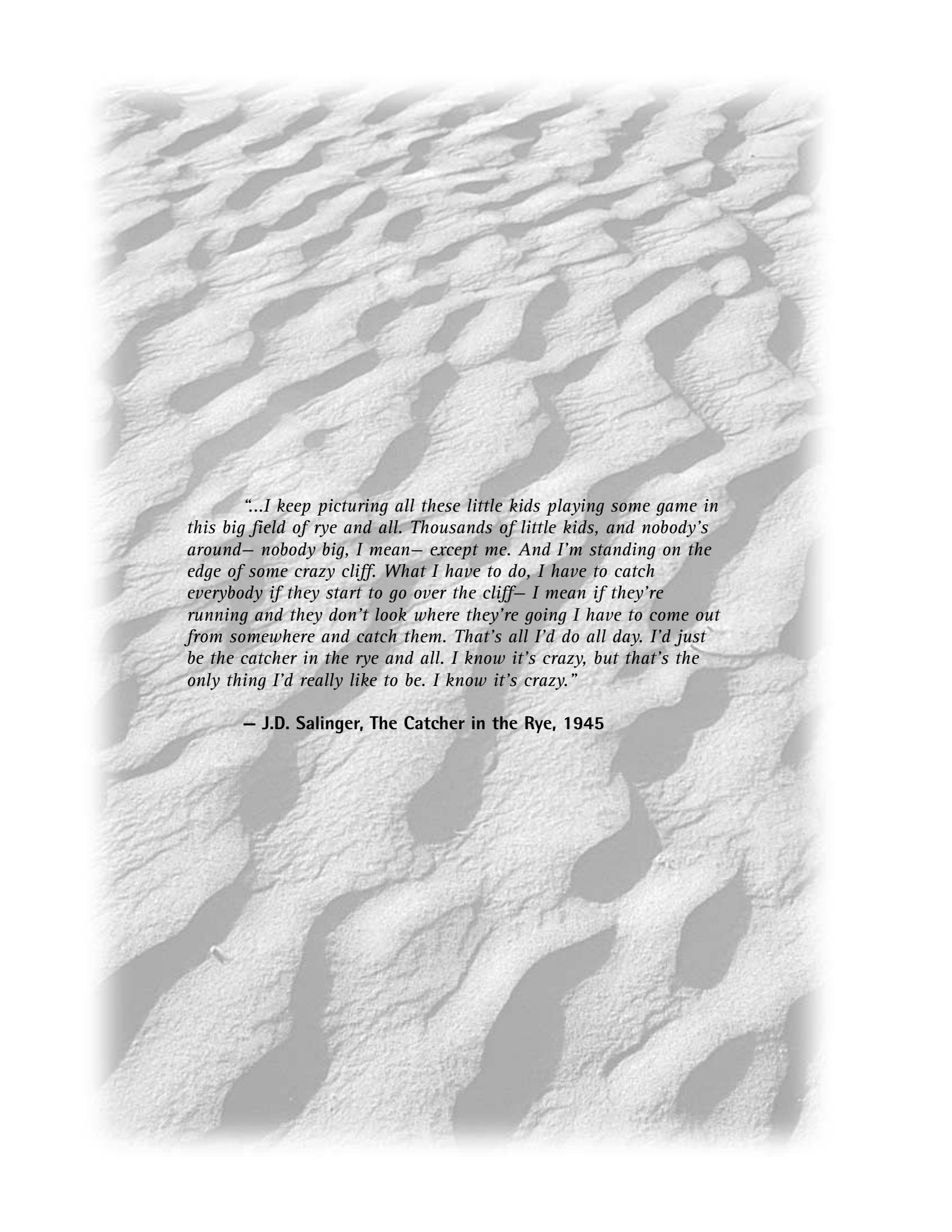


BLACK ROCK RANGERS



MANUAL 2003



“...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

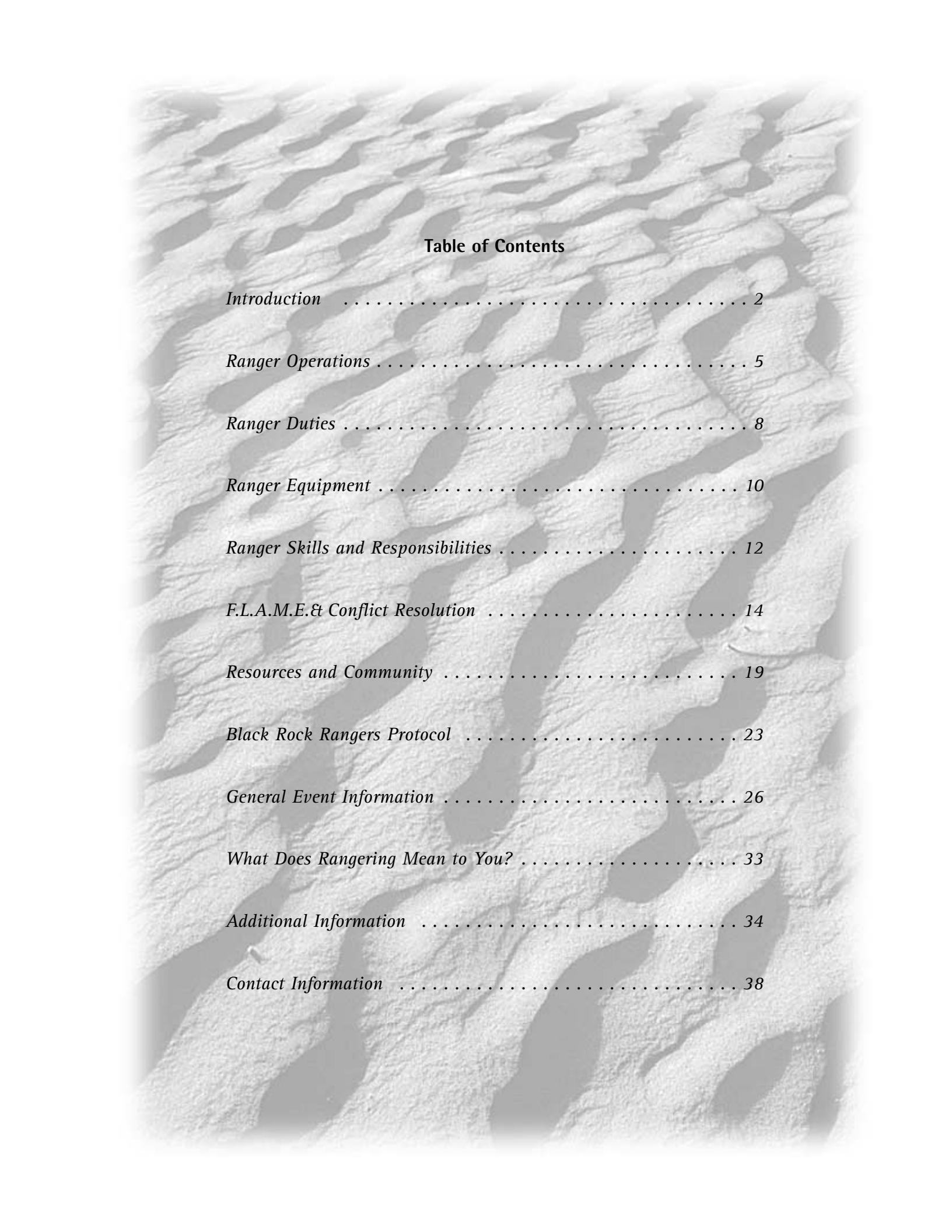
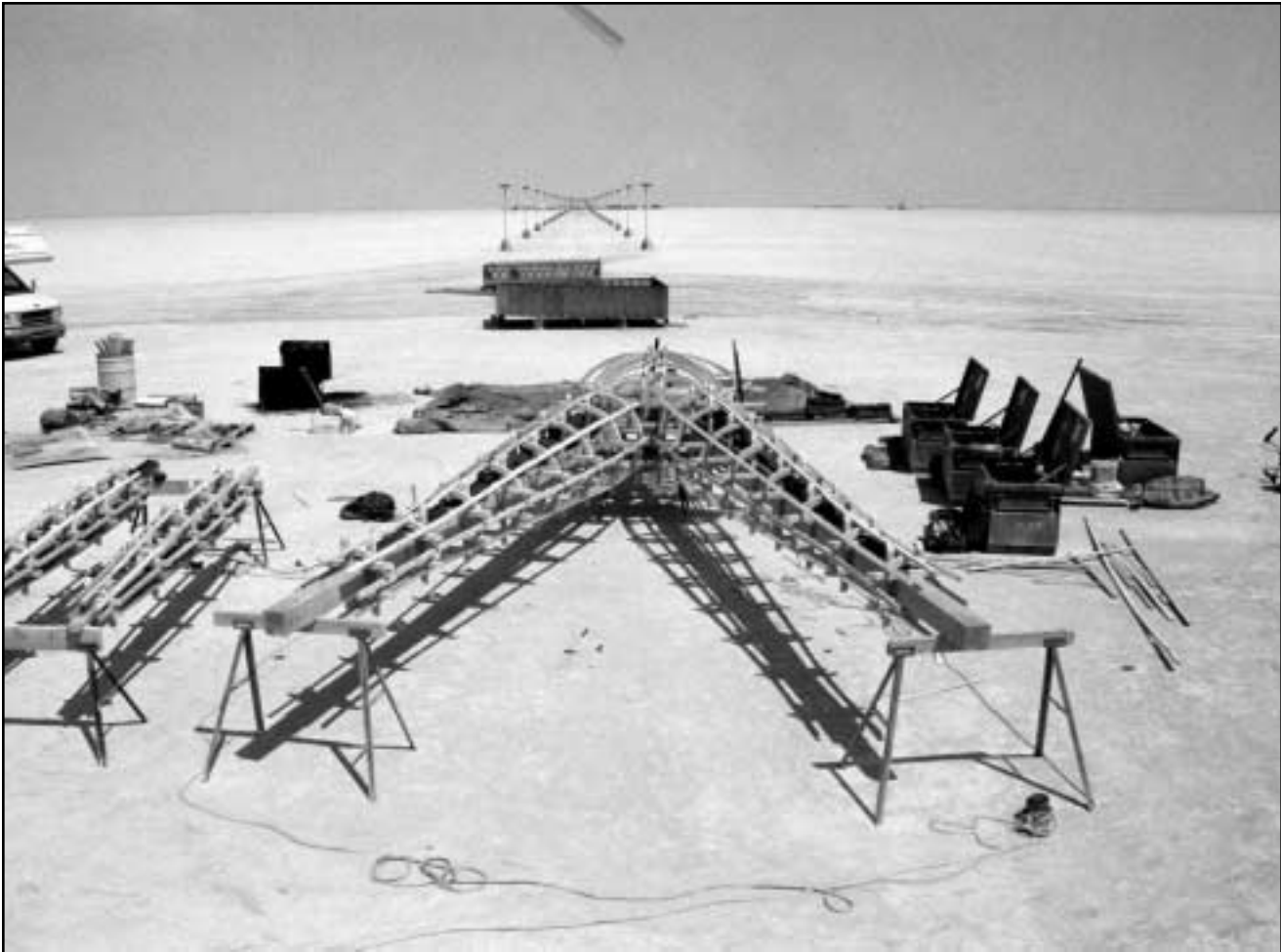


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Introduction

Burning Man

Burning Man is a unique event that focuses on creativity, art and radical self-expression. Burning Man offers individuals a chance to look at life in a new context—one that 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 man that is burned during the last days of the event. Burning Man is neither a rock festival nor a religion. The man 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.

Black Rock City

Black Rock City is the physical community existing in the Black Rock Desert during the annual Burning Man event. For one week, individuals from all over the world come together to create a unique, temporary city; complete with distinct civic events, newspapers, and pedestrian walkways.



Burning Man is an international venue for the presentation of large-scale works of art. After the event is over, the community, following the Leave No Trace policy, begins to disperse and the entire area is restored to its natural state through a collective and comprehensive clean-up campaign.

The Black Rock Desert is a vast area composed mostly of flat, prehistoric lake bed, largely devoid of any vegetation or animal habitat, known as the Playa. The desert's name comes from a large, prominent dark rock formation located at the edge of a ridge line extending out into the desert North-East of Black Rock City's current site. During the summer, the lake bed is primarily a dry 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.

Black Rock Rangers

The Black Rock Rangers are 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, Rangers address situations within their community that might otherwise require outside intervention. By encouraging and facilitating communication, Rangers promote awareness of potential hazards, from sunstroke to tent fires. Through their radios and shift briefings, Rangers carry the latest information to the citizens of Black Rock City.

Black Rock Rangers Mission Statement

The Black Rock Rangers ("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 (BLM), the Nevada Sheriffs Offices of Pershing and Washoe Counties and various Black Rock City support services and city functions, including fire safety and suppression, medical personnel, and emergency services.

Each year, the Rangers create an adaptive and focused organization using available resources to provide for participant welfare and performance support in cooperation with Black Rock City services and various Burning Man departments.

Rangers 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

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 a Ranger's job consists of patrolling the city, the inner-playa of Black Rock City, providing information and making participants aware of potential issues. Rangers represent the Burning Man 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.



Ranger Responsibilities

It is the primary responsibility of Rangers to preserve the safety, welfare, and quality of experience of our community. To this end, Rangers should:

- Provide information and serve as a community communications conduit.
- Prevent vehicles from endangering pedestrians, bicyclists and campsites.
- Address any instances of non-consensual physical or sexual assault.
- Keep all roads clear for pedestrians, bicycles and emergency vehicles.
- Inform participants of potentially hazardous situations or conditions.
- Mediate situations and/or disputes between participants.
- Observe interactions between participants and outside agencies as needed.
- Maintain safety perimeters and scene control as needed.
- Assist participants in acclimating to the Black Rock City environment.
- Provide other non-confrontational mediation and safety activities as needed.



Ranger Operations

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 Ranger organization is structured to create a trained cadre of Rangers to support our city's functions and to benefit its citizens. Pairs of Rangers working in 8 hour shifts, patrol our city and are collectively called Dirt Rangers – they are the soul of the Ranger organization. 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 predicaments encountered. Each shift has a team of three leaders called the 'Shift Command Team' with one shift leader working as a truncated dispatcher, monitoring communications and coordinating Ranger activities throughout Black Rock City. This shift leader position is known as 'Khaki'. The two other shift leads roam the city, and are available for assistance if needed by Dirt Rangers. Daily operations of the Rangers are managed by the 'Officer of the Day', who is on duty for a 24 hour period. 'Mentors' are experienced Ranger veterans of Burning Man who assist in evaluating Rangers and work shifts as 'Dirt Rangers'. The Ranger Ops Team, Ranger Council, and Echelon works year round to organize and prepare for on-playa operations during the Burning Man event.

Ops Team

The Ops Team consists of 4 senior Rangers and the Ranger Dept head.

Ranger Council

Ranger Council consists of the Officer(s) of The Day (OOD), Shift Leads, Rangers at Large, Volunteer Coordinators, Echelon Supervisor, LEAL Team Manager, DMV Supervisor, and other selected individuals. Echelon, a dept. within the Rangers, provides office staff and playa staff at Ranger HQ to facilitate further support.

DMV

The Department of Mutant Vehicles is the regulatory agency under the Black Rock Rangers that is responsible for the development of a city-wide safe driving policies. They educate Art Car drivers on the Do's and Don'ts of driving in the city, issue Art Car permits for different types of operation. Their primary task is the inspection of Art Cars to ensure they meet the standards for being an art vehicle, checking both the art installation and any pyro devices installed to ensure safe operating and installation standards are maintained. The experience of the DMV staff has evolved a system that allows the artist maximum individualism in construction while maintaining safe operations within the city.

Echelon

The Black Rock Rangers perform a variety of invaluable functions to facilitate the safe and smooth operation of the Burning Man event every year. Just as important are the many support functions that facilitate the operations of the Black Rock Rangers, as we "ride the edge of chaos". Echelon is a department within the ranger operations that addresses these concerns, by focusing on ranger logistics issues.

The purpose of the Echelon department is to have Rangers supporting Rangers. The office staff will manage the many vital functions of Ranger HQ. Additionally, Echelon will develop, organize,



and dispatch Ranger resources to support Ranger Operations. The tasks performed by Echelon are of a timer-sensitive, behind-the-scenes, fun, chaotic, and sometimes surreal nature. Echelon volunteers will interact with other Burning Man departments, connect with the community, and gain insight into the inner workings of Black Rock City.

Echelon Roles:

- Office Staff: check-in & check-out, HQ operations, scheduling, database, reports, interface with the public, etc.
- Logistics Support: locksmith, transport, carpentry, mechanical, set-up, tear down, etc.
- Logistics Supply & Delivery: deliver water, fuel, & supplies to HQ and Outposts, deliver gate meals, meal tickets, coffee to stationary posts, etc.
- Miscellaneous Support Services: as defined by skills & ideas of volunteers themselves.

For more information contact echelon@burningman.com.

L.E.A.L.

LEAL is the acronym used to identify a part of the Ranger organization called the Law Enforcement and Agency Liaison (LEAL) Team. . As Black Rock City has grown in size and as Burning Man has grown in visibility, working with and having a positive relationship with Law Enforcement has become more important. The Rangers, and the LEAL team play a crucial role in this vital area the goal being to: 1) to establish communication and rapport with the multi agency consortium of Law Enforcement and agencies that administer and serve Burning Man, 2) to encourage Black Rock Ranger mediated dispute resolution vs. law enforcement action. 3) to facilitate interaction and communication with Burning Man and the Black Rock Rangers in situations dictating intervention with Law Enforcement. The LEAL Team Manager chairs the Daily Agency Meeting. At this meeting information collected by the Rangers and concerns of the agencies are exchanged.



Playa Training 2002



Mentors

Volunteering as a Black Rock Ranger requires a delicate and complex set of skills. In the past it has been described as "riding the edge of chaos", and has been referred to as an art. These basic elements of Rangering are best learned by example. Hence the need to mentor. Every new Ranger will be assigned a Senior Ranger to learn from.

Additionally, we have learned over the past few years that it is necessary and appropriate for prospective Rangers to be evaluated before becoming Dirt Rangers. Mentors are responsible for this important and final aspect of Ranger creation. Rangers who are selected to be mentors will be open and fair, reliable and informative, resourceful and experienced. These mentors will support the on-playa mission of the Black Rock Rangers.

Sanctuary

Sanctuary is not an exclusive Ranger resource, it is coordinated for use by Ranger Operations for Rangers, ESD, REMSA, or any Burning Man department that has a legitimate need for a "quite space" for people. This is where "moon walkers" and similar cases are taken after being evaluated by medical or qualified staff to "chill out" for a while. These people are taken care of by compassionate Rangers and Echelon staff that that have the skills to handle this sort of situation. Ranger Shift Leaders have a list of qualified Sanctuary staff.



Incident Command System

In the event of an extremely serious emergency or crisis, a plan called Incident Command System (ICS) will go into effect. ICS is a system of coordination and control for handling multiple agency interactions in a time of severe crisis (medical, fire, law enforcement as an example). In Black Rock City this would be something like the rain and 'Drowning Man' incident of 1998 just after the event, when hundreds of people and vehicles become stranded the mud for several days.

Other examples would be a hazardous waste spill or severe life and health threatening weather. In the case of an ICS enactment you will be advised what role the Rangers will play (if any) in addressing the crisis. ICS instruction will be advised from Khaki or your command structure only, and will in general only be enacted by the lead law enforcement agency. Always obey the lawful orders of any law enforcement personnel and notify Khaki as soon as possible in an emergency or immediately if there is a question of your interaction. During an ICS emergency, you will be instructed to not use the primary radio channels unless absolutely necessary. Often our work will continue after reassignment to an alternative radio channel. Rangers with radios should remain at their assigned station or patrol until directed otherwise by Khaki. **DO NOT PROCEED TO ANY EMERGENCY SITE UNTIL CONTACTING AND COORDINATING WITH KHAKI.** When an ICS emergency is cleared, all Rangers will resume normal operations.



Ranger Duties

Scheduling

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 by scheduling ourselves to cover daily assignments and special events, in advance whenever possible. Black Rock City's constantly changing environment is supercharged in comparison to the usual 'real world' hustle and bustle. No matter how much we plan our 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 for shifts, show up. If you cannot work, let ranger headquarters (HQ) know as soon as possible. Upon arrival, set up your camp, get acclimated, meet your neighbors, relax – you have been driving or traveling for some time. Do not sign up for a shift 2 hours after your expected arrival, as this may result in added pressure on the road or upon your arrival. Once situated, check in at the Ranger HQ in Center Camp. Check the information boards at Ranger HQ at least once a day, even if you are not scheduled. Ranger meetings may be scheduled as needed during the event and will be posted at HQ. Schedules for daily shifts are posted at Ranger HQ, along with any changes in protocols or procedures. Signing up for shifts pre-event is preferred. If you are on the playa, signing up for shifts at Ranger HQ ahead of time is required. When on duty, you must be sober (all rangers must share the same Reality) and in uniform. Some shifts may already be filled. An alternate shifts will be suggested, your schedule should be finalized before you hit the playa.

As an active Ranger and depending on your level of commitment and availability you will be assigned to be on duty during your scheduled shifts. There are periods when all Rangers are expected to be on duty – during periods of crisis (severe weather, civil unrest, large scale fire/medical/rescue events): Friday night when the majority of the fire art performances occur and Saturday leading up to the burning of the Man and the events immediately following. Sunday through Monday are very important shifts to fill.

Dirt Patrol

Rangers patrol Black Rock City during scheduled shifts in pairs, on foot and by bicycle, with radio communication. Shift leaders assign patrolling Rangers (Dirt Rangers) to specific areas of the city. See the following section on *Ranger Skills and Responsibilities* for further information.

Theft Prevention

Rangers' primary responsibility is to people, not property – as our resources are limited. Private property is the responsibility of its owner/artists. Rangers do not protect works of art, and recognize that the quality of art may increase or decrease with interaction of, and modification by, participants. The definition of art is very broad within Black Rock City.

Participants should be aware, by reading the Burning Man Survival Guide, of the potential for property theft from vehicles and campsites. Participants should secure their campsites and valuable items before leaving the area. Property thefts reported by participants should be referred by radio to Khaki.

Encourage people to get to know their neighbors and look out for each other – this is 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, those who 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. The time of highest risk for theft is Saturday night through Monday morning. On Sunday and Monday, when people are packing and leaving, be particularly alert for suspicious activity.

Lost and Found

No one is lost in Black Rock City. Disoriented adults and misplaced children should be brought to a Medical Station or Ranger Station. "Search and Rescue" missions are only conducted in the outlying desert by the BLM and other public agencies. Animals (such as dogs, cats, ferrets, etc) are also not lost in Black Rock City. If a stray animal is encountered, encourage a participant to volunteer to take the animal to the Playa Info Booth in center camp. They will give instructions on what to do with the animal and contact the primary animal contact person. Shift Leaders also have contact information for the primary animal contact person.

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 should be turned in at the Playa Info in center camp. Rangers should not take found items from participants for delivery to Playa Info. During the event, bicycles left out on the playa or in camp are not lost and should be left where they are found. Nothing is considered lost in Black Rock City until the event is over. Individuals who have misplaced necessary medicines should be directed to the medical tent. Any questions about lost bikes or keys should be directed to Playa Info.

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 must register with the Media Mecca in Center Camp next to Playa Info 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 must be advised to visit the Media Mecca Camp.

Personal-use video cameras need to be registered at the Greeters Station upon entry or Playa Info and not Media Mecca. Personal-use film cameras do not need to be registered.

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. Rangers should mediate the situation IF it grows into a conflict.



Ranger Equipment

Ranger Handle/Name

All Rangers will have a radio handle (name) that becomes their Ranger community moniker. For better communications, ideally, radio names should have at least 2 syllables. Thought should be given to selecting a handle that you will respond to readily, is distinct from existing Burning Man handles, and is in keeping with the spirit of Rangering. New Rangers may be asked to alter their first choice of names to minimize the potential for confusion in radio communications.

Uniform

In a city where clothing and costuming explodes with color and variety, the tan-colored Ranger uniform stands out by blending with the playa. New Rangers will be issued a wide-brim hat and a khaki shirt with Ranger insignia and a Ranger ID badge upon successful completion of mentoring. Many Rangers will also be issued communications radios.



Rangers must be in uniform while on duty – Rangers may not work naked. Feel free to add ornamentation such as patches, pins, cloth and other objects to make your uniform unique. Accessories that 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 or camouflage designs should be avoided. Black or dark blue shirts or jackets are not appropriate while on duty or while interacting with other participants as a Ranger. You may 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 that have button or zipper closures will carry smaller items safely. Cotton clothing is the most comfortable and durable in the Black Rock Desert.

Radios

Rangers will be issued a UHF radio while on duty and will receive training for radio use and procedures. Other members of Burning Man staff are issued radios tuned to a different set of frequencies, and thus cannot directly communicate with Dirt Rangers. Khaki, the shift leader acting as a Ranger dispatcher, will function much like air traffic controller for primary radio communications, monitoring Ranger radio channels, and dispatching Rangers as needed. 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.



A Playa duststorm



Personal Equipment

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

- Bottle of water with strap or belt attachment.
- Map of Black Rock City.
- Small flashlight.
- Matches or lighter.
- Knife or utility tool.
- Dust mask or handkerchief.
- Quick energy snack foods (nuts, trail-mix, etc).
- Clothing for changes in temperature (especially at night).
- Notebook and pen or pencil.
- Whistle.
- Bicycle, with lights, etc - if on bike-mobile patrol.
- Eye protection
- A sturdy belt for carrying your radio

Rangers are expected to be self-sufficient and are expected to bring all their own food and water. However, Rangers working scheduled shifts may be issued a one-time meal pass for the staff commissary if needed. 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, HQ will try to bring water and snacks if possible, but Rangers need to be ready to survive without help or if relief is unavailable.



Ranger Skills and Responsibilities

Patrol

Rangers patrol Black Rock City during scheduled shifts in pairs, on foot and by bicycle, with radio communication. Shift leaders assign patrolling Rangers (Dirt Rangers) to specific areas of the city.

“ON PATROL”

by Death Valley Kelly

The heart and core of the Rangers are the patrol teams. Patrol teams; whether walking or bicycling, are the eyes and ears of the Black Rock Rangers and are usually the first to spot and respond to a situation. Whether you are a seasoned veteran or a first time Ranger your presence and perception are valuable team assets. Any patrol team that hits the streets of Black Rock city has the entire Ranger team at their side.

Meet and Greet:

While on patrol, keep moving. Meet and greet your fellow artists and citizen participants. This is important. It will not only melt away the walls of “us and them” allowing a greater sense of community, but will allow you to have a broader scope of the city dynamics and potential problem areas. If a problem occurs in your patrol area you may have already developed a relationship with the citizens involved or 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, contact Khaki. Remember, always err on the side of safety. Attempt to get the “Big Picture”. This is an awareness of citizen dynamics, safety issues, Ranger resources, and objectives that are shift-specific. Develop an overview in your mind’s eye of where the other patrol teams assigned to your area are and what they are involved in, adjusting your patrol pattern for maximum area coverage.

Patrol Deployment:

Ranger teams will be initially deployed by Khaki. Stay on duty in your assigned area. Don’t “reassign” yourself. If you feel that your presence may be more valuable in another area, state your concerns to Khaki and understand that he or she may need you to stay where you are.

Shift Commitment:

If you commit to a shift your commitment is expected and you are counted on.

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 Ranging’ still flowing through your heart, you may volunteer to stay on duty. If you do, a specific time commitment is needed. Let the shift leader 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 the shift leader to plan and implement operations more cohesively.



At the end of your shift the shift leader will release you from duty. Occasionally, from illness, physical exhaustion, or other causes a Ranger will need to go off duty during a shift. If you need to go off duty before your shift has ended contact Khaki.

Remember:

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 the Black Rock Rangers, but, more importantly...You ARE the Black Rock Rangers!

Radio Communications

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 microphone, always try to speak clearly and slowly. BE BRIEF! Do not “ummmm” “ahhhh” or simply hold the microphone key down without speaking. Avoid lengthy statements - allow the person on the other end an opportunity to inform you that the transmission is unintelligible due to wind noise, background noise, etc, or that other radio traffic takes precedence.

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 from Shift Command. 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 from Shift Command, then turn your radio to the paging channel, and LEAVE IT TURNED ON.

To initiate radio traffic with 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.” 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 ensure that your radio will not die out when you really need it. The basic rule is, change your battery when you can.



F.L.A.M.E.

F.L.A.M.E. 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 Burning Man Man collective project. Once you have a chance to review all the facts, your decisions will be on firm ground.

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 judgment 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 ourselves 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 Burning Man 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...



Conflict Resolution

Please note that this section does not replace years of training and experience. Mentors, who are experienced rangers, can assist in critical situations. Kick a situation over to a more experienced Ranger, or the Shift Leader 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 Khaki. This Command Team member serves as the coordinator of Ranger patrol movements during the event. It is imperative that you maintain radio contact with Khaki, 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, Khaki will ask you to simply stand at a safe distance and observe/report while s/he coordinates the response. However, if you become unable to step back from the situation due to sudden changes in circumstances, report that you have become involved and then move in and attempt to address the situation.

2. Arriving On Scene

The first Ranger on the scene will often be in the best position to start defusing the situation. Usually, the first thing to do is NOTHING. Time is on your side. Observe, listen and get a feel for what is going on. Assess the situation. If medical assistance is needed, immediately notify Khaki. If medical issues are not involved, the first step of dealing with a critical situation is cooling things down. Bringing things to a lower intensity level, a more casual sort of interaction, sets the stage for resolution. Applying additional pressure rarely facilitates a quick and calm outcome. Protect the involved individuals and the scene from uninvolved participants. If necessary, advise Khaki, and additional Rangers will be sent as available.

3. Contact

Approach those involved in the incident slowly, visibly, and without getting 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 and 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. If you have time, they have time (this is what Rangers do). Ask the person if he/she feels OK. If the answer is no, then ask them where they would need to go, or what they would need to feel OK. Try to accommodate them. If necessary, 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 or 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. 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.

Whenever dealing with a naked participant in a crisis or compromising situation, a same-sex gendered Ranger must be present as soon as possible.

If someone is provoking events, try to get them off the scene. If they won't back off, emphasize that you are trying to cool things down. Ask the antagonist questions like "Am I making sense?" - but don't get involved in a fight. If the situation degrades further, don't hesitate to contact Khaki for assistance and support. Never forget to make your own safety a priority.

Conflict Resolution Synopsis:

- F.L.A.M.E. the situation.
- 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 "we" and "us" to generate a connection with people.
- Never order 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, and your trigger issues.
- Never lose self-control (walk away before you do) Defer to your partner.
- Public relations are 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.
- Remember your training, stay in radio communication.



**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.**



Ranger Behavior

While the Art of Rangering includes approaches, unique to each individual, there are basic rules of conduct that characterize Rangers. These rules are outlined elsewhere in this document.

Perks

To facilitate their duties, Rangers are permitted special privileges as needed. Rangers are not take advantage of these privileges. On the contrary, Rangers should be role models for the community.

ID's

Rangers who have been issued identification for their vehicles that permits their use on-playa must use these vehicles safely in accordance with Burning Man regulations and only as needed for Ranger operations. Never use your laminate as a “backstage pass”, it is an ID not a perk generator.

Hot Springs

Many hot springs can be found along the base of the surrounding mountains. During the Burning Man event, participants and fellow Rangers are not permitted to use these resources. These delicate natural ecosystems are in a position of being “loved to death” by the public. While able to accommodate small groups of visitors, these hot springs could be permanently damaged by the volumes of visitors that an event of Burning Man’s scale could potentially generate. Currently, the largest danger to these resources during the event is the staff and volunteers who have in and out access of our event. This privilege does not include the use of the hot springs. Staff and volunteers are encouraged to come out any other time of the year to enjoy these resources.

Un-Rangerly behavior includes:

- Losing self-control
- An act of violence
- Abusing special privileges
- Sexual misconduct
- Misusing the community trust
- Knowingly neglecting Ranger responsibilities
- Failing to report an emergency
- Sexual Harassment

Sexual Harassment and Violence Policy

The Black Rock Rangers policy with regard to sexual harassment or violence in the work place is one of zero tolerance. We strongly support and will adhere to the Burning Man Project Policy’ Burning Man is founded on expectations set by the community standards inherent to it. One such community standard is creating an environment that is free of sexual harassment and violence by volunteers, staff, or vendors. Any reported occurrences will be investigated and regarded with the utmost compassion and gravity with all involved parties. The investigation will follow the guidelines set by the Burning Man LLC board for conflict resolution. Violation of this policy may result in progressive discipline, up to and including: counseling, eviction, or termination.



Ranger Resources & Community

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 that 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 Rangers are a department within Black Rock City operations. Volunteers and some Theme Camps also serve to support Rangers at Black Rock City.

Black Rock LLC

LARRY HARVEY : Founded Burning Man and serves as director of the Project. Co-chair of the Art Department. Oversees political affairs and acts as Burning Man's spokesperson.

HARLEY K. DUBOIS (Heady) : Director of Community Services: Earth Guardians, Greeters, Recycling, Lamplighters, Bus Depot, Burning Man Information Radio, Playa Information Services, Theme Camp and Village placement.

MARIAN GOODELL (Jackrabbit) : Dir. of Business & Communications: oversees legal, business processes, regional contacts, public web site, Jack Rabbit Speaks (JRS) internet newsletter, print production (Black Rock Gazette, Newsletter and Survival Guide), public communications, media & government relations, communication technology including web, system admin, desktop support, database extranet development, cat wrangler.

MICHAEL MICHEAL (Danger Ranger) : Director of Genetic Programming, Visionary & Advisor, SF Facilities Manager, Black Rock Rangers founder.

WILL ROGER (Mr Klean) : Department of Public Works, Chief of Staff- In charge of Nevada properties, building & cleaning up Black Rock City, including (but not limited to) general infrastructure, portapotties, signage, shade, café, BLM permits & stipulations.

CRIMSON ROSE : Administrative Director- Sales: Ticket and merchandise. Special Events Executive Director, Playa Art Coordinator, Fire Conclave, Pyro and Fire activity, releasing the Man, Naked Fire Goddess.

Burning Man Senior Staff

The Burning Man Senior Staff consists of LLC, Burning Man Department Heads and other selected individuals.

Playa Safety Committee (PCS)

Chaired by the Director of Community Services. The PCS consists of ESD Dept. Head, Gate Manager, LEAL Manager, and Ranger Dept. Head.

Information Services

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 from Burning Man Information Radio (BMIR), which is our public service and emergency broadcast system. In the event of an emergency, all participants should tune in to 94.5 for details. BMIR is also open to the



public for live broadcasting. Playa Info, located in Center Camp is also a source of official information. Rangers should consider it part of their duty to check these resources at least once per day. Don't feed rumors. Avoid being an alarmist. Remember that radio communications are often monitored by outside individuals and law enforcement authorities. There are no phone lines between Black Rock City and the outside world, so communications are very limited. Currently, there are no mobile phone cell sites accessible from Black Rock City.

Burning Man Groups and Support Camps

Burning Man Groups and Support Camps are one of the most valuable resources a Ranger has while on patrol in the city.

ARTery

Located in Center Camp, the Artery is where all artists with large-scale, registered art projects should report upon arrival in Black Rock City. The Artery Team will help place artists and will issue playa passes so artists can temporarily drive to their installations on the playa.

BMIR

Burning Man Informational Radio, is our public service and emergency broadcast system. In the event of an emergency, all participants should tune in to 94.5 for details. BMIR is also open to the public for live broadcasting. BMIR is the primary source for information dissemination for the Senior Staff, Rangers, Exodus, and participants.

Bus Depot

The Bus Depot is located near Playa Info (Center Camp) and provides shuttle bus service from Black Rock City to Gerlach and Empire. The entire round trip takes 2 hours. The bus will stop and drop participants off in Gerlach. It will then continue on to the Empire Store and wait 20 minutes. It will return to Gerlach to pick up the people left there and then back to Black Rock City. Tickets are \$5.00 and can be purchased at Playa Info.

Café

Located in the very heart of our city, the Center Camp Café provides delicious coffee beverages to the citizens of Black Rock City. The Café never closes and acts as our community center where you can escape from the heat of the day, make a friend, see live performances, perform for the café patrons, etc.

DPW

The Black Rock City Department of Public Works (BRC DPW) is the group that plans, surveys, builds, and takes down the basic infrastructure of our temporary community in the desert. Since the 1997 event the DPW, hand-in-hand with other departments, has instituted the City Plan. After the event, the DPW strikes the set, stores gear for next year and makes sure that Black Rock City will truly Leave No Trace.

Earth Guardians

The Earth Guardians and the Burning Man organizers work together year-round to ensure the conservation of the Black Rock Desert's unique biological, cultural, and historical resources. The Earth Guardians are in the desert on weekends throughout the year to assist the BLM and other desert users with clean-up and conservation efforts. The Earth Guardians also educate, inform,



inspire and encourage the citizens of Black Rock City to apply the Leave No Trace principals to life in our temporary desert home.

Emergency Services Department (ESD)

ESD provides Black Rock City with the following response and support resources: Communications, Crisis Intervention, Dispatch, Emergency Medical Services (EMS), and Fire/Rescue. The following is a brief outline of the resources provided by ESD on a 24 hour a day basis during the event.

Available Resources

Communications: The technical aspect of the communications department is a team of people who provide the infrastructure of all communication resources on site. Resources include: two-way radios, repeaters, alphanumeric paging, satellite communications, and other technology. The primary interaction of this sub-department is providing the BM staff and Rangers hands-on instruction on the use of the two-way radios.

Crisis Intervention Team: This team is a mixed resource of mental health providers with various specialties. The CIT deals with all psychiatric emergencies on site, critical incident stress management, sexual assault and domestic violence victims. The CIT does not deal with "trippers" (see Sanctuary).

Dispatch: "Black Rock" Dispatch coordinates, responses for ESD, REMSA, Primary fire, Secondary fire and EMS resources, law enforcement, and paging for the entire BM staff. Black Rock functions similar to Ranger Operations "Khaki." Khaki and Black Rock frequently coordinate mixed responses, and handles most law enforcement requests for Ranger Operations officer of the day. Dispatch also staffs mobile AWACS (pronounced "ajax") units on burn nights that assist Black Rock coordinate response and cross reference the multitude of control channels in use.

Emergency Medical Services (EMS): Provides a first response resource for medical emergencies. This is accomplished by staffing a minimum of three Quick Response Vehicles (QRVs) based out of each outpost and Ranger HQ. Additional resources and QRVs can be added as needed, with extra coverage provided on burn nights. This branch also provides service and staffing to the medical outposts.

Fire/Rescue: Provides fire and rescue services to the city by staffing fire engines. Fire units are also back-up medical response units. The branch works closely with the Art department on installations and on burns to coordinate safety and provide stand-by safety services.

Any general questions regarding the ESD can be directed to 911@burningman.com.

Gate/Perimeter

The Gate is the initial entry point to the playa and Black Rock City when arriving at Burning Man. The role of the Gate and Perimeter staff is to ensure that everyone attending Burning Man is entitled to participate. Everyone must have a ticket to gain entry to the event. Once clear of the Gate the transformation takes place from traveler to participant. Their next stop is at the Greeter station where they receive a warm-hearted welcome and become part of the Burning Man community. The Perimeter Team ensures the safety of the Burning Man community and Black Rock City by keeping the fence line secure.



Greeters

The Greeters are the face of the event and form a newcomer's first impression of Black Rock City. Their mission is to orient and educate arriving citizens while spreading wit, whimsy and infectious enthusiasm to carloads of people. Greeters explain the "Don't let it hit the ground!" principle, clarify the concept of Community, and answer all questions in offbeat yet helpful (or endearingly hostile) ways. Enlightening new and returning participants alike, they fulfill a vital role. Rangers are on hand with Greeters to welcome participants and to provide Ranging services as needed.

Lamplighters

Each evening, as darkness approaches, a solemn group of white-robed individuals with poles slung over their shoulders wend their way through the city to provide it with illumination. The Lamplighters have been a familiar sight in Black Rock City since 1993. They light and place kerosene lanterns atop the wooden spires that line the most heavily trafficked areas of town. The lanterns burn through the night, lighting up Black



Rock City in a silent and beautiful fashion. The Lamplighters are the largest user of fuel type lanterns in the United States. Lamp posts are made of wood, are re-used year-to-year, and are not to be burned.

Media Mecca

Media Mecca is an on-site resource providing print, radio, television and digital media with a place to tune in, turn on, and drop out from their typical experience covering the "news". The primary on-site activity is checking in reporters and camera crews that have already registered, and registering those who have not. They are run through an initiation process, provided with official information and offered a place to relax, interact, and plan their sojourns out into the world that is Black Rock City. Other duties include connecting with and educating other volunteer groups, participants, artists, and theme campers regarding media, copyright, and publicity issues. Media Mecca is a stopping point for other invited guests such as local politicians and BLM Resource Advisory Committee members.

Placement

How do all those theme camps know where to go? The placement team puts "puts you in your place". They are the local experts on every theme camp in BRC. This behind the scenes crew are a resource to Rangers with concerns involving theme camps. They operate from one week before the event until the end of the event.

Playa Info

Everyone needs a little help sometimes. Maybe you're looking for your best friend's camp. Or you've got a flat tire and need to find a pump. Or you're just curious to know what time the Opera starts on Friday night. Fret no more! Head straight for the hub of Black Rock City and you'll find a helpful crew and a wealth of resources including resource directories, volunteer opportunities and messaging service. The Playa Info Oracles will help answer your questions, hook you up with volunteer opportunities, and help you locate just about anything you need within the vast resources of Black Rock City. Open from 9:00 am to 6:00 pm throughout the event.



Black Rock Rangers Protocol

Overriding Principles

- Rangers follow protocols
- Rangers report to their shift leaders
- Rangers work where assigned
- Rangers work for the community
- Rangers represent and enact the will of the community
 - as determined by policy
 - as determined by executive decision
 - > BM Senior Staff/LLC
- Rangers have the support of the community
 - but not necessarily the current support of those local to an intervention
- Rangers are non-confrontational
- Rangers mediate conflicting needs and perceptions
- Rangers defer to the participants
 - our authority comes from the community and only the community
- It's not about us.
 - It's about us when we're off-shift, out of khaki, with our friends in our camps and around the city
 - Rangers strive to be unnoticeable until needed
 - Rangers fade away when a need ends

Patrol

- info resource
- conflict mediation
- first responder
 - “eyes and ears of burning man”
- **MUST REPORT:**
 - Domestic violence
 - Sexual Assault
 - Assault
 - Art Car violations
 - Permit Violations
 - > per BLM permit requirements
- **HOW TO REPORT :**
 - Request shift command respond to scene
 - DO NOT put out nature of call on radio



- DO NOT approve of behaviors exhibited, either explicitly or implicitly
 - fire
 - other potentially objectionable behavior
 - Avoid possibility of “ranger was just here and said it was okay”
- Approach
 - one leads, one trails
 - lead
 - makes contact
 - > defer to participant when possible
 - > determine participant’s mental state if impairment is suspected
 - Who are you?
 - Where are you?
 - What day is it?
 - FLAME situation
 - monitors own response
 - > err on the side of handing off the contact
 - becoming emotionally affected
 - not effective in contact
 - defer first to partner, switch places
 - if approached by partner, switch places
 - trail
 - observes
 - monitors surroundings
 - maintains radio contact
 - monitors contact
 - > if partner appears to be in trouble, offer to switch roles
 - getting emotionally engaged
 - not effective in contact
 - > don’t hesitate to call Khaki for backup
 - accurate location
 - some landmark, or stay visible on street for backup guidance
- Vary routes
- Aware of surroundings and current address
 - will be queried by Khaki every now and then
- Rangers must monitor their assigned radio channel
- Rangers may monitor other channels
 - Rangers may NOT respond to calls on other channels unless directed to do so by one of their shift leaders.





Scene Control

- Burn Circles
- Scene control
 - intervention attracting a crowd
 - event requiring ESD or law response
 - BM org or BRRSS or LEO meetings

Work Requirements

- 8 hour shifts
- Must work the shifts scheduled in advance
- Must work Saturday, as well as a Sunday or Monday shift
 - sign-up in advance for priority (though still negotiable)
 - Ops will approve signups or negotiate reassignment to insure adequate shift coverage
 - > must have at least 20 Rangers per shift
- Rangers must arrive “on-time” for their shift (20 minutes early)
- Rangers must bring whatever they need for their shift
 - water
 - snacks
- A ranger missing the beginning of their shift should report in as soon as possible
- Rangers on-duty must be in uniform
- Rangers off-duty must be out of uniform
- Rangers must be rested
- Rangers must be sober and sharing the same reality
- Rangers must not be idiots
- Rangers must stay with their assigned partner
- Rangers must stay in their assigned patrol area



Contracted Services

Each year, Burning Man contracts with outside vendors to fulfill several key city functions. As vendors occupy a unique role in the community, and are necessarily somewhat outside of it, each vendor has been supplied with an appropriate code of conduct.

Medical: Reno Emergency Medical Services Association (REMSA) provides emergency medical services and transport as needed during the event.

Fire Protection: Contracted fire services provide fire suppression when called upon during the event.

Toilet Service is provided by Johnny On The Spot from the Reno area.

General Event Information

Participant Responsibilities

Personal Logistics at Burning Man

- Participants at Burning Man must bring all necessities to the desert: foods, shelter, water, fuel, etc.
- 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 inform citizens of any driving restrictions, and their responsibilities to the community. The boundaries of Black Rock City will be clearly marked and established within an area of the playa that is administered by the Bureau of Land Management for purposes of public recreation. The BLM will establish a 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 responsibility, not a right. Driving while intoxicated will not be tolerated.
- The open display or discharge of firearms is prohibited. No firearms are allowed in Black Rock City as stipulated in our permit from the Bureau of Land Management. Concealed weapons are not permitted - even with a license to do so.
- Bottle rockets, explosives, and in particular, aerial flares, and fireworks are not allowed in Black Rock City. 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 ticket from Burning Man. The ticket is a revocable license. Violation of rules, recklessness, disruptive conduct or nuisance will result in revocation of a person's license and ejection from the event without refund. This is a private event. Participants who do not respect the rules of the community may be asked to leave. No one under 18 will be 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. Participants are expected to assist the community by taking not only their own trash, but as much other trash as they can carry when leaving. Burning Man will provide only portable toilets, which will be emptied on a regular basis. Remember: if it didn't come out of your body, it doesn't belong in the potty.
- Sound levels emitted from any camp should not cause serious disruption to adjacent camps. Sound systems may not exceed 90dB in the City without prior approval. If a problem with sound levels occurs, and continues unabated, the source of power for such a device or system may be disabled.
- Dogs are NOT allowed at Burning Man, other pets are NOT welcome at Burning Man. Most pet owners are not prepared to provide the added care required for their animals in the Black Rock Desert environment. The Gate will refuse entry to all vehicles that arrive at Black Rock City with dogs in their vehicle.
- 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 recommended that you behave as you would anywhere, with intelligent discretion.

Fire Art

Fire art is a traditional part of Burning Man. Rangers should not intervene except under certain conditions such as in instances of obvious risk to other campsites or participants. High proof grain alcohol 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. Most fire performers are usually experienced and practice their art safely. Large-scale works of art may be burned only within designated areas and precautions should be taken to ensure a safe burn. If you have a question of whether a fire is appropriate, refer it to your shift leader. Fires should not threaten nearby structures that are not intended for burning. Every participant has the right to experience flame. Falling into a fire can be fatal, even with limited exposure time.



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 or cloudy urine is bad, light and clear 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 Khaki to get 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

Moving 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 her 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.

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 children 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. Driving too fast and swerving to avoid animals has resulted in serious injuries and fatalities in years past. Many highways also cross the Paiute Indian Reservation, whose officers patrol long stretches of low-speed roadway.

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 a Ranger's 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 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. 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, there will be a burn barrel at Ranger HQ in Centre Camp. 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. Never burn pressure treated (green-colored) wood as it is toxic.

Most common medical problems

- dehydration (lack of water in the body)
- sunburn (including the eyes of those who do not use sunglasses)
- foot and leg wounds from stepping on unprotected stakes and other objects while going barefoot
- burns from playing with and/or in 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 can be essential to acquiring enough sleep. Consider wearing 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. These offers should be politely declined. If you are so inclined, offer to come back when your shift is done, and follow up. 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 – being aware of and in control of what you consume helps to ensure this.

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 battered 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 and safely return to your campsite, as bike tires will quickly clog with the sticky playa mud after a rainstorm. The best thing to do during adverse weather conditions is to stay within the community.

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 ‘camouflage netting’, is most likely to survive in high wind conditions that always occur sometime during the Burning Man event. Shade or camping shelters made with parachutes should be avoided or constructed to allow for air to pass through. 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 and bicyclists at night.

Waste

All waste must be removed by the participants who generate it. A significant amount of trash can be avoided by repackaging food items before they are transported to the playa. Trash should be stored in plastic bags for removal after the event. Keep wet garbage sealed and separate from dry trash. Use mesh bags for fruit peels and rinds so they can dry. Used plastic water bottles should be flattened and strung together with string to keep them from blowing away. 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 on-site 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 is 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

Essentials

- One gallon of water per person per day to drink. Calculate how much more water you'll need to bring to cook with. 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.
- 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
- What 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.)
- Goggles.

Strongly Suggested

- 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.
- 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.
- Bath soap; shampoo and toothpaste, toothbrush, dental floss, mouthwash.
- Witch hazel and cotton pads for skin cleansing without water.
- Toilet paper.
- Bath towel.
- Thermal underwear.
- Sewing kit (personal, and tent repair/canvas).
- String.
- Spare blankets.
- Bicycles (mountain bikes or "cruisers" with balloon tires are best) as well as a lock, spare tires, tubes and tools required to maintain your bike.
- Spray bottles – for cooling off with minimal water
- An extra set of keys for your vehicle.



Food Suggestions

- Electrolyte drinks. Be sure to drink an equal amount of water as you drink them; the electrolytes can “suck” the water from your system, and cause dehydration.
- Soy milk.
- Juices with little or no sugar (sugary sweetened beverages tend to taste bad when it is hot).
- Coffee and filters, tea, and mugs.
- Sugar and sugar substitutes.
- Some type of liquid nutritional supplement or “meal-in-a-can” for those days when your appetite is low, but nutritional needs high.
- Watermelons are a good source of water and the containers are convenient, melons of all kinds.
- Jicama, and limes to juice over it. Very thirst- quenching.
- Canned fruit. Anything except fruit cocktail.
- 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 (bonus!).
- Pre-freeze containers of cooked food (especially soups,) and quart bottles of drinking water. These stacked in a cooler will last a few days. You’ll have easy food and cool water.

Extra cool Rangering’ stuff you may find useful

- Head-mounted flashlight
- Photon L.E.D. lights
- Watch
- Basic hand tools
- Dust mask
- Nylon rope
- FM radio
- CB radio

- Light sticks
- Sheets
- 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 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-shower bag
- Sponges - for washing dishes, body, etc.
- Rubbing alcohol
- Pot scrubber
- All-purpose liquid soap - useful as shampoo, dish soap, or mouthwash, etc.
- Re-closeable bags (various sizes)
- Grill, charcoal & starter fluid
- Skillet, pots, pans, etc. (w/ lids)
- Folding chairs
- Mallet/hammer
- Water toys
- Battery powered drill
- Flame proof lighter
- Ground pad for under your sleeping bag
- Whistle
- Safety pins
- Watertight protective bags for cameras or electronic gear

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!



What does Rangering mean to you?

It means a chance to serve others (maybe without them knowing what I do). It means the satisfaction of deferring my gratification so others can enjoy theirs. It means the fun of being more “in the loop”. It means neat toys, like radios. It means filling a void called “safety and structure” with a material built from Burning Man culture, rather than from a foreign culture like rent-a-cops.

Perhaps in some ways it’s the boy scout or the marine corp private, or the nurse in us that gets us in the door, but for many, it’s our passion for the event, our passion to help, and our passion for OUR community that drives us. I for one spent a long time searching before I found this place, and I will do everything I can to protect it. And I hope to be able to step away, when Rangering becomes about “me” instead of about the community. It’s not that our pride in our work is not earned, (and having that radio really does make you cool!), but without genuine compassion for the people we serve, it’s not Rangering.

Rangering often seems a natural extension, folly, and maturation of our lives selflessly along and along gloriously many of all the cultural human residual grids and experiences that complex, makeshift, and plague our cosmos into Burning Man.

Rangering also seems to be simply something of timely mind for some of us as all cosmically led to move on step by step, carrying through diviner growing understandings.

And yet, still, rangering proves to be an elixir of gentle sorting and felt transformation among youthful and coarser elements that inevitably pool funny upon the Black Rock Desert playa.

Late august, 1997 my truck bounced down a dusty lane approaching Black Rock City for the first time. About halfway between the gate and Black Rock City a solitary figure was standing in the middle of the road. As there were no greeters then I was met by a ranger. He directed me to proceed to the “end” of the road a turn right. Somehow, I drove past the end of the road ended up on the south esplanade at about sunset on Friday night - HAPPY HOUR! However, the citizens of BRC didn’t seem too happy to see me on their main pedestrian walkway. People in crazy costumes were yelling at me and banging their fists on the hood of my truck. I was alone, freaking out and about ready to slam it into gear and bolt for a motel in RENO when two Rangers materialized out of the dust. They smiled, set me at ease, then walked along side my truck to a place where I could leave the esplanade. They had correctly assumed that I was going to go and camp alone at the edge of the city, but they instead advised me to find some people I thought I would like and ask to camp with them. I followed their advice and had the most moving experience of my life. Their small action and timely playa sense made the difference between me “running away” and “getting it”. I spent the rest of the event hedonistically relishing in my newfound family. Each year since, I’ve tried to repay the help I was given by working to build the community that had adopted me, first through other avenues, and now through Rangering.

When people ask me “What the heck is a Ranger anyway?”, I simply respond...“They help!”



Additional Information

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.

Agency - normally refers to Law Enforcement or other government operations.

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)

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. Founded by Danger Ranger in 1992.

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 - the reference to the actual event and activities involved with burning the Man.

Cacophony Society - a randomly gathered network of pranksters and eccentric individuals, united in the pursuit of experiences beyond the mainstream of culture.

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

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

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.

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 putting ashes on 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. Also known as Bordello Springs by burners and the Gerrit Ranch by locals.

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

FOL - Friends of Larry (used for personal gain).

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?"

Khaki - Each shift has a team of leaders called the 'Shift Command Team' with one shift leader working as a truncated dispatcher, monitoring communications and coordinating Ranger activities throughout Black Rock City. This shift leader position is known as 'Khaki'.

khaki - 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

LE - outside Law Enforcement.

LEAL - Law Enforcement Agency Liaison.

LEO - outside Law Enforcement organization.

LLC - abb. for Limited Liability Corporation. 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.

MOOP - Matter Out Of Place.

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.

outposts - ranger stations located at 3 o'clock and 9 o'clock.



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.

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.

rebar - cheap steel rods often used for tent stakes.

REMSA - abb. for Reno Emergency Medical Services Association

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

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.

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.

moonwalker - 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 boiling hot spring.

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

survivaly-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 - large 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 and ESD.

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, <http://www.boeing.com/assocproducts/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 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
- SCHWA Corp. www.theschwacorporation.com
P.O. Box 6064, Reno NV 89513
graphically oriented alien humor, sometimes dark and disturbing, always perceptive
- Cacophony Society, <http://www.cacophony.org/>
experiences outside the mainstream.

Suggested Reading

- “Managing From The Heart” by Bracey, Rosenblum, Sanford & Trueblood
Kind & gentle leadership.
- “Verbal Judo – The Gentle Art of Persuasion” by George Thompson, Ph.D., Quill -
situation management and passive persuasion techniques
- “The Tao Of Poo” by Benjamin Hoff
Tips on how to reduce stress and deal with life better.
- “Where There Is No Doctor” by David Werner
Health care in the absence of medical services.
- “Dune” by Frank Herbert
Not so far-fetched science fiction about life on a dry, waterless planet.

Useful Contact Information

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