

Black Rock Ranger Field & Training Manual 2001



**Produced by Ranger Senior Staff
Training Department
Version 1.1**

"...I keep picturing all these little kids playing some game in this big field of rye and all. Thousands of little kids, and nobody's around-- nobody big, I mean-- except me. And I'm standing on the edge of some crazy cliff. What I have to do, I have to catch everybody if they start to go over the cliff-- I mean if they're running and they don't look where they're going I have to come out from somewhere and catch them. That's all I'd do all day. I'd just be the catcher in the rye and all. I know it's crazy, but that's the only thing I'd really like to be. I know it's crazy."

--J.D. Salinger, *The Catcher in the Rye*, 1945

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Dear Fellow Black Rock Ranger,

Read this Manual, absorb from the Ranger Training, and plug into what can become one of the most exciting aspects of your life - the heartfelt experience of the "Art of Rangering". This experience can be found in our magical Black Rock City, at our Gate, or while protecting our Perimeter.

Welcome to the 2001 version of the Black Rock Rangers. The Rangers are a non-confrontational mediating entity dedicated to the safety, welfare and quality of experience of the participants of Burning Man and the citizens of and visitors to Black Rock City. We take our duties and responsibilities seriously, as illustrated in a quote from the Burning Man Operational Plan, a document directed towards our external publics... "If you observe someone in a Ranger uniform, using one of our radios, you can be assured that you are looking at an individual who is both informed and responsible."

We have a great system of co-operation and support being afforded to Burning Man 2001 from the Bureau of Land Management, the Pershing County Sheriff's Department, the Washoe County Sheriff's Office, North Tree Fire, and REMSA. With their skilled talent and extensive services, the Black Rock Rangers are able do our job of supplying and managing the "City Services" of Black Rock City. As a Black Rock Ranger, you must consistently develop the best and most communicative relationship possible with all our co-operating entities.

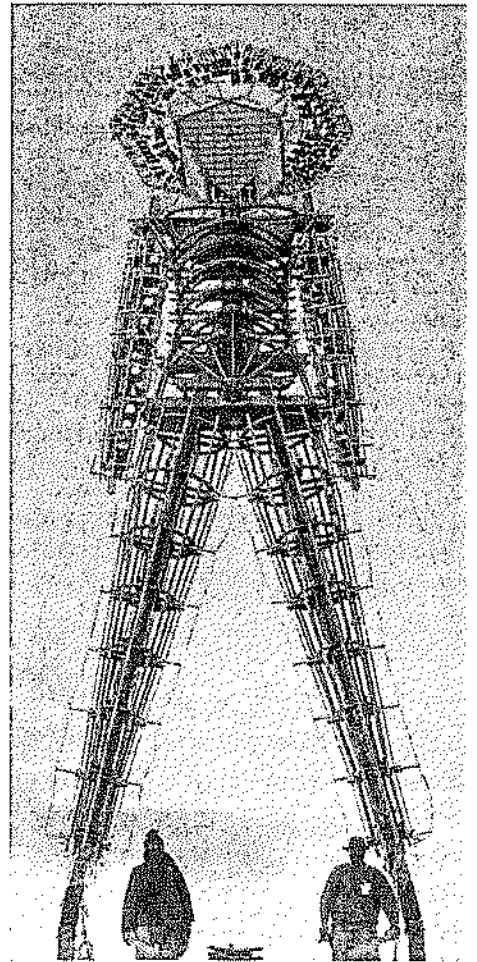
I hope you, each and every one, find out what "the Art of Rangering" can mean to you. Since Burning Man allows no spectators, then you must be a participant. My challenge to you is to participate in Burning Man 2001 as a behavioral artist, creating the positive experience of "Ranger" with all you meet. Do your best to make Burning Man 2001 an unprecedented success for the citizens of Black Rock City and for yourself.

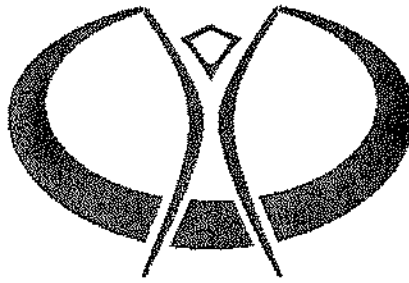
Dare to let the power of community found at Burning Man sweep over you. Dare to open yourself to the transforming fire and the magic of our Black Rock playa. Having done so as a Black Rock Ranger, you will earn 'the khaki dot' and you will leave this place with more than you brought, and with more than you could have imagined.

Looking forward to serving with you all, I remain,

Sincerely yours,

J. Duane Hoover, a.k.a. Big Bear
Ranger Director





What is Burning Man?

Burning Man is a unique event which focuses on creativity, art and radical self-expression. Burning Man offers individuals a chance to look at life in a new context—one which suggests that there may be worthy experiences beyond our regular, every day, generic and predictable routines. There are no spectators at this event. Everyone is a participant. Burning Man offers participants the opportunity to risk a few days out of their lives in exchange for new perspectives and experiences. This annual event is held in the Black Rock Desert of Nevada the week before and weekend of Labor Day. Everyone attending must bring their own water, food and shelter. The central focus of this event is a large wooden statue which is erected during the event and later burned. Burning Man is not a rock festival or a religion. The sculpture serves as reference point for the community as a whole, individuals are free to assign whatever meaning to the man and the festival they wish.

What is Black Rock City?

Black Rock City is the physical community which exists in the Black Rock Desert during the annual Burning Man event. For a week, individuals from all over the world come together to create a unique, temporary city; complete with radio stations, daily newspapers, esplanades and byways. In recent years Burning Man has become an international venue for the presentation of large-scale works of art. After the event is over, the community begins to disperse and the entire area is restored to its natural form through a comprehensive clean-up campaign.

Why is Burning Man held in the Black Rock Desert?

The Black Rock Desert is a 400 square mile, thoroughly flat, prehistoric lake bed, completely devoid of any vegetation or animal habitat. Its name comes from a large, prominent dark rock formation located at the edge of a ridgeline extending out into the desert north-east of our current site. During the summer, the lake bed is primarily a hardpan alkaline playa. In the winter a temporary lake forms which flattens the surface sediment and erases all footprints. This unique geological feature is ideally suited for this type of recreational use.

Who are the Black Rock Rangers?

The Black Rock Rangers is a volunteer organization dedicated to the safety of Black Rock City and its environs. The Black Rock Rangers are a cross-section of the Burning Man community who volunteer some of their time in the role of non-confrontational community mediators. Responding to the ever-changing environment, we address situations within our community that would otherwise require outside intervention. By encouraging and facilitating communication, the Rangers promote awareness of potential hazards, from sunstroke to tent fires. We are emphatically not the police or a paramilitary organization.

Highway Advisory:

The state highways leading to Gerlach (the closest settlement to Black Rock City) and all other roads in the area are patrolled by the Nevada Highway Patrol. 25 MPH, as posted in nearby towns, means exactly that. Local kids and pets have been known to play in the road — be careful. Outside of town, there are areas of open range where the cattle share the roadway. Crossing a cattle guard or livestock signs posted alongside the road are indicators of open range. At all times, drive at safe, posted speeds. Slow down at night and be prepared to encounter deer and other wildlife crossing the highway at all times.

General Event Information

PARTICIPANTS RESPONSIBILITIES

Participants at Burning Man must bring all necessities to the desert: foods, shelter, water, fuel.

Above and beyond the provision for individual survival, everyone is requested to help ensure our collective survival by following very simple rules relating to public safety and community well being. Everyone is expected to abide by these standards. Community membership is a privilege. Any violation of these requirements could result in ejection from the community.

- Do not drive cars in camp. Be prepared to come to Black Rock City and anchor your vehicle at your campsite. No cruising! Black Rock City is designed for pedestrians and bicycles. Except for public state agencies, specially marked Black Rock City service vehicles and Art Cars that are properly licensed by the Department of Mutant Vehicles, no cars will be allowed to drive in camp or on the open playa around it. Licensed Art Cars will be permitted to travel only within certain areas of camp during specified times or during specially organized caravans and parades. Rangers have a responsibility to ensure driving restrictions and the authority to stop vehicles in the name of public safety. The boundaries of Black Rock City will be clearly marked and established within an area of the playa which is administered by the Bureau of Land Management for purposes of public recreation. The BLM will establish a three-mile buffer zone on the playa around the city. No motor vehicles are allowed in this area. When entering and leaving Black Rock City, everyone must observe posted speed limits. Pedestrians and bicycles always have the right of way over motor vehicles. In Black Rock City, air pressure is a responsibility, not a right.
- The open display or discharge of firearms is prohibited. All firearms should be kept under lock and key. Any weapons, which are displayed or brandished within Black Rock City, may be temporarily confiscated.
- Play with fire carefully. The use of bottle rockets, explosives, and in particular, aerial flares, is very dangerous. The Man and other designated artworks will be burned by the artists who created them. The lamp posts, bulletin boards and other people's property are not to be burned. No open campfires on the playa ground will be allowed.
- No one will be admitted without a valid registration ticket from Burning Man. The ticket is a revocable license. Violation of rules, recklessness, disruptive conduct or nuisance will result in revocation of your ticket and ejection from the event without refund. No one under 18 admitted without a responsible adult.
- Commercial vending or sale of products without permission is prohibited. This is not a commercial event. All participants are required to bring their own water, food and shelter. A supply of one gallon of drinking water per person per day is required for entry.
- Your image may be captured without permission or compensation. The commercial use of photos, video or sound taken during this event is prohibited without the permission of Burning Man.
- All participants are required to remove their own trash and garbage. No trash receptacles or bins will be provided. Burning Man will provide only portable toilets which will be emptied on a regular basis.
- Sound levels emitted from any camp should not cause serious disruption to adjacent camps. Sound systems that exceed 300 watts are prohibited without a permit. If a problem with sound levels continues after sufficient warning, the source of power for such a device or system may be removed and temporarily confiscated.
- Dogs and other pets are NOT welcome at Burning Man. Most pet owners are not prepared to provide the additional care needed for their animals in the Black Rock Desert environment. Each year, the cleanup crew expends many hours picking up dog feces after the event. Full admission fee will be charged for dogs to help balance this additional effort. Dogs must be on a leash at all times.
- Burning Man supports both federal laws and the laws of the State of Nevada. Burning Man also supports the 1st Amendment and is devoted to radically free self-expression. It is recommend that you behave as you would anywhere, with intelligent discretion.

The Black Rock Ranger's Mission Statement:

The Black Rock Rangers are a non-confrontational mediating entity dedicated to the safety, welfare, and quality of experience of the participants of Burning Man and the citizens of Black Rock City. As a reflection of our singular purpose of serving the Burning Man community as outlined and expressed in the Burning Man Mission Statement, the Black Rock Rangers provide the services listed below:

The Rangers develop and maintain a system of cooperation and support, based upon mutual understanding and respect, with the Bureau of Land Management, the Nevada Sheriffs Offices of Pershing and Washoe and other Black Rock City support, services and city functions, including fire safety and suppression, medical personnel, and emergency services, e.g. REMSA.

Each year, the Rangers create an adaptive and focused Ranger organization using available resources to deliver an effective execution of Participant Welfare, Emergency Services, Gate, Perimeter Safety, Performance Support, and Exodus, in cooperation with the various Black Rock City Services and various Burning Man Departments.

The Rangers provide the on-site radio communications system for the management of the Black Rock City and the Burning Man organization.

The Rangers, functioning as protectors of the future, practice the 'Art of Rangering' and constantly strive to find ways to effectively address the opportunities created by the continuing evolution of the Burning Man community, and to the challenges posed by the annual creation of Black Rock City.

RANGER OBJECTIVES

The Rangers are NOT the police or a paramilitary organization. Control of the Black Rock Desert is the responsibility of the BLM and law enforcement in Pershing and Washoe counties is the responsibility of the respective Sheriff's Departments. The Rangers primary duty is to help the citizens of Black Rock City maintain a safe environment and mediate potential conflict. Much of your job will consist of patrolling our camp, the gate, and the playa of our community, providing information and making participants aware of potential problems. As a Ranger, you represent our community and the Burning Man Organization to participants, and to people in the surrounding communities. Rangers take pride in themselves and in their roles, and present a face to the public that is competent, professional and friendly. This is primarily determined by attitude. Swaggering and other poses should be left behind- you are here to help. "Rangering" is art, and as a Ranger you become a performance artist with Burning Man as your stage. Remember: NO SPECTATORS!!!



RANGER RESPONSIBILITIES

- Educate participants on desert/Burning Man survival.
- Provide information and serve as a community communications conduit
- Prevent vehicles from endangering pedestrians, bicyclists and campsites.
- Prevent non-consenting physical or sexual assault.
- Keep all roads clear for pedestrians, bicycles and emergency vehicles.

Here is a short list of 'un-Ranger like' behavior. Any of these things create an atmosphere that breaks our basic tenet in Black Rock City: "Never interfere with another participants experience".

- Losing self-control.
- An act or threat of violence.
- Sexual misconduct.
- Abusing the Ranger authority invested in you.
- Knowingly neglecting duty.
- Failing to report an emergency.

Violating any participant's right to the experience of their choice, in the Catch 22 of this statement and idea, will result in removal of a Ranger from duty.

RANGER OPERATIONS

Organization

The Ranger organization is structured to produce competent and trained individuals to fulfill Ranger duties that are needed to support our city's functions and to the benefit it's citizens. The Ranger Director coordinates Ranger services and serves the primary liaison between external agencies such as the BLM, Pershing County Sheriffs Office and the greater Burning Man organization. 'Officer's of the Day' leads the day to day operations of the Rangers and each shift has a team of leaders called the 'Shift Command Team'. Senior Rangers, experienced veterans of Burning Man, assist in mentoring new Rangers and work shifts as 'Dirt Rangers'. Dirt Rangers are the core soul of all of us. Rangers by their nature love to be out in the dust, walking and bicycling the streets, interacting with participants and coming up with creative solutions to any encountered problems, therefore Rangers, working as pairs in our city are collectively called Dirt Rangers.

Scheduling

Black Rock City Rangers act in an interactive capacity with our ever changing community, hence our needs vary shift by shift and day by day. We are organized to fulfill our community obligation - and to have fun - by coordinating Ranger activities, and scheduling ourselves to cover daily assignments and special events, in advance whenever possible. Black Rock City's constantly changing environment is super charged in comparison to the usual 'real world' hustle and bustle. No matter how much we plan, or requirements change, often minute by minute. Individual responsibility to your fellow Rangers and to the citizens of Black Rock City will help maintain everyone's sanity and safety. If you sign up to work, show up to work, or at a minimum, let us know as soon as possible when you can't. Upon arrival, set up your camp, get acclimated, meet your neighbors, relax, you have been driving or travelling for some time. Don't sign up for a shift 2 hours after your expected arrival, don't pressure yourself on the road or on arrival. Once situated check in at the Ranger Station in Central Camp. Check the information boards at Ranger Headquarters (HQ) at least once a day, even if you are not scheduled. Ranger meetings & additional training sessions may be scheduled as needed during the event and will be posted at the HQ. Schedules for daily shifts are posted inside the Ranger Headquarters, along with any changes in protocols or procedures. Signing-up ahead of time before going on shift is required. When you are on duty, you must be sober and in uniform.

As an active Ranger, you will be assigned to be on duty during our scheduled shifts, depending upon your desired level of commitment and availability. There are two periods when all Rangers are expected to be on duty: On Friday night when the majority of fire art performances occur, and at the burning of the Man and events immediately following. During the last days of the event, Rangers are desperately needed to assist in Exodus. A Ranger graduation party time will be announced on the playa.

Ranger Uniform

In a city where clothing and costuming explodes with color and variety, the Ranger uniform stands out by blending with the playa. All Rangers will be issued a wide-brim hat and shirt with the Ranger insignia and a Ranger ID badge. Rangers will also be issued communications radios. You must be in uniform while on duty - you cannot be a naked Ranger. Feel free to add ornamentation such as patches, pins, cloth and other objects to make your uniform unique. Accessories which are utilitarian or display humor and/or art are encouraged. Accessories that send a message of hostility or aggression are discouraged. Items of clothing such as current war-motif cammo designs should be avoided. Black or dark blue shirts or jackets are not appropriate while on duty and interacting with other participants. You can add more uniforms to your wardrobe by shopping for khakis or tan-colored clothing at thrift, camping, surplus and other stores. Long sleeve shirts provide protection from the sun during the day and additional covering for warmth at night. Pockets which have button or zipper closures will carry smaller items safely. Cotton clothing is the most comfortable and durable in the Black Rock Desert.



Meals

Rangers working scheduled shifts will be fed at the staff commissary. Regardless of this feeding arrangement, all Rangers should come with food and basic survival rations in the event of an organizational or supply breakdown. Shift feeding is a stop gap measure to assist Rangers who would otherwise be too tired or busy to properly deal with food while on duty or just coming off duty. Carry water and snacks at all times. In an emergency your duties may require you to remain at a specified site for a period of time. We will try and bring out water and snacks if possible, but be ready to survive until help or relief is available.

General Interactions:

Fire Art

Fire art is a traditional part of Burning Man. Rangers should not intervene except under certain conditions, e.g.- intoxicated fire artists who may be out of control and posing a risk to bystanders or campsites. Baccardi 151 and 153 proof grain alcohol sold in Nevada and California as Everclear is

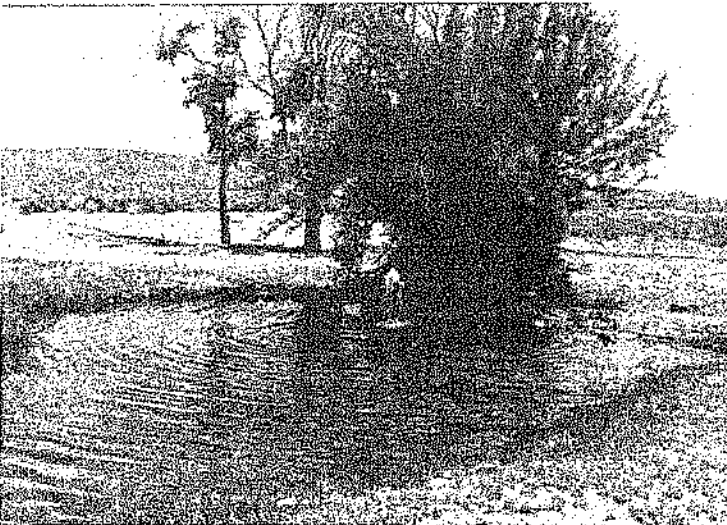
the most commonly used flammable liquid for fire breathing. White gas is also sometimes used, but is very dangerous. A safety person with a wet towel should always be nearby during fire performances and any gas supply containers should be small, capped, and away from the immediate area of the performance. Do not interrupt a performance in progress unless there is imminent danger to other participants or camps. Fire performers usually are good or have limited careers, sometimes Darwin was right. Large-scale works of art may be burned only within designated areas and precautions should be taken to ensure a safe burn. Fires should not threaten nearby structures that are not intended for burning. Every participant has the right to experience flame. Falling into a fire is not fatal as long as the exposure time is limited, however, burns are physically painful and scarring. Restrictions of fire activities should be balanced against possible dangers and available medical resources.

Search & Rescue

No one is lost in Black Rock City. Disoriented adults and misplaced children should be brought to the Medical Station or any Ranger Station. "Search and Rescue" missions are only conducted in the outlying desert by the BLM and other public agencies. Other animals, such as dogs, cats, ferrets, etc. are also not lost in Black Rock City. If a stray animal is encountered, encourage local camps to handle the situation. A solution would be to have someone volunteer to take the animal and notify the Burning Man Dog Pound camp. This camp is a group of dog lovers who will handle strays, at no time should a Ranger on duty take control of a stray animal, nor should any stray animals be taken to Ranger Stations. If an animal is hostile and/or menacing participants report this immediately to the Shift Command Team and follow the animal at a safe distance.

Found Items

Found items should be turned in at the Checkpoint Salon in the center of camp. A record will be kept of all items turned-in, contact person, and where the item is stored. During the event, bicycles left out on the playa or in camp are not lost and should be left where they are found.



Hot springs

Many hot springs can be found along the base of the surrounding mountains. During the Burning Man event, participants cannot use these resources. The largest danger to these resources currently during the event is the staff and workers who have in and out access of our event. Rangers fall into this group with in and out access, a perk which is intended to provide for trips to shower facilities in town and opportunities to escape the event to relax in the greater desert area, this does not include the use of the hot springs. Come out any other time of the year to enjoy these resources. A special environmental team of Black Rock Rangers working with the BLM's Volunteer program, will be assigned to patrol the Hot Springs during the event. An offshoot of the Earthguardians, these Rangers have a presence and report function, but

do not have authority to remove anyone from the hot springs areas. Instead Rangers will observe and report number to the BLM coordinators as requested.

Media and Camera Policy

All video & film cameras that capture moving images are required to have a BRC registration tag. Commercial media is expected to participate and experience Burning Man. Media teams should register with the Media Camp to undergo a briefing and secure press badges and affix approved tags onto their camera equipment. Anyone with a video & film camera without a tag should be advised to visit the Media Mecca Camp. Photographers should not harass subjects, if an individual does not want to be photographed they must ask the photographer to respect their privacy and the individual should respect their wishes. Mediate the situation if it grows into a conflict.

Gate and Bats

There are many different Ranger responsibilities inside and outside our city. Our Gate is controlled by a Gate staff and backed up by Rangers in uniform. Gate Staff wear black shirts and handle vehicle searches and any incidental entrance problems. Rangers assist the gate staff in tearing tickets and providing mediational assistance if requested by the Gate Staff. Gate Staff wear different uniforms to differentiate their jobs and duties, and while Rangers assist where ever needed, Rangers working at the Gate should not search vehicles or involve themselves in Gate Staff work. The Gate is a very busy and fast paced environment where your radio is not needed, carry the radio, but turn it off unless advised otherwise by a Gate manager.

Our Gate also handles our city's nine-mile perimeter fence patrols. If assigned to work at the Gate some Rangers may be placed on these perimeter patrols. The Gate manger will brief patrols on protocols and any specific areas of concern.

Inside our city Rangers support the Art Department with B.A.T.s. BATs are 'Burn Activities Teams'. If assigned to works with the BATs you will be given additional training and briefings on daily activities. BAT work is interactive with the crowds at performances, not the artwork. Your individual safety and the safety of participants in the crowd come first. BAT duty can be on any shift, but is most likely and required on Thursday, Friday, Saturday and Sunday nights. Talk with your Shift Command leaders if you want to work as a BAT.

Ranger Skills Conflict Resolution

Please note that this section does not replace years of training and experience. Senior rangers or experienced staff personnel should handle critical situations. Kick a situation over to a more experienced Ranger or the Command Team if you are uncomfortable or find yourself in an escalating situation.

1) Reporting/Radio Contact.

For your own safety and the safety of the other participants, if you suspect that you are entering a potentially hazardous situation, or responding to a violent act that has just taken place, you must report to the operations coordinator. A Command Team member will serve as the coordinator of Ranger patrol movements during the event. Backing up this coordinator is a central dispatch,

which will serve as a clearinghouse and answering service for all of Burning Man communications. It is imperative that you maintain radio contact with the operations coordinator, as your radio is your umbilical cord to the rest of the Rangers. In hazardous situations, back up, including Law Enforcement personnel, will be sent as required. Most likely, dispatch will ask you to simply stand at a safe distance and observe/report while a Command Team member coordinates response. However, if you become unable to step back from the situation due to sudden changes in circumstances and must take action, report that you have become involved and then move in and attempt to calmly diffuse the situation.

2) Arriving On Scene.

The first Ranger on the scene will often be the one to start defusing the situation. Usually, the first thing to do is NOTHING. If you've had time to respond to a call, and the person still hasn't harmed anyone or themselves, it's likely that they don't really want to. Time is on your side. Look, listen and get a feel for what is going on. The first stage of dealing with a critical situation is cooling things down, bringing things to a lower intensity level, a more casual sort of interaction. It is likely that the only way things will foul up is if more pressure is applied to person involved. Therefore, one goal is also to protect this person from being pushed by others. We can do this by bringing in more Rangers to create a safety perimeter.

3) Contact.

Approach slowly, visibly, and don't get too close. Stand slightly to one side rather than face-to-face. Explain all of your actions before you do them. For example: "I'm going to sit down here on this chair" or "I'm going to take my fanny pack off and put it on this table." Be aware that entering their personal space is likely to cause a violent response. Also be aware of your positioning skills and body language. Speak calmly, casually. Often people resort to agitated or violent behavior when fear leads to feeling of being overwhelmed and unable to cope. Slow down the pace - this will help to reduce a feeling of being overwhelmed. You have time, they have time. Ask the person if he/she feels safe. If the answer is no, then ask them where they would need to go, or what they would need to feel safe. Try to accommodate them, if possible. Use your radio to clear the location you want to move to. We have an area called Sanctuary at Ranger HQ where an individual can go to be alone and talked to, listened to, etc. Allow the person to say "No" to any offer you make, including food or drink. Allow the person to maintain as much control as they can over themselves and the interaction, generally the more in control a person feels, the better they are at coping with the situation. As Rangers it is our duty and lot to give up the auspices of control. This idea rests on the subtle principle that when one has actual control, no outward display of bravado or power is needed.

One-on-one interaction with the person is important; therefore one Ranger speaking with one participant at a time is less threatening. Introduce new rangers into the situation carefully. Introduce them by their Ranger name. Keep bystanders away, especially from behind the participant involved. Give the person lots of space. The worst action a Ranger can take when entering a situation is to run in and try to take over. Also counter-productive would be Rangers arguing about the resolution of the situation or what to do next. While you are arguing, nothing gets done, and no one is really paying attention to the situation, which may be degrading while you bicker. Defer to a more senior Ranger or the Command Team member if requested. They are there to help; we are all on the same team with the same goals. Ranger gender may be helpful in some situations. A battered woman might be such a situation. Whenever dealing with a naked participant a same-sex gendered Ranger MUST BE PRESENT. When dealing with drunks try to get their friends to help. Of course the friends may be just as drunk. Offer pros, cons, coffee and/or water. If someone is

provoking things, try to get them off the scene. If they won't back off, emphasize that you are trying to cool things down. Ask agitators questions like "Am I making sense?" Assert your authority during a crisis. Display your ranger heraldry - but don't get involved in a fight. If the situation degrades further, don't hesitate to contact the operations coordinator for assistance and/or intervention. Never forget to make your own safety a priority.

F.L.A.M.E

FLAME is an easy way to remember how to approach and mediate an encountered problem.

F stands for 'find out'. Find out what is really going on in a given situation. There will always be at least three sides, both individuals involved and of course an impartial third perspective. Add this to your perspective, which encompasses the general opinion of all the participants and the ideology of the Burningman collective project. Once you have a chance to review all the facts, your decisions will be on firm grounds.

L is for 'listening'. Make sure that all parties who are involved have a chance to respond and give their input. No one likes being ignored, but at times you may have to use your judgement as to who is really involved. Concentrate on the parties who need you direct assistance, but make time for everyone who has legitimate input.

A is where the work begins. A is for 'analyze'. Active deliberation on your part is required, and is backed by the Ranger organization. You have come forward and been trained, and are an integral part of our team. We have faith in our selves and in you. This is at the core of Rangering; the team stands behind your decisions. Make them.

M or 'mediation' then becomes the act of convincing the participants involved of the best way to resolve their situation. What makes this slightly different than a static mediation in the regular world as more of a determination as to outcome is expected, as at Burningman everything will change constantly. Choose which participants involved have spaces to give and those whose interests are such that they cannot give in. This is often not based on right and wrong. Work with the parties involved until you reach an outcome that you determine to function best.

E is the 'explanation', and completes your 'FLAME-ing' of the situation. This actually is not the end. Within the Burning Man event, while things change constantly, the explanations you give will be repeated and re-requested by not only the parties involved, but by later participants. The Rangers find themselves as instant celebrities, walking town criers of old reborn on the Burning Man landscape. While maintaining the confidentiality of the individuals involved in any given situation, you will be asked by neighbors to explain the outcome, later that day probably again, that evening, the next morning,.....etc.

ECNALG

Conflict Resolution Synopsis:

- Everyone has a "Good Reason" for what he or she does.
 - When body language and words come into conflict; your words will lose every time.
 - Use verbal judo catch phrases to your advantage: "got that", "understand that"
 - Use "we" and "us" to generate a connection with people.
 - Never tell someone to "CALM DOWN!" Calm them down by your performance.
 - The less ego you show, the more control you will have over the situation
 - Be aware of your trigger words.
 - Never lose self-control (walk away before you do).
 - Public Relations is KEY.
 - Use active listening skills.
 - Ask them to think about it (and give them time to do so).
 - You move a crowd one person at a time.
 - Treat everyone with equal respect
 - Don't get suckered into debates; ACT!
 - Let them have the last word, as long as you have the last act.
 - F.L.A.M.E the situation.....
- Remember your training, stay in radio communication.

Here are some helpful quotes from the Tao:

**We shape the clay into a pot.
But it is the emptiness inside
That holds whatever we want**



**True words aren't eloquent:
Eloquent words aren't true.
Wise people don't need to prove their point;
People who need to prove their point aren't wise.**



**Less and less do you need to force things,
Until finally you arrive at non-action.
When nothing is done,
Nothing is left undone**

A FEW WORDS ON PATROLLING

by Death Valley Kelly

The heart and core of the Rangers are our patrol teams. Patrol teams; whether walking, bicycling, or vehicle mobile work as the eyes and ears of the Black Rock Rangers. Usually the first to spot and respond to a situation, as a seasoned veteran or a first time Ranger, your presence and perception are our most valuable team asset. When you are out on patrol you are the most visible part of the Rangers. In being first contact, and in many situations, first response, you represent not only the Black Rock Rangers, but, also the greater Burningman organization. Behind you at all times is the greater Ranger group: other patrol teams, dispatch, specialists in medical, fire and crisis intervention, your shift leaders (command group) and the Ranger Senior staff.

Patrolling: While on patrol, keep moving. We like to call this the 'Meet and Greet' approach. Getting to know camps of your fellow artists and citizen participants as you travel around not only melts away the walls of "us and them", allowing a greater sense of community, but also creates a better understanding of the scope of our city dynamics. Rangers often find they become icons, seen by participants on a reasonably regular basis, and this hands on approach to the pulse of the city allows a quicker and more accurate recognition of potential problem areas and citizen safety issues. If a problem occurs in your patrol area you will have already developed a relationship with the citizens involved, or perhaps their neighbors.

Awareness: As you move through the city trust your "gut". If something doesn't feel right pay attention and follow up. If you think that an intervention may be necessary, but are not sure, always err on the side of safety. Feel out the situation. Talk with your partner, and when determined necessary, call for the back up of a more experienced Ranger team, or maybe just one with a different skill set. Remember YOUR SAFETY IS MOST IMPORTANT! As the Rangers, in Big Bear's words "...are always part of the solution, never part of the problem...", recognize if you are being caught up in a situation and respond accordingly. The Ranger default action is to do nothing, nothing that is, but observe and report. Always share your concerns with dispatch and your command group when you determine it is warranted.

Teamwork: Attempt to get the "Big Picture" while on any shift. A briefing at the beginning of each shift will update you on the current citizen dynamic, safety issues, Ranger resources, and shift objectives. Develop an overview in your mind's eye of the location of other patrol teams assigned to your area of city. Pay specific attention to what other teams in your area of the city are doing and adjust your patrol pattern for maximum area coverage. Your shift command group will be working on dispersing Ranger teams around the city for quick response to problems as they occur. Ranger teams will initially be deployed by the shift commander or dispatch. Stay on duty in your assigned area. Don't "reassign" yourself to another area of the city. If you see that your presence may be more valuable in another area, state your concerns to the shift commander and understand the commander or dispatcher may have additional information or plans which require you to stay in an assigned role.

Commitment: We encourage 'shared expectations' as a goal for all Rangers. This requires communication and commitment. If you commit to a shift you are expected and counted on. Try to have your food, water and clothing needs covered before starting patrol. If you cannot carry your gear (clothing for weather changes, etc.) with you, then keep it readily available at your camp or a Ranger station that is central to your patrol area. If you have completed a shift and have the Art of

Rangering still flowing through your heart, you may volunteer to stay on duty. If you do then a specific time commitment is needed. Let the shift commander or dispatch know your level of extra commitment in specific time frames. This extra commitment is greatly appreciated and when stated in the form of specific times allows dispatch and the shift commander to plan and implement operations more cohesively. At the end of your shift the shift commander will release those on duty Rangers over the radio.

Occasionally, from illness, physical exhaustion, or something else will come up and a Ranger will need to go off duty. Any time you need to go off duty, whether you have just completed a shift or have other requirements, check in with dispatch so the shift commander can clear you.

Specialized Skills

Some Rangers work in our day to day world as professionals and bring their skills to help as Rangers. These individuals will have a colored identifier on their badges. In addition to regular Ranger duties, they may be called upon to use their professional knowledge in certain situations.

- Blue Dot - "Medical"

These professionals have training as a First Responder, EMT, Paramedic, RN, MD, or work in other specific medical services.

- Red Dot - "Fire"

These professionals have wild land, urban, or military Fire Fighting backgrounds.

RADIO COMMUNICATIONS

Rangers will be issued a UHF radio and will receive training for radio use and procedures. A Command Team member will function much like air traffic controller for primary radio communications, monitoring Ranger radio channels, and dispatching Rangers as needed. The Burning Man Dispatch Center will be staffed with specialized Rangers who have HAM, OES, military, or agency communications experience. All Rangers will have a radio handle or nickname which is used during the event. For better communications, radio names should have at least 2 syllables. When a Ranger with a radio is on duty, he/she is "on comm." and will be assigned a channel to be used for communications. An off-duty Ranger may also be on stand-by and carry a radio tuned to a paging frequency.

Basic Radio Protocol

- Listen before you transmit; if the channel is clear, proceed. Always wait a moment before speaking into the microphone after you key the radio, as there is a short lag time before the radio begins to transmit. Additionally, do not yell into the mic, always try to speak clearly and slowly. BE BRIEF! Do not "ummmm" "ahhhh" or simply hold the mic key down without speaking.
- To sign "on comm.," turn your radio to the Ranger Primary channel and when radio traffic is clear, announce "<your radio handle> going on comm." Wait until you hear a confirmation response. To sign "off comm.," turn your radio to the Ranger Primary channel and when radio traffic is clear, announce "<your radio handle> going off comm." Wait until you hear a confirmation response, then turn your radio to the paging channel, and LEAVE IT TURNED ON.

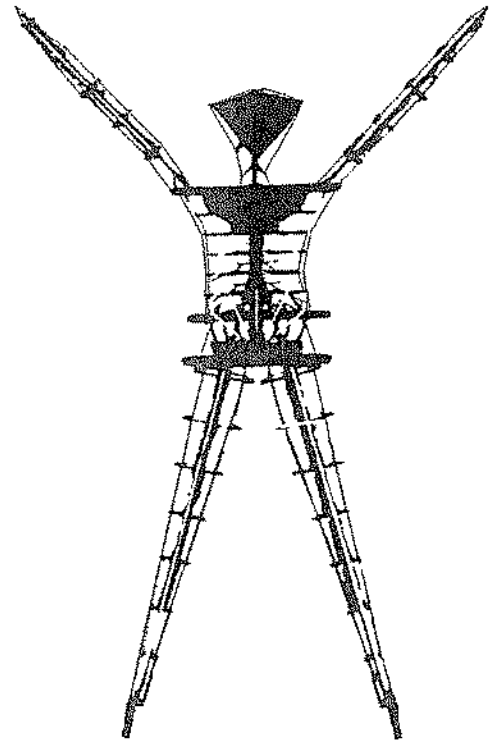
- To initiate radio traffic with the operations coordinator, Central Dispatch or another Ranger, wait until traffic is clear, then call "<desired party> <radio handle>." To answer a call to you, simply respond "<calling party> <radio handle> go." Your radio call should end with "OVER" if you are expecting a response. If your communication is completed and you do not need a response, then end your radio call with "OUT." As SkyKing says, you can be "OVER" or "OUT", but never be "OVER AND OUT."
- Rangers with radios should be aware that, during the burning of the Man, the loud background crowd noise will also be transmitted whenever a microphone is keyed. This condition will effectively prevent understanding of speech from any radio in the vicinity. When there are high levels of background noise, no voice transmissions should be attempted. If you have an emergency message, you must go to an area or place where the background noise is reduced and then broadcast your message.
- You should change your rechargeable radio battery when you hear the radio "beep beep" occasionally, or at the beginning of any shift as a minimum, so as to insure that your radio will not die out when you really need it. The basic rule is, change your battery when you can.

Radio Codes

Many agencies use Radio Codes. You will not be expected to memorize them, but you should be familiar with the most commonly used ones.

RULE #1: Always use clear, succinct language.

- Code 1 Respond: as available
- Code 2 Respond: now
- Code 3 Respond: urgent
- Code 4 Situation under control
- Code 33 Emergency Traffic only!
- 10-1 Radio signal poor
- 10-2 Radio signal good
- 10-4 Affirmative
- 10-7 Off Comm
- 10-8 On Comm
- 10-9 Repeat last (transmission)?
- 10-20 Current location?
- 10-49 Proceeding (to location)
- 10-97 On scene
- 10-98 Clear (last situation)



Incident Command System

In the event of an extremely serious emergency or crisis, a Code 33 will be broadcast and a plan called ICS will go into effect. During this time, do not use the primary radio channels unless absolutely necessary. Rangers with radios should remain at their assigned station or post until directed otherwise by the Central Dispatcher. All other Rangers should report to a Ranger Station to see if they can be of assistance. When ICS is cleared, all Rangers will resume normal operations.

DESERT SURVIVAL

Exposure and dehydration are constant risks. Daytime temperatures routinely exceed 100 degrees and the humidity is extremely low, which rapidly and continually wicks moisture out of your body. Because the atmosphere is so dry, you may not feel particularly warm, but you'll be steadily drying up. Don't wait until you're thirsty to drink. Carry a water bottle with you at all times. If you are out and active during the hot part of the day, you should be drinking water every 15 to 20 minutes. The color and volume of your urine is a direct indication of your water consumption. Dark urine is bad, light urine is good. One gallon per person per day is the rule of thumb. Users of alcohol, caffeine and other drugs are particularly at risk for dehydration, and should pay extra attention to their water intake. Dehydration can cause headaches, stomach cramps, abdominal pains, constipation, or flu-like symptoms. It exacerbates both heat-related and cold-related conditions (i.e. both sunstroke and hypothermia), and makes it difficult for the body to mend itself. If someone you know complains of these symptoms, or shows signs of either severe overheating or (worse) a case of the chills under the mid-day sun, get them to shade immediately and contact medical help. As a Ranger, it is particularly important to stay on top of your water intake, both to maintain your own health and to set a good example for others. Be on the lookout for people who are walking around without carrying water. Let them know in a friendly way. Medical aid is available at our Medical Station in Central Camp or can be called to a particular location if needed.

Vehicle Skills

- Vehicles are not a part of our city (with the exception of Art Cars) and are not used by Rangers on patrol unless marked and approved by the Shift Command team or other internal Ranger Departments.
- Make extra sets of car keys and (1) wire them to a hiding place under vehicle or (2) stash an ignition key inside, you can always break a window or (3) keep a set in a friends car and his extra set in your car.
- Nail holes or other small punctures in tubeless tires can be repaired by inserting a wood or sheet metal screw into the hole.

Accident Prevention

Preventative care and reasonable safety precautions are crucial. You can exert a positive influence on the community and help reduce the number of emergencies by encouraging people to be safe and responsible. Do not be obtrusive, individuals have the right to injure themselves if they are not impaired and appear cognizant. When you see unsafe or survivally-challenged behavior, it is your job to bring it to that participant's attention. If a campsite is poorly built and presents a safety hazard to the public, whether it is un-flagged guy wires, unprotected tent stakes or just a general

likelihood to blow away, let the people there know that they need to correct it. Tent stakes should be driven below the surface to prevent foot injuries or at least capped with a protective device.

Beating the heat (and the cold)

Make sure you bring some kind of shade for your camp and try to be less active during the hottest part of the day (save your strength for the night). Use sunscreen, sunglasses, hat and water. If you don't take a few basic steps to protect yourself, the desert's mid-day sun will cook you like a hot dog. When the sun drops over the horizon, temperatures will begin to decrease. Overnight lows in the 40's can seem exceptionally cold after all that daytime sun, so you'll want a warm jacket and a good sleeping bag. Special enclosed fire barrels will be provided in certain areas for burning wood. Types of wood to use for fires vary: Oak makes a good long-burning fire, Pine makes a hot, fast fire, Eucalyptus makes smelly fires and should not be used for cooking, Redwood should be avoided as is somewhat fire retardant and burns very poorly.



Most common medical problems:

- dehydration (lack of water in the body)
- sunburn (including the eyes of some who forgot their sunglasses)
- foot and leg wounds from stepping on unprotected stakes and other objects while going barefoot
- burns from playing with fire
- heat exhaustion

Sleep

After water, the thing your body will need most is sleep. Good sleep is difficult in a city where activity and sound continues nonstop. Reducing the sound level with a good pair of earplugs is essential to acquiring enough sleep. Always wear your earplugs when sleeping in Black Rock City. Sleeping at night is best with a sleeping bag in a warm, enclosed place such as a tent or vehicle. Sleeping during the day is best under a shade structure and on a cot or elevated bed that will allow airflow underneath. Special sleeping accommodations may be provided for those Rangers working all-night duty shifts.

Food & Drink Safety

Rangers are a respected part of the community and many participants offer to share their food and drink with them. The possible inclusion of psychoactive substances creates a risk that should not be taken lightly. Unless you are sure of source and content, these offers should be politely declined.

Be particularly wary of any consumable offered to you during the evening festivities. Rangers should decline or at least protect their face when offered mists of cooling water from strangers. To be an effective team, all Rangers must be sharing the same reality.

Mind
Matter

Dust

The fine playa dust is an integral part of the Black Rock Desert experience. It will cover your clothes and get into your food. It will find its way into every crevice of your vehicle and belongings. Months later, when you open a door, hood, or trunk, it will appear like an old friend to remind you of your Burning Man experience. Accept it.

Wind & Storms

The Black Rock Desert can be subject to sudden bouts of fierce and unpredictable weather. Storms may arise at any time and bring high winds, lightning and (sometimes) rain into camp. Dust storms can prowl the playa in packs or sweep, in a broadened front, across the plain. Suddenly besetting us, they may produce instant "white-outs." Seek immediate shelter and stay there. No vehicle should move during this condition. If you're caught outside of shelter during a whiteout, simply sit down, cover your face with your shirt and wait. Note: Using a wet shirt or cloth as a breathing mask is a great way to cool off, however, during a dust storm, it will quickly clog and reduce your air supply. Use a dry face covering. Winds are generally out of the south-southwest, however wind shifts of 180 degrees can occur within the hour, bringing storms from any direction. Since they often come in with little or no warning, you need to keep your camp battened down at all times. Secure objects at your campsite (paper products, clothing, tarps, everything) against the wind. Occasional high winds, which may reach 70 MPH, will flatten most tents and carry away objects as large as sleeping bags, chairs, card tables, and empty ice chests unless they are weighted or tied down. Heavy rainstorms, which are very rare during the summer, can make the playa impassable for most vehicles for several hours. The safest place to be during severe electrical storms is inside a vehicle where the metal frame will provide substantial protection if struck by lightning. Generally, rain falling on the Black Rock Desert is usually brief and the playa dries quickly. If you are on a bicycle when a rainstorm approach you should quickly return to your campsite, as bike tires will quickly clog with the sticky playa mud after a rainstorm. The best thing to do is stay within the community during adverse weather conditions.

Shelter

Shade structures should be made of canvas or other fabric, as plastic tarps are very noisy during windy conditions. Shade cloth that allows the wind to pass through it, such as 'cammo netting', is most likely to survive in high wind conditions which always occur sometime during the Burning Man event. Shade or camping shelters made with parachutes should be avoided. Try to position your tent to present the smallest possible profile to the wind. Prevailing winds are from south-southwest. Weight the interior corners of your tent. Use anchoring stakes which are 24" or longer. Drive stakes into playa at a 45-degree angle. Shade and other structure guy ropes should be attached on the stakes as low as possible to playa surface or 2 or 3 inches below the ground if driving stakes flush to playa surface. Guy ropes should be long enough and the stakes far away enough from the structure for the guy rope to come off the stake at about a 90-degree angle. All exposed, protruding stake ends must be capped (empty 1-liter plastic soda bottles will do the trick) to prevent foot/leg injuries. Driving your stakes below ground level, then attaching the guy ropes and covering the hole is the most effective safety measure. Ropes or cables used to secure tents should be flagged, preferably with a white or reflective material because they will be hazardous to pedestrians at night.

Death

Life

Waste

Trash should be stored in plastic bags for later removal after the event. Keep wet garbage sealed and separate from dry trash. Used plastic water bottles should be flattened and strung together with string to keep them from blowing away. Bring a large metal trash container to carry out your fire ashes. It will safely contain any hot embers are still in last night's fire. A flat-bottom shovel is best for removing ashes and cleaning your campsite. In a crowded camp with large numbers of bare-footed participants, everyone should avoid peeing on the playa. In the event of a problem with onsite portable toilets, you should be prepared to collect your own body wastes for later, proper disposal. Urine can be saved in empty, clear-plastic drinking bottles. It's also a good way to monitor your water intake (piss clear). Feces should be deposited into a plastic bag-lined bucket with a tight fitting lid. Kitty litter can be sprinkled in the bucket to absorb moisture and help control odor.

CAMPING EQUIPMENT

What you must bring:

- One gallon of water per person per day. Keep a bottle of water with you at all times.
- Enough food & beverages for your entire party.
- First aid kit.
- Warm clothing.
- Warm sleeping bag, (rub candle wax along zippers for smoother zipping).
- A good camp tent is recommended along with 12" or longer tent stakes.
- Earplugs: comfortable fit that can be worn while sleeping.
- Smokers: portable ashtrays (i.e. an empty candy tin).
- Sunglasses: wrap-around lens with a large nose bridge area are best to block sun and wind.
- Sun block: high block rating.
- Chapstick or lip balm.
- Moisturizer cream (Corn Husker's Lotion is a water-soluble type that works well with the dust).
- Garbage bags with built-in tie wraps.
- Any required prescriptions, contact lens supplies (disposables work great), or whatever else you need to maintain your health and comfort in a remote area with no services.
- Wide brimmed hat (attach a piece of 12" string to your hat and connect the other end to your shirt with a safety pin to keep from losing it in the wind.)

PERSONAL EQUIPMENT

A Ranger should carry these items at all times while on duty:

- Bottle of water with strap or belt attachment.
- Map of Black Rock City.
- Small flashlight.
- Notepad and pencil/pen (felt tip pens recommended dust will often affect ballpoint pens).
- Compass.
- Matches or lighter.
- Knife or utility tool.
- Dust mask or handkerchief.
- Powerbar, Cliff Bar or other quick food energy.
- Clothing for changes in temperature (especially at night)

VEHICLE EQUIPMENT A Ranger vehicle should always carry:

- 2 gallons of water.
- First aid kit.
- Flashlight with spare bulb and extra batteries.
- 2 blankets.
- Matches or lighter.
- Duct tape.
- 4 highway flares.
- 2 gallons of gas.
- Jumper cables.
- Non-perishable foods.
- Extra change of warm clothes and socks.
- 25 ft. rope.
- Garbage bags.
- Wire or coat hangers.
- Shovel & basic hand tools, (pliers, hammer, crescent wrench, etc.).
- Work gloves.
- Spare tire & jack & a piece of plywood (approx. 12"x 12" or larger and 5/8" to 1" thick) to use as
Solid footing for your tire jack in case of a flat tire on the playa.
- Several short pieces of 2x4 wood which can be stacked as stands to help changing a tire,
or placed under drive wheels to gain traction when stuck, or burned during an
emergency. 11

What you should bring:

- Sturdy stakes, 12" long (minimum, soft playa requires deep stakes). For larger tents and shade structures, 36" long ('concrete stakes', available at larger hardware stores, are recommended)
- Open-air shade structures (plastic tarps are noisy during windy conditions, canvas or other fabric is best).
- Rope/lanyard - nylon. (100 ft or more)
- Rain gear.
- A cooking stove if you expect to heat food or liquid.
- Personal shade, umbrellas, parasols, hats, and sheets; something to break the midday sun.
- Folding cot (the airflow underneath allows for cooler sleeping during the day).
- Eating utensils; i.e. silverware & large bowls. (Bowls in general work better than plates-especially if you've got limited space for packing.)
- Plastic bottles to cover tent stake ends - (empty soda bottles, etc.)
- Bath soap; shampoo and toothpaste, tooth brush, dental floss, mouthwash.
- toilet paper.
- Bath towel.
- Thermal underwear (long johns).
- Sewing kit (personal, and tent repair/canvas)
- String.
- Insect repellent.
- Spare blankets

Good Food to Bring:

- Gatoraid (powdered), Rice Dream (instead of milk. It won't spoil and works as a great substitute).
- Juices with little or no sugar (sugary sweetened beverages tend to taste like shit when it's hot).
- Coffee and filters, tea, and mugs.
- Sugar and Sweet-n-Low.
- Watermelons are good source of water and the containers are convenient, melons of all kinds.
- Canned fruit
- Salted nuts for protein and sodium to prevent dehydration. Cashews are wonderful especially since they also contain a unique acid in them that aids in the prevention of cavities (useless information).

Extra cool Rangerin' stuff you may find useful:

- Head-mounted flashlight, -watch, -basic hand tools, -goggles, -dust mask, -nylon rope, -FM radio, -CB radio,
- Bicycles (mountain bikes or "cruisers" with balloon tires are best),
- glo sticks (all colors),
- Sheets ...used from thrift store,
- Duct tape (very useful for many connecting and attaching purposes, however, exposure to direct sun and/or high temperature may cause the adhesive to soften and fail.),
- Ground cloth (tarp or plastic sheeting) for each shelter structure,
- Decorative flags,
- Camera & spare film,
- Bicycle flasher (attach to a pole to help find your tent at night),
- Spray bottles for misting,
- Flags, kites and banners
- Bungee cord (various lengths)
- Water bag
- Sponges (2-3 packages for washing feet, dishes, face, etc....)
- Rubbing alcohol
- Pot scrubber
- Baby wipes
- Dr. Bronner's soap - useful as shampoo, dish soap, or mouthwash, etc.
- Zip-lock bags (various sizes)
- BBQ grill, charcoal & starter fluid
- Skillet (large), pots, pans, etc. (w/ lids)
- Rugs
- Folding chairs
- Mallet/hammer, sledge (5-10 lb.)
- Water toys e.g. SuperSoaker
- Battery powered drill
- Tire repair kit for the bike(s)
- Flame proof lighter
- Ground pad for under your sleeping bag
- Whistle
- Safety pins
- Wicker furniture (available at thrift stores, dumps and street corners and it burns nicely)

-Watertight protective bags (i.e. heavy ziplocs) for cameras or electronic gear you may bring.

Things you thought necessary, but can really do without:

- 4-wheel drive vehicle.
- Underwear.
- Ice.

**REMEMBER, YOU BRING IT, YOU TAKE IT HOME.
LEAVE NO TRACE!**



COMMUNITY

Community Communications

In a community rich with artists, pranksters and storytellers, rumors abound. Accurate information about events, scheduling, safety and other vital community concerns can be obtained through our in-camp daily newspaper, the Black Rock Gazette, and through regular news bulletins on Radio Free Burning Man, FM 99.5. Currently, there are no mobile phone cell sites that are accessible from Black Rock City, although some of the more powerful cell phones connected to extended external antennas are sometimes able to connect with cellular service in Reno. A 2m Ham radio repeater station will operate on site at 147.000 + shift with no CTCSS or PL tone. The designated Citizens Band radio channel for participants is Channel 23. Bulletin boards are located in central areas of Black Rock City. Rangers should consider it part of their civic duty to check one or more of these resources at least once per day. Don't feed rumors. Avoid being an alarmist.

Private Property and Theft Prevention

A Ranger's priority is to defend the community and preserve life. Resources used to defend private property are limited. Do not use artistic judgment when protecting works of art: the quality of art may increase or decrease with interaction of, and modification by, participants. Your duty is to ensure that the art continues to exist until disassembled or burned by the artist who created it, however, as in all things Rangering, this is done by persuasion not force. The definition of art is very broad within Black Rock City.

Property theft from participants tents and vehicles is something to watch out for.

Encourage people to get to know their neighbors and look out for each other - it's the best way to prevent property crime. Thieves thrive on anonymity. Be on the lookout for individuals or small groups who don't interact with the participants, i.e. just stand back and observe. As Rangers you can be a goodwill ambassador and introduce yourself. People who don't feel involved also don't feel responsible. Highest risk for theft is Saturday night through Monday morning. On Sunday and Monday, when people are packing and leaving, be extra alert for suspicious activity.

Leave No Trace

Black Rock City does not provide garbage collection service. Each camp and its participants are required to remove the trash that is generated by that camp. Recyclable aluminum may be turned in at Recycle Camp where some of the latter will be turned into art during the event and then recycled later. Try to avoid glass containers. If you see someone littering, or letting their dog poop without picking it up, or even grinding a cigarette butt into the playa, let him or her know their behavior is unacceptable. The nicest way to let them know is to hand them a trash bag or in the case of cigarette butts, a can or tin. If you see unsecured trash or anyone leaving their trash in or near a portable toilet, likewise let them know they're interfering with your clean-up experience.

The Black Rock Ranger Organizational Structure

The Black Rock Rangers are a department of Burning Man and function under the standard guidelines of the Burning Man Organization. The Rangers are organized by a Ranger Senior Staff, collectively referred to as the BRRSS (Black Rock Ranger Senior Staff). The BRRSS is comprised of:

Duane Hoover ----
Joseph Pred-Yee ----
Jeff Oushani ----
Joseph Fenton ----
Terri Oushani ----
Robert E. Smith ----
John H. MacDonald ----
Michael Michael ----
Maryellen Burdwood ----
Bill Clearlake ----
Jason Alcock ----
Michael Theblack ----

THE BURNING MAN ORGANIZATION

The Burning Man event is produced by the Black Rock City LLC. The Burning Man Senior Staff (BMSS) is the organizational body which functions along the lines of a city council management model. The BMSS is comprised of the members of Black Rock City LLC (a legal entity), and other Burning Man managerial staff members.

The Black Rock City LLC is comprised of:

Larry Harvey - Since founding the Project in 1986, he has directed its operation. His duties include the design of Burning Man and Black Rock City and the conception and production of the Project's pageants. He also authors the Burning Man's bi-annual newsletter.

Harley K. Dubois - Harley joined the project in 1994, and since that time has channeled its enormous flow of human resources: locating theme camps, answering inquiries, scheduling meetings, organizing talent and coordinating staff communication.

Will Roger - Will serves as the Site Construction Manager and Director of the Department of Public Works (DPW) for Black Rock City. His job is to build a city in the desert and then later, remove all traces of it.

Crimson Rose - Crimson is the Office Administrator. She also servers as Burning Man's Performance Art Coordinator. In addition to coordinating performances at our event, Crimson organizes and directs performances and events for Burning Man in San Francisco.

Marian Goodell - Mistress of Communication. Since joining Burning Man in 1996, Marian has overseen the renovation of our web site and Internet communications. She also is involved in the distribution of the newsletter, management of the press and creation of the Black Rock Gazette during the event.

Michael Michael (Danger) -Danger Ranger is the legendary protector of our desert community. Some say he's the seventh son born of the scion of a seventh son. Others claim he possesses near borderline supernatural powers, including the ability to bi-locate and appear at two places

simultaneously. Danger joined the Burning Man Project in 1989 and founded the Black Rock Rangers in 1992 and continues to ride the edge of the event horizon.

Along with the individuals above the Burning Man Senior Staff includes:

Dana Harrison (Biz-Babe) --- Dana handles contracts with outside vendors and internal business transactions of playa related commerce such as ice sales and our Center Camp café. After a career in mega-business fu, Dana volunteers her services to the Burning Man organization.

Duane Hoover (Big Bear) ---- Big Bear is the Ranger Director and serves as primary liaison with external public agencies such as Law Enforcement, Nevada State Health Department and the federal Bureau of Land Management. An avid music fan and radio station owner/DJ off playa, Duane also hosts the Big Bear Radio Hour during the Burning Man event. After attending the event in 1996, Big Bear brought his skills as a negotiator and many years experience in business organization to the Rangers and Burning Man in 1997.

Joseph Pred-Yee (Baker-18) ---- Baker-18 first brought his professional medical and organizational skills to the Rangers and Burning Man in 1996. Serving as the Emergency Services Operations Chief, Baker-18 manages the Emergency Services Department of the Rangers (ESDR) and the Communications Department of Burning Man.

Dave Thornton (Thorny) ---- Thorny handles the accounting and ticket sales functions for Burning Man. A transplant from Utah, Dave has been on Burning Man Senior Staff since 1999.

Holly Kreuter ---- Holly coordinates Theme Camps for the event and works as assistant to Harley in running the HR Department of the Burning Man organization.

Joseph Fenton (Boggmann) ---- Boggmann manages Playa Operations for the Rangers and has since 1999. Functioning as general problem solver in Burning Man Organization Boggmann assists in such areas as fleet operations and general training issues of the Rangers (he is also right now in the middle of editing/re-writing this freekin' manual, thanks for reading!!)

Flynn Mauthe ---- Flynn works as the Operations Manager for DPW and lives in Gerlach, Nevada year round. An ex-real estate salesman, Flynn comes to Burning Man after an extensive history in the Austin/Texas/and San Francisco Art scenes, including such groups as SRL. Besides managing DPW's crews, Flynn provides continued contact with locals and assists in real estate acquisitions and leasing.

0
MD
BA
PHD

GLOSSARY of terms used in Black Rock City

Art Cars - a highly decorated car, truck, or bus, usually with lots of decorative objects attached to it.
Art of Rangering - the set of mental awareness & behavioral skills that enable one to function as a Black Rock Ranger.

Baker Beach - San Francisco beach where Burning Man originated.

Berlin - name of Ranger outpost station on the South side of Black Rock City. (B for bottom)

BAT - Burn Activities Team, specially trained & equipped Rangers who work with fire performances.

Black Rock - a large dark rock formation north-east of BRC

Black Rock City - the annual, temporary city created by the community of Burning Man participants.

Black Rock Gazette- newspaper produced on-site in the desert during the Burning Man event.

Black Rock Hot Springs - natural Hot Springs located near the Black Rock.

BLM - Bureau of Land Management, federal government agency which administers public lands, including

the Black Rock Desert.

BRC - abb. for Black Rock City.

Burn, the - reference to the actual event and activity involved with burning the Burning Man statue.

Cacophony Society - a randomly gathered network of pranksters and eccentric individuals, united in the

pursuit of experiences beyond the mainstream of culture.

camera obscura - a darkened room or building fitted with a specially designed lens which projects an

outside image onto a screen or table inside

cattle guard - a closely spaced group of horizontal pipes placed in a roadbed at a fence crossing to prevent

cattle from escaping and yet allow vehicles free access.

CB - abb. for Citizens Band radio

Central Camp - large circular area and structures located in the center of Black Rock City.

Central Dispatch - center for radio communications and control.

comm- abb. for communication .

concrete stake - heavy-duty steel stake with a series of small holes along the length.

conflict resolution - a set of skills and strategy to defuse emotional situations.

Coyote Man - community legend about a local resident who runs with coyotes at night.

Danger Ranger - founder and icon of the Black Rock Rangers.

dehydration - medical condition that results from not drinking enough water.

Dig, the - the morning after ritual of excavating smoldering Burning Man artifacts.

DMV - Department of Mutant Vehicles, the licensing and regulating agency for Art Cars in BRC.

Donner Award - annual award given to the individual, or group, who pushes the limits of personal survival through stupidity, inattention or just bad luck during the Burning Man event.

Double Hot - a boiling hot springs located in the mountains beyond the north end of the playa.

DPW - Department of Public Works, the organization dedicated to building the city's physical infrastructure.

earplugs - small foam ear inserts used to reduce loud noise.

Exploding Man - legendary fireworks performance.

fire breathing - a technique whereby someone blows a flammable liquid across a torch or match to produce

a large burst of flame.

fire walking - a technique of walking barefooted on live embers, best performed after moistening the feet.

fire jumping - a technique of jumping over a burning fire, sometimes with negative results when two opposing jumpers collide in mid-air.

Frog Pond - a warm water artesian pond where frogs were raised in the 1950's.

Fly Hot Springs - a hot water geyser surrounded by several large man-made pools.

Gator-Aid - brand name of quench thirst product.

Guru Lane - a folk-art, monument-lined road near Gerlach, built by Doobie Williams, who passed away

at age 76 in 1995.

Harvey, Larry - founder and director of Burning Man.

heat exhaustion - a more serious form of dehydration.

HELCO - fictional corporation which attempted to buy Burning Man in 1996.

ICS - abb. for Incident Command System, an action plan to be used by the Rangers in the event of serious emergency.

Jack Rabbit Speaks - Internet based newsletter produced by Burning Man organization.

Java Cow - community legend which appears with hot coffee at sunrise on the morning of the Burn and asks the question: "Do you want cream or sugar with your coffee?"

khakis - durable, tan-colored clothing which has become the standard uniform of the Rangers.

khaki dot, the - a mental point at which a Ranger applicant understands the basic philosophy and concepts of being a Black Rock Ranger, i.e. "getting it"

lamp posts - the series of vertical lighting fixtures which line walkways and delineate areas of BRC

lingam - Indian term for a large, phallic-like structure.

LLC - abb. for Limited Liability Company. Black Rock City LLC is the legal entity which organizes and produces the Burning Man event.

Man, the - term used for the Burning Man statue.

Mentoring - the process by which an experienced Black Rock Ranger passes on the Ranger way to a new Ranger.

nose tators - playa dust nostril plugs that form during the event; spelling derived from a contraction of "No Spectators".

obtainium - any useful and valued material which is found or obtained for free.

participant - everyone in BRC is expected to be interactive and play an active role in the community.

Piss Clear - the 2nd newspaper to appear in BRC. The name is derived from the survival axiom "Drink so much water that you piss clear."

playa - Spanish word for beach.

Playa Chicken - community legend of a rare species of vicious, carnivorous chickens reputed to live in the Black Rock Desert. Any strange phenomenon that is not readily attributable to any known cause may be blamed on Playa Chickens.

Playa madness - mental condition that occurs after being out in the Black Rock Desert for more than a week at a time.

potlatch - American Indian term for a gathering or festival in which gift giving is featured.

Powerbars - brand name food bar for emergency rations or quick energy source.

Project, the - term for the Burning Man Project, organization name.

Quinn River - located at the north-east side of Black Rock, this spring-time river empties onto the playa and then dries up during the summer.

radio codes - numbers used to shorten and clarify radio messages.

radio handle - a short name used by a Ranger for radio communications.

radio protocol - a clear and simple set of rules to make radio communications flow, even in times of high usage.

Ranger HQ - the primary building and base of operations for the Rangers.

Ranger Station - the general, public accessible, campsite/complex and base of Ranger operations.

re-bar - cheap steel rods often used for tent stakes.

REMSA - abb. for Reno Medical Services Association

repeater station - electronic device which receives radio signals and then re-broadcasts with increased power to increase range of radio communications.

Rice Dream - brand name for a non-dairy milk substitute which needs no refrigeration.

rocket run - term used for a quick driving trip to the Black Rock Desert and then back home, usually within a 24-hour period.

rumor control - the technique of managing and controlling information that may be false or harmful to the community.

scanner - an electronic device used to listen in on radio communications.

skimmer - a vehicle or art car which is traveling on or in a prohibited roadway or playa area.

SkyKing - name of early radio wrangler.

Solifuge - a swift, non-poisonous, nocturnal insect which thrives on the playa during the dry season, taking refuge in the larger cracks during the day. Also known as Sun or Wind Scorpions.

spacewalker - a participant who walks out onto the playa, away from camp at night with no flashlight, usually in an altered state of mind. "Wowlookatallthestars." is the comment often heard.

Spike - name of dog which died in 1993 after it's owner allowed it to jump into a hot springs.

SRL - abb. for Survival Research Laboratories, a robotics machine performance group.

survival-challenged - politically correct term for any participant whose judgment is impaired by drugs or alcohol.

TAZ - abb. for Temporary Autonomous Zone (term coined by writer Hakim Bey).

Trego Trench - a long, hot springs-fed, ditch created by Southern Pacific with a back hoe in the 1950's.

theme camp - a campsite which artistically presents an idea or concept and is designed to be interactive.

trigger words - any word that may result in a heightened emotional state (i.e. bitch, stupid, etc.)

Toyko - name of Ranger outpost station on the North side of Black Rock City.

UHF - abb. for Ultra High Frequency bandwidth radio.

verbal judo - a set of skills/technique to deflect verbal attacks and control verbal communications during an emotional situation.

village - affinity group of theme camps.

white-out - a dust storm which produces near-zero visibility.

Yellow Shirts - name used, somewhat affectionately, for the yellow shirted REMSA medical staff.

RESOURCES

- American Science & Surplus, 847-982-0870 www.sciplus.com
motors, tools, electrical components, wacky novelty items and toys, much more
- Archie McPhee's, 425-745-0711 www.mcphee.com, Seattle, WA
rubber chickens, voodoo squeak dolls, spud guns, pink flamingos, etc.
- Real Goods, 800-762-7325 www.realgoods.com
solar and alternative energy products and information
- G&M Sales, 415-863-2855, 1667 Market St, San Francisco, CA
sporting goods and camping gear, Burning Man friendly
- Oriental Trading Company, 800-228-2269 www.oriental.com
really cheap toys, novelty items, giftware, decorations, etc.
- Campmor, 800-226-7667 www.campmor.com
really good prices on camping stuff
- C&H Surplus, 800-325-9465
motors, solenoids, regulators, meters, cylinders, inverters, relays, etc.
- U.S. Cavalry, 888-888-7228 www.uscav.com
military and adventure equipment
- The Sportman's Guide, 800-888-3006
military and adventure equipment
- Gempler's, 800-382-8473 www.gemplers.com
work clothing, farming & safety equipment and hardware
- Haltek Surplus Electronics, 415-969-0510, 408-744-1333 Mountain View, CA
electronics, mechanical stuff, etc.
- Boeing Surplus Store, www.boeing.com/surplus/ Seattle, WA
old tools, aircraft components, magnesium, computers, jet turbines, etc.
- Twin City Surplus, 702-323-5630 1675 E. 4th St, Reno, NV
camping supplies, sporting goods and lots of unusual surplus stuff and clothing
- The Weird Stuff Warehouse, 408-743-5650 www.weirdstuff.com Sunnyvale & Fremont CA
lasers, electronics and computer stuff
- Chemical Light, 800-446-3200 www.tdtravel.com/chemlite
cool chemical luminescent products
- Liquid Light, 800-228-6890 Menlo Park, CA
glow-things source
- The Internet Resale Directory, 707-939-9124 www.secondhand.com
online guide to secondhand, surplus and salvage
- The Lighter Side, 941-747-5566
silly novelty items
- The Edge Company, 800-732-9976 www.edgeco.com
tools, gifts, knives & action gear
- The TentSmiths, 603-447-2344 www.tentsmiths.com
tents and accessories
- Tarps & Tie-Downs (Hayward, CA) 510-782-8772
purveyors of fine & cheap tarps & tarp material
- The Wandering Bull 508-226-6074
American Indian crafts + supplies: feathers, leather, bones, beads, etc.

- Bright Life 516-334-1356
ice cooler tables, super tape, garden gnomes, etc.
- Into the Wind 1-800-204-5483 www.intothewind.com
kites, flying toys, devil sticks, colorful nylon fabrics, etc.
- Good Vibrations 1-800-289-VIBE www.goodvibes.com
sex toys, books, videos, etc.
- Recycled Stuff, Inc. 281-345-6060 www.recycledstuff.com
close-out tools and tents
- Forest City Surplus 1-519-451-0246
survival, electronics, camping, tools, gizmos, beakers, whatever
- Shelter Systems 650-323-6202 www.shelter-systems.com
cool portable dome-like living shelters
- www.teleport.com/~pdx4d/dome.html
good geodesic dome information
- www.marketzone.com/althomes/domemfgs.html
more geodesic dome information
- www.netcom.com/~lernersj/Geometry/
shade structure information from a veteran Ranger
- members.aol.com/jboden4377/sg/ring.htm
build-your-own spud-cannons
- SCHWA Corp. www.theschwacorporation.com
P.O. Box 6064, Reno NV 89513
graphically oriented alien humor, sometimes dark and disturbing, always perceptive
- Cacophony Society, San Francisco 415-665-0351, Los Angeles 213-694-2478
experiences outside the mainstream. Also located in New York, Portland and other cities.

Suggested Reading

- "Managing From The Heart" by Bracey, Rosenblum, Sanford & Trueblood - (Kind & gentle leadership.)
- "The Tao Of Poo" by Benjamin Hoff - (Tips on how to reduce stress and deal with life better.)
- "The Ennegaram" by Karen Webb - (A framework for understanding human personality types.)
- "Where There Is No Doctor" by David Werner - (Health care in the absence of medical services.)
- "Where There Is No Dentist" by Murray Dickson - (Dental care in the absence of dentists.)
- "Dune" by Frank Herbert - (Not so far-fetched science fiction about life on a dry, waterless planet.)

CREDITS

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Stars of Service:

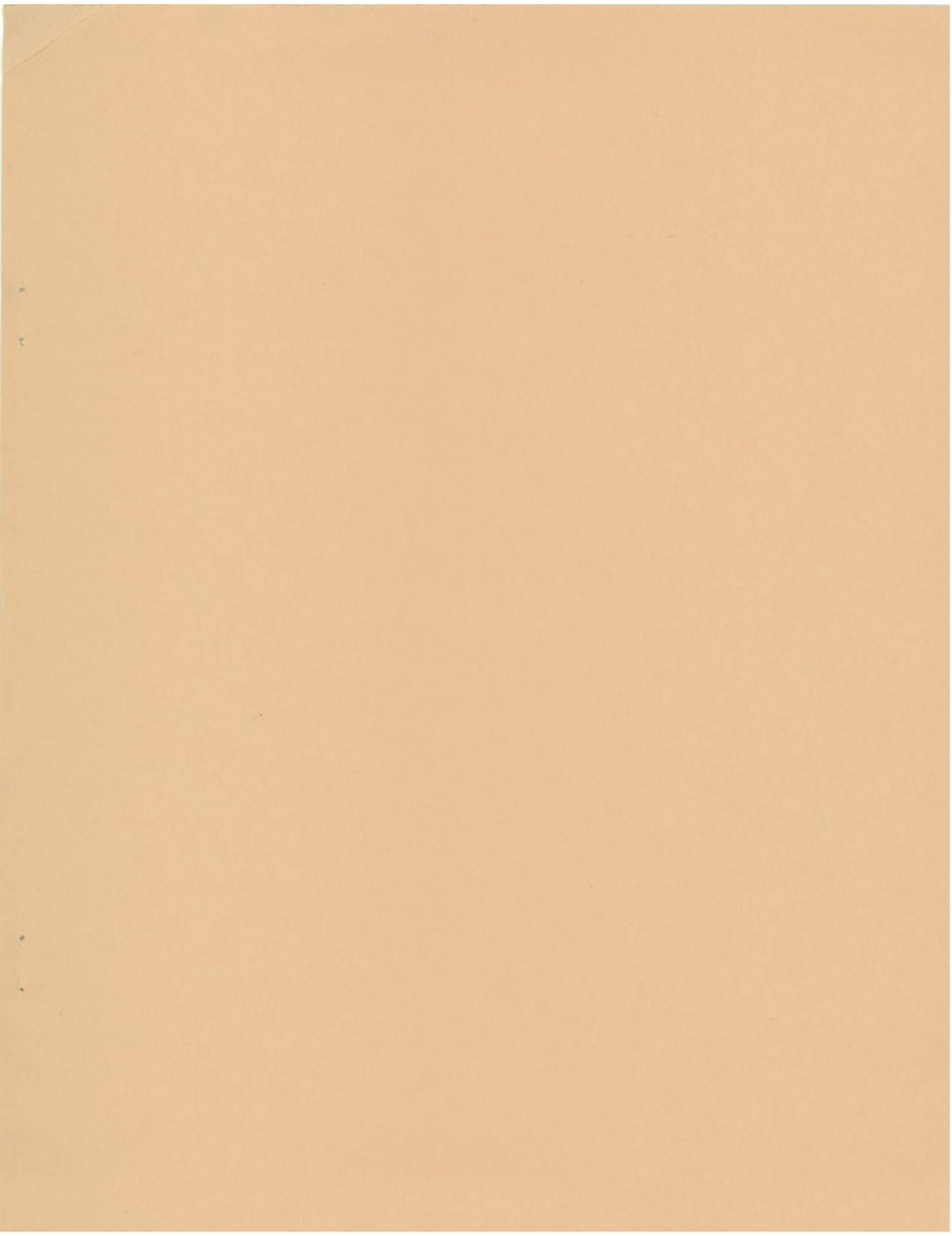
Abbycat, Angel, Atilla., Bill, BlueRidge, Boogaloo, Bones, Bonnetman, Canyon, ChickJesus, CircusBoy, Cowboy, Dancer, DeathValleyKelley, Deuce, DogBoy, Duffy, Dymax, EDP, FarStar, Forest, Fred, Frycook, GeekGirl, Ginger, GoDo, Hacker, Hailmary, JavaJive, Kipster, Lerner, Lithium, LittleJoe, Lizard, LooseCannon, Lycos, Marko, Mecca, Moachie, NeighborBoy, Newton, Opera, Orpheús, Pablo, Perry, PlayaPete, Que, Rabbit, Redwood, RopeGun, Sage, Sailor, SaintPeter, ScrewTape, Seth, Shibumi, SilentWolf, Skink, SkyKing, Spaceghost, Spider, Stig, T-Trout, Tinker, Tommy, TopHat, Tuttle, Wanger, Whitehouse, WolfPup, Wonton, X-Man, Zen, Zippo, Zuma.

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"An unintelligible passionate yearning drove them out into the desert." - T.E. Lawrence



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