certain verbiage or understand what changes need to be made as per a request from a guest/crew member however I think as a leader, I would personally try to make myself a bit more approachable so my staff felt comfortable with reaching out to me without fear of my potential reaction.
- After this incident, our director notified us that she would prefer us to reach out to her directly instead of asking the tour managers/guests to reach out to their advance contact. This helped by cutting out a middle man in communication and minimizing the amount of confusing terminology from guests that don't know proper verbiage when making requests because they haven't been involved in the advance process

4/17/22:

- This was our slowest day of weekend one
- We took the time to re-arrange our office for better traffic flow, organized, and acquired HDMI cords to be able to display the Coachella live stream from the inside of our office on the TV screens.
- This makes for better preparation for weekend 2 and made the space feel way cozier
- We arranged furniture in a way that restricted the amount of space we had for guests because when things started to get over-crowded in the office, it added to overstimulation and lingering of guests that needed to exit so we could continue processing people.
- We also came up with a game plan so that we could have a security officer at the door, helping us direct traffic and restricting the flow of people entering the room.
- Had a meeting with the daytime manager, the coder for the Herd software, and our live-changes/payroll manager to brainstorm any possible solutions or changes that could make weekend 2 run smoother in terms of software
- The decor team arrived with some more decorations for us like fake flowers, woodcuts, and garden gnomes so we had a common theme for the room.
- We also got approved to purchase a rug for the floor since it was concrete and appeared slightly unwelcoming. With no windows in our office, we had to do our best to make it look appealing and warm

- We had to submit our weekly hours as a team and had to ensure this information was sent to our payroll manager. We were not made aware of this until about 11 pm when we were on site with very little service.
- Our payroll manager and I scurried to reach out to the team and make sure we were available for any questions. This obviously proved extremely difficult to do with such little service and was a clear lack of communication with our higher-ups.
- Next time, we will be aware that we are paid on a weekly basis and that hours are submitted on Sunday nights so we can take advantage of our downtime to assure everyone will get paid appropriately for the time they worked and have all mandatory breaks made visible in their daily report

4/18/22:

- This was my day off. I caught up on sleep at last.
- I was supposed to have a meeting with Miguel to go over some assignments in our lighting design class and whatever information I missed in my absence. Unfortunately, we quickly discovered he was having an issue with sound which caused our meeting to be canceled after a ton of troubleshooting and attempting to reschedule for several hours.
- Our housemates went to brunch and all bonded while getting to know one another. This proved to be important because not all of us have had the chance to work together yet or worked opposite shifts so this experience increased our team morale and helped us have some fun after a stressful and intense weekend.
- Slept some more, then did laundry, worked on my culmination journal entries all evening long, and watched a movie before going to bed again for work in the morning

4/19/22:

- While 3 of us worked away diligently at transferring over ticketing information, it became painfully clear to us that we had two days to essentially re-assign and add credentials to all guests (old and new), artists, and crew members that will be arriving for weekend 2.
- Unfortunately, because of the way we were instructed, we were not able to put any weekend two information into the system's software when inputting weekend one information. So all credential information from weekend 2 needed to be input into the system within 2 days.
- The day manager and I were very concerned we would not be able to get all the information in the system, let alone any packets made in time
- We continued to ask again if we could get the budget approval for more staff members to work with us in order to have the job done in time. Luckily, management approved this and we had 3-4 extra people able to assist us over the course of the next 2 days.
- We had to train them on how to use the system which would take a little time, but luckily our team was pretty well versed with ticketing software and we figured they would be able to pick it up quickly.
- The issue we continued running into was that our system kept crashing due to the overload of information from both weekends now being in the software while 5 of us all worked on the same live document

4/20/22:

- Once again, 7 of us had to crosscheck any changes made in parking allotments with HERD, input and update information into strata, as well as use the snap reports on dropbox to ensure all credential information was properly reflected.
- This was a tougher day for me because I was starting to feel a bit under the weather and was worried that I might have got sick or caught COVID from all the contact with thousands of people from weekend 1

- Half of our team made packets for artists and their management teams
- The most frustrating part about this process was that we were waiting on advances to be approved by our director and manager
- We had already been working for about 12 hours and STILL had more work to do because we had pick-ups scheduled for the next day and weren't done building even half of the packets we needed to have made for the next day to go smoothly
- While we were awaiting confirmed lists from our higher-ups, we found out they had actually skipped out on work to go to a party while KNOWING we were waiting on them.
- This was extremely infuriating because we had already been shorted staff members up until the last minute and felt like a lot of the extra work could have been avoided by us being allowed to simply input weekend two information from the start of our advance work.
- Prior to weekend one, we had about 5 days to start putting information into strata and had three team members (myself included) consistently devoting time to this one and only task but it seemed like because teams were being allowed to make changes up until the last minute, we could never catch up with the amount of work we had to do.
- However, if we had at least been able to begin putting the weekend two information that some teams submitted early, we could have saved ourselves a ton of time and would have only had to make recent changes
- After a very long 12 hour day, we went home exhausted, missing out on the staff party and even worked from home for a bit to make sure we were in as good of a position as possible for our soft opening day

4/21/22

- Luckily, today was slower than we had anticipated
- The daytime manager was able to have the staff begin to make more packets since they had a decent amount of downtime
- I was feeling more under the weather and had some serious brain fog. My sinuses and throat felt extremely swollen so I made arrangements to get a covid test
- Getting the test proved to be extremely difficult because we were at an off-site location
- There was supposed to be a testing site in our off-site venue space, however, no one could locate it and according to the resources given to us by HR, it also closed fairly early
- Since I was the evening manager and came in later on in the day, by the time I felt my condition worsening and thought it was time to go get a test, the office was already closed
- The only other testing site was a 15-minute drive away and since I came from the east coast, I obviously had no car to take me there and no public transportation available other than an over-priced uber
- One of our teammates had a car with an expired registration, our daytime manager's car needed to be taken off-site to credential an A-list artist, and the third available car belonged to a teammate that was extremely skeptical about letting someone else take their car
- I understood this, however, I really did not want to get anyone sick the next day nor get my team sick, and felt like my hands were tied while the festival wasn't exactly being mindful or attentive in making sure we received proper care and had safety precautions in place
- I was pretty upset because I did not feel good and felt as though this teammate could have driven me herself if she had an issue with me taking her car but eventually she allowed me to borrow the vehicle, I got a test and was confirmed negative
- This put a sour taste in my mouth because it really felt as though safety was not a concern to our team and that because we were off-site, we didn't receive the same level of care as the other departments that were on-site.
- Even our catering was different (in a bad way) which made us all feel as though we were on the receiving end of many of the budget cuts and weren't taken care of like the rest of our teammates were.

- Our whole time definitely felt as though we were being treated as the “stepchildren” of the festival
- On the bright side, we were able to make all the packets that were being picked up for the weekend thanks to the slower pace of weekend 2
- We continued to input information into strata and kept a close eye on changes that needed to be made until it was time to go home

4/22/22

- I still felt pretty sick this day but came in anyway
- Surprisingly we had a pretty slow day compared to weekend one but it was good to experience a consistent flow and helped us troubleshoot with ease
- Apparently, more publicity and guests come to weekend one of Coachella because it's when all the press is there and all the major afterparties happen
- People come to be seen and usually tend to have less patience for that reason because they want to get to the places they're trying to go and see the people they want to see and be seen by
- One of our teammates was displaying some off-putting behavior by talking over others, interrupting, being a bit aggressive, and becoming noticeably stressed/annoyed when people would ask her questions
- This had been an issue I was noticing but hadn't really found a good time to have a formal conversation with her
- At first, I felt a lot of her behavior seemed directed at me because she was a friend of mine whom I got hired onto the team but I felt as though she was having an issue with understanding that I needed to be her boss here, not just a friend.
- However this day, a coworker of mine became very noticeably upset and asked me if she could take a longer break than usual because she needed to clear her head. She said she felt overwhelmed and needed to step away. I told her this was no problem and that she should definitely take care of herself first and foremost.
- We were pretty slow in the evening so this was totally fine
- When she got back, I asked how she was feeling and told her I was there for her if she needed someone to talk to. She asked me to step into the other room with her for a private conversation so we both stepped outside
- In our conversation, she told me that she felt extremely uncomfortable with the behavior of my friend. She felt that her attitude was not conducive to a positive work environment and that it prevented her from feeling like she could openly ask a question to this person or have a conversation with her without getting a snappy response. She felt as though she was not being treated kindly and felt jaded by this behavior
- I told her that I understood her concerns and had noticed the same traits myself. I even received a few minor complaints about her behavior from other teammates. Ironically, I had tried to have a conversation with my friend the day before but our shifts only overlapped for a few hours in the afternoon/evening while we were busier and when I tried to bring up the fact that I wanted to have a conversation with her when the day was slower, she became very defensive.
- This was an issue because it was no longer just a personal thing I was noticing- but was clearly affecting my team, making them feel uncomfortable and affecting their performance
- I told my teammate that I would bring this issue up to our daytime manager who, I hoped, could be more successful than I was in trying to have a conversation with her.
- This specific instance taught me a lot about working with friends.
- Sometimes friends have a hard time accepting that work is a time and a place for professionalism and no matter how close you may feel to someone, you need to respect their position and show them respect while being mindful that it is not just your friend and you in the room

- It was eye-opening to see that some people need to be reminded to treat others the way they'd like to be treated- nonetheless a friend.
- I brought her onto the team because she is also a manager of various festival/artist teams and I knew she would be an asset. I think this decision was both good and bad because she was able to take charge when I was busy doing other things and could help me troubleshoot, but it was hard for her to take a backseat when it came to decisions that needed to be made at times. It's not that I didn't value her opinion or input, but I also needed her to be aware that a decision made could fall on me and ultimately would reflect as being an action done on my watch.
- Since I had also been a part of the advance process, certain things were told to me that hadn't necessarily been told to her and our directors were sending different bits of information to all of us so we needed to communicate in a way where everyone could be heard instead of a hostile environment where someone felt the need to be right or feel like the boss.
- This really emphasized the importance of tone in conversation because so many felt offended by hers. This also reinforced my belief that approaching an issue with a calm exterior helps a team feel reassured and also doesn't cause hysteria with the guest that is being helped.
- It is SO important to try and remain as calm and collected as possible so a level headed decision can be made

4/23/22:

- Today I started my day off by talking to our daytime manager about the issues that had arisen with my friend
- This was definitely an uncomfortable conversation to be had because we had both worked with my friend in the past and know her as a person but needed to put our friendship aside because the behavior was inexcusable at this point and affecting many teammates as well as our housemates
- The other manager was very surprised to hear this because we worked and lived in the house at different times so she had seen a bit of this behavior but hadn't seen it escalate as badly
- She said that she would have a conversation with her since they weren't as close and would most likely be met with less defensiveness or hostility
- I thanked her and we continued on with our day
- This day was extremely slow so we were all able to enjoy meals and conversation together, and even streamed movies while we worked
- We made sure to clean and organize as much as we could in preparation for Stagecoach the following weekend and began inputting some of that information in strata in order to ease the bulk of work that would need to be done throughout the week
- The medical team came to our office in order to covid test the entire team- thankfully we all tested negative

4/24/22:

- Continued entering in stagecoach ticketing information successfully
- Collected all credentials that needed to be returned to the box office managers for inventory purposes and proper disposal
- Swept and cleared out our fridge of any leftover food/beverages
- Made sure payroll information was being submitted properly by the team, reflecting proper break times etc.

- Submitted a list to our directors that included total guest counts from the headliner's guest lists of that evening who had not picked up their credentials by the time we closed and would need to have them brought to site for pick-up through our AR team.
- Staff party!
- Unfortunately, an entire team of drivers running attendees to surrounding hotels and lodging all got food poisoning
- I was in the office when we got word of this so we all ran over to the hospitality department and gathered as many snacks and water as we could to help keep everyone hydrated and fed while they waited for the delayed shuttles

4/25/22:

- much needed rest

4/26/22:

- Ran to the post office to ship things home that wouldn't fit in my luggage
- The daytime manager, payroll manager, and myself all got invited to an AR managers dinner
- This dinner consisted of 7 other team members that were our higher-ups
- It felt amazing to be shown gratitude in this way and be asked to go out with the team after a hard 2 weeks of work
- We received positive feedback about our job well done and shared stories from the last 2 weeks
- I left around 8pm to catch my flight back to NY and land at 6am, just in time to take a nap and head to Miguel's lighting class at 4pm

Deliverables:

- Approximately 6,152 people will have their credentials distributed to them from our check-in booth per weekend from the teams of the 182 total artists on the line-up. This number does not include last-minute additions.
- Staff schedule
- Artist packets
- Staff google doc that included everyone's schedule, food preferences, misc information about where to get covid tested, staff emergency contact sheet, list of strata links, list of approved media passes, general notes we needed to take for updates that we had to request from our higher-ups

Required Resources:

- Office
- Basic office supplies- manilla envelopes, sharpies, printer, paper, tape, scissors, pens, post-its, notepads, pens
- Shelving unit for storage
- Chairs
- Tables
- Decor
- Storage containers/boxes
- Laptops and chargers
- Credentials
- RFID scanners + USB cables, and adapters when necessary

Calendar & Important Dates:



Budget:

Our budget was entirely dictated by our AR Director. We were told we would only be allowed to spend \$12-16 per person per meal and had to follow that as much as possible. We were also told that we had to ensure each staff member took breaks before every 5th hour and didn't work over the amount they were supposed to because a budget did not exist for that.

However, ultimately, we got approved to bring on extra hands during the advance process of weekend two because we were running so behind schedule

Document Examples:

List of Places we've had meals from:

BREAKFAST: CJ's DINER, BROKEN YOLK

LUNCH: ATHENA GYRO, MY THAI

LUNCH/DINNER: MY THAI, FISH PLACE

	A	B	P	Q	R	S	T	U	V	W	X
1	First	Last	Thursday, April 14th	Friday, April 15th	Saturday, April 16th	Sunday, April 17th	Monday, April 18th	Tuesday, April 19th	Wednesday, April 20th	Thursday, April 21st	Friday, April 22nd
2	HALEY		7am - 7pm	7am - 7pm	7am - 7pm	7am - 7pm	OFF	9am - 6pm	9am - 6pm	7am - 7pm	7am - 7pm
3	SIBEL		1pm - 1am	1pm - 1am	11am - 11pm	12pm - 9pm	OFF	9am - 6pm	9am - 6pm	1pm - 1am	1pm - 1am
4	TBA		8am - 8pm	8am - 8pm	8am - 8pm	8am - 8pm	OFF	OFF	OFF	8am - 8pm	8am - 8pm
5	EMMA		10am - 10pm	10am - 10pm	10am - 10pm	9am - 9pm	OFF	OFF	9am - 6pm	10am - 10pm	10am - 10pm
6	JEN		7am - 7pm	7am - 7pm	7am - 4pm	OFF				7am - 7pm	7am - 7pm
7	ERIKA		7am - 7pm	7am - 7pm	7am - 2pm	7am - 2pm				7am - 7pm	7am - 7pm
8	DANIELA		7am - 7pm	7am - 7pm	7am - 4pm	7am - 4pm				2pm - 11pm	7am - 7pm
9	JANNINA		7am - 7pm	7am - 7pm	10am - 5pm	10am - 5pm				7am - 7pm	7am - 7pm
10	CARINA		5pm - 1am	10am - 10pm	10am - 10pm	10am-2pm			9am - 6pm	10am - 10pm	10am - 10pm
11	ANGELA		7pm - 1am	10am - 10pm	10am - 5pm	10am - 5pm			9am - 6pm	10am - 10pm	10am - 10pm
12	KEVIN		10am - 10pm	10am - 10pm	10am - 5pm	1pm - 9pm				10am - 10pm	10am - 10pm
13	ALEXIS		1pm - 1am	1pm - 1am	5pm - 11pm			9am - 6pm		1pm - 1am	1pm - 1am
14	TIFFANY		1pm - 1am	1pm - 1am	5pm - 11pm	Remove 1pm - 9pm				1pm - 1am	1pm - 1am
15	DAVID		1pm - 1am	1pm - 1am	5pm - 11pm	off			9am - 6pm	1pm - 1am	1pm - 1am

	A	B	C	D	E	F	G
1	First	Last	Email	Notes	Arrival	Dietary	Position
2	HALEY						ARTIST CHECK IN MANAGER 9am
3	SIBEL		sibellyalin@gmail.com	Emma roommie		Allergic to Peanut Butter. No tomatoes.	ARTIST CHECK IN NIGHT MANAGER 9am
4	TBA						ARTIST CHECK IN - RUNNER
5	EMMA		emmacwindsor@gmail.com	Sibel roommie	Mon or Tues	No beef or pork. Seafood and chicken is fine	ARTIST CHECK / CHANGES PAYROLL MANAGER
6	JEN		jen_noriega@hotmail.com	Set up time for training before Thurs	Tuesday 4/12	NA	ARTIST CHECK IN - DAYS
7	ERIKA		rikaaubrey@gmail.com	Set up time for training before Thurs	Wednesday 4/13	pesctarian options for 4/14-4/15 Holy Thursday and Good Friday	ARTIST CHECK IN - DAYS
8	DANIELA		daneaguayo@gmail.com	Set up time for training before Thurs	Wednesday 4/13	NA	ARTIST CHECK IN - DAYS
9	JANNINA		jannina@goldenvoice.com	Set up time for training before Thurs	Wednesday 4/13	NA	ARTIST CHECK IN SWING
10	CARINA		carinafagiani@gmail.com	Set up time for training before Thurs	Thursday 4/14 Coming late Thurs	NA	ARTIST CHECK IN SWING
11	ANGELA		angela.bowles1@gmail.com	Set up time for training before Thurs	Thursday 4/14 Coming late Thurs	NA	ARTIST CHECK IN SWING
12	KEVIN		kmcullenphoto@gmail.com		Local?	NA	ARTIST CHECK IN SWING
13	ALEXIS		lexmpruett@gmail.com		Monday 4/11	NA	ARTIST CHECK IN NIGHTS
14	TIFFANY		Tiffany.scott@gmail.com		Sunday 4/10	Allergic to bananas, does NOT like cheese	ARTIST CHECK IN NIGHTS
15	DAVID		dgiovannini0426@gmail.com		Tuesday 4/12		ARTIST CHECK IN NIGHTS

	A	B	C	D	E	F
1	Strata Crew link	Artist	Parking Allotment in Strata?	Status	Talia/Shaynee notes	Sofia/Co All
2	https://strataadvance.com	100 Geecs	<input checked="" type="checkbox"/>	transferred		
3	https://strataadvance.com	21 Savage	<input checked="" type="checkbox"/>	transferred		
4	https://strataadvance.com	Adam Port	<input checked="" type="checkbox"/>	Transferred		
5	https://strataadvance.com	Alaina Castillo	<input checked="" type="checkbox"/>	transferred		
6	https://strataadvance.com	Alec Benjamin	<input checked="" type="checkbox"/>	transferred		
7	https://strataadvance.com	Ali Gatie	<input checked="" type="checkbox"/>	transferred		
8	https://strataadvance.com	Altın Gün	<input type="checkbox"/>	Transferred		
9	https://strataadvance.com	Amber Mark	<input checked="" type="checkbox"/>	transferred		
10	https://strataadvance.com	AMÉMÉ	<input checked="" type="checkbox"/>	transferred		
11	https://strataadvance.com	Amyl and the Sniffers	<input type="checkbox"/>	transferred		
12	https://strataadvance.com	Anitta	<input type="checkbox"/>	Transferred		
13	https://strataadvance.com	ANNA	<input type="checkbox"/>	TTransferred		
14	https://strataadvance.com	Ari Lennox	<input type="checkbox"/>	transferred		
15	https://strataadvance.com	Arlo Parks	<input type="checkbox"/>	Transferred		
16	https://strataadvance.com	Arooj Aftab	<input type="checkbox"/>	Transferred		
17	https://strataadvance.com	ARTBAT	<input type="checkbox"/>	transferred		
18	https://strataadvance.com	Baby Keem	<input type="checkbox"/>	transferred		
19	https://strataadvance.com	BADBADNOTGOOD	<input type="checkbox"/>	transferred		
20	https://strataadvance.com	Banda MS	<input type="checkbox"/>	Transferred		
21	https://strataadvance.com	beabadoobee	<input type="checkbox"/>	transferred		
22	https://strataadvance.com	Beabadoobee	<input type="checkbox"/>	transferred		

+ Stagecoach links Photo approvals Packet status Daily tracker Misc info Strata links



Coachella/Stagecoach artist check-in



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A1	A	C	D	E	F	G	H
1	ARTIST	EMAIL	WEEKEND	LOCATION AGREEMENT SENT	APPROVED		
2	21 savage	thejohncanoninf	WEEKEND 1 &	TRUE	APPROVED		
3	Ali Gatie	info@virisayong	WEEKEND 1 &	TRUE	APPROVED		
4	Ali Gatie	Noloveoutwest@	WEEKEND 1 &	TRUE	APPROVED		
5	Amber Mark	Satya Zoa Hylle	WEEKEND 1 &	TRUE	APPROVED		
6	ANNA	tcxstudios@gmail.com		TRUE	APPROVED		
7	ANNA			TRUE	APPROVED		
8	Arlo Parks	gmh@gabriellah	WEEKEND 1 &	TRUE	APPROVED		
9	Beach Bunny	brndgrlck97@gn	WEEKEND 1 &	TRUE	APPROVED		
10	Beach Bunny	echoo1717@gm	WEEKEND 2	TRUE	APPROVED		
11	Bedouin	devin@hitmarkg	WEEKEND 1 &	TRUE	APPROVED		
12	Belly	jackdixon22@gn	WEEKEND 2	TRUE	APPROVED		
13	Belly	dylankodaishep	WEEKEND 2	TRUE	APPROVED		
14	Big Sean	tomjfalcone@gn	WEEKEND 2	TRUE	APPROVED		
15	Big Sean	Davemalave@g	WEEKEND 2	TRUE	APPROVED		
16	Big Sean	Simon Chaslow	simon@theparal	WEEKEND 2	TRUE	APPROVED	
17	Bishop Briggs	Jessica Earnsha	earnshaw.jess@	WEEKEND 1 &	TRUE	APPROVED	
18	Billie Eilish	Cassie Petrey		WEEKEND 2	FALSE	FALSE	
19	Billie Eilish	Lysnday Byrnes		WEEKEND 2	FALSE	FALSE	
20	Billy Eilish	Matty Vogel	matty@mattyvog	WEEKEND 1 &	TRUE	APPROVED	
21	Black Coffee	Matt Ligotti	matt@wearenox	WEEKEND 2	TRUE	APPROVED	
22	Black Coffee	Tal Ohana	tal@stranger-the	WEEKEND 2	TRUE	FALSE	
23	Carly Rae Jeps	Alex Perkins	alexkaneperkins	WEEKEND 2	TRUE	FALSE	
24	Caroline Polach	Tsarina Merrin	tsarinamerrin@c	WEEKEND 2	TRUE	APPROVED	

Coachella & Stagecoach

Available Resources for Billie Eilish

	Coachella 1 Fri Apr 15 - Sun Apr 17	Coachella 2 Fri Apr 22 - Sun Apr 24
PARKING	Artist Parking Fri Apr 15: 1 / 10 Sat Apr 16: 2 / 20 Sun Apr 17: 1 / 10	Artist Parking Fri Apr 22: 0 / 10 Sat Apr 23: 0 / 20 Sun Apr 24: 0 / 10
WRISTBANDS	Artist: 5 / 150	Artist: 18 / 150

Personnel

To assign credentials, click on the +Add Person button, enter the person's full name, select a credential type and the quantity requested.

[+ Add Person](#)

Driver #1 Delorean Robins...	<ul style="list-style-type: none"> PARKING: 1 Artist Parking Fri Apr 15 PARKING: 1 Artist Parking Sat Apr 16 PARKING: 1 Artist Parking Sun Apr 17 WRISTBANDS: 1 Artist Fri Apr 15 - Sun Apr 17 	
Khalid #4 Khalid #4	<ul style="list-style-type: none"> WRISTBANDS: 1 Artist Fri Apr 15 - Sun Apr 17 	
Salim Akram	<ul style="list-style-type: none"> WRISTBANDS: 1 Artist Fri Apr 15 - Sun Apr 17 WRISTBANDS: 1 Artist Fri Apr 22 - Sun Apr 24 	

Coachella/Stagecoach artist check-in

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Strata Crew link

	A	B	C	D	E	F	G	H
	Strata Crew link	Artist	Parking Allotment in Strata?	Status	Talia/Shaynee notes	Sofia/Courtney edits (Upping the Allotments in Strata)	Haley, Emma, Alexis notes	
2	https://strataadvanc...	(SC) Alana	<input checked="" type="checkbox"/>	Transferred				
3	https://strataadvanc...	(SC) AMYTHYST KIAH	<input type="checkbox"/>	Transferred		Add 2 Friday and Saturday parking		
4	https://strataadvanc...	(SC) BadAsh	<input checked="" type="checkbox"/>	Transferred				
5	https://strataadvanc...	(SC) Blake Horstmann	<input checked="" type="checkbox"/>	Transferred				
6	https://strataadvanc...	(SC) BRANDI CARLILE	<input checked="" type="checkbox"/>	Transferred				
7	https://strataadvanc...	(SC) BRELAND	<input type="checkbox"/>	Transferred				
8	https://strataadvanc...	(SC) BROTHERS OSBORNE	<input checked="" type="checkbox"/>	Transferred				
9	https://strataadvanc...	(SC) CALLISTA CLARK	<input type="checkbox"/>	Transferred				
10	https://strataadvanc...	(SC) CARRIE UNDERWOOD	<input type="checkbox"/>	Transferred		Everyone missing parking		
11	https://strataadvanc...	(SC) CAYLEE HAMMACK	<input type="checkbox"/>	Transferred				
12	https://strataadvanc...	(SC) CHARLEY CROCKETT	<input type="checkbox"/>	Transferred		Need to add 2 bus parking/ Add 2 Artist bands	assign bus parking to Randy Dixon and David Isherwood/ assign artist band to Bruce Robinson	
13	https://strataadvanc...	(SC) CHEAT CODES	<input type="checkbox"/>	Transferred				
14	https://strataadvanc...	(SC) CODY JINKS	<input type="checkbox"/>	Transferred				
15	https://strataadvanc...	(SC) CODY JOHNSON	<input type="checkbox"/>	Transferred		Add 3 ARTIST PASSES	Chad Kudelka - Agent Troy Strunk - Production Assistant add for artist passes	
16	https://strataadvanc...	(SC) COLTER WALL	<input type="checkbox"/>	Transferred				
17	https://strataadvanc...	(SC) Compton Cowboys	<input type="checkbox"/>	Transferred				
18	https://strataadvanc...	(SC) CORWIN TEST	<input type="checkbox"/>	N/A				
19	https://strataadvanc...	(SC) DIPLO	<input type="checkbox"/>	Transferred				
20	https://strataadvanc...	(SC) DJ 30Rack	<input type="checkbox"/>	Transferred				
21	https://strataadvanc...	(SC) DJ Coral	<input type="checkbox"/>	Transferred				

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GV22 ARTIST ADVANCE

ADVANCE_RECEIPT_W1



Amber Mark

WEEKEND 1 - ARTIST ADVANCE RECEIPT

KEY PERSONNEL & INFORMATION

ARTIST NAME	Amber Mark
WEEKEND	WEEKEND 1
SHOW DATE	Saturday, April 16, 2022
STAGE	
ADVANCE FILLED OUT BY (FULL NAME)	Josh Hari
ADVANCE FILLED OUT BY (EMAIL)	oaklandbass@gmail.com
ADVANCE FILLED OUT BY (MOBILE)	510-681-6394
ONSITE SHOW CONTACT (FULL NAME)	Josh Hari
ONSITE SHOW CONTACT (EMAIL)	oaklandbass@gmail.com
ONSITE SHOW CONTACT (MOBILE)	510-681-6394
TOUR MANAGER (FULL NAME)	Josh Hari

GUEST PERFORMER(S) NOTES	
PERSONNEL CREDENTIAL INFORMATION	
PRE-APPROVED PERSONNEL CREDENTIALS	15
BULK CREW CREDENTIAL PICKUP NAME	Josh Hari
BULK CREW CREDENTIAL PICKUP EMAIL	oaklandbass@gmail.com
BULK CREW CREDENTIAL PICKUP MOBILE	5106816394
ARTIST GUEST CREDENTIAL INFORMATION	
PRE-APPROVED GUEST CREDENTIALS	4
CREDENTIAL NOTES	
BACKLINE	
ARE YOU BRINGING BACKLINE?	YES
BACKLINE NOTES	

RF COORDINATION	
ARE YOU BRINGING WIRELESS GEAR?	NO
RF COORDINATION NOTES	
VEHICLE INFORMATION	
BUS - QTY REQUEST	
BUS - ARRIVAL DATE	
BUS - ARRIVAL TIME	
BUS W/ TRAILER - QTY REQUEST	
BUS W/ TRAILER - ARRIVAL DATE	
BUS W/ TRAILER - ARRIVAL TIME	
VAN(S) - QTY REQUEST	1
VAN(S) - ARRIVAL DATE	Saturday, April 16, 2022
VAN(S) W/ TRAILER - QTY REQUEST	
VAN(S) W/ TRAILER - ARRIVAL DATE	