

the 2004 black rock

# hanger

manual



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*"...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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Kilted Rangers on the Ziggurat  
Photo by Ranger Beauty

## Introduction

### 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 Project 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.

### ***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.



Add:  
Rangers should not:  
≡



Ranger Headquarters  
Photo by Ranger Risk

## Ranger Operations

### Ranger Organizational Structure

The Ranger organization is structured to create a trained cadre of Rangers to support our city's functions and to benefit its citizens.

During the event, 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 spend most of their time out in the dust, walking and bicycling the streets, interacting with participants, offering creative solutions to any predicaments encountered. Each shift has a 'Shift Command Team' comprised of three/four Senior Rangers. Collective this group is referred to as the Shift Leads. During a shift they will assume one of three roles.

2? Khaki, Shift Lead/LEAL. Khaki this is the Shift leader that is working as a dispatcher, monitoring communications and coordinating Ranger activities throughout Black Rock City. The other shift leads roam the city, back up Khaki, act as a liaison with Law Enforcement 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 who Mentor Alphas on his/her first shift on the playa, 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 5 senior Rangers and the Ranger Dept head.

? Hsh?



## Ranger Council

The Ranger Council is a forum where each of the several operational groups within the Rangers can meet together and discuss issues across the breadth of the organization. This group is charged with establishing policy and procedures constant with the overall goal of the Rangers and the Burning Man Project. They conduct business utilizing a consensus format.

### **Ranger Council consists of:**

The Ranger Council Chief, Ranger Dept. Head, Ops Team Members, LEAL Manager, Rangers At Large, the Mentor Supervisor, Tech Team Manager, Training Manager, Lead Volunteer Coordinators, and Lead Green Dot.

### **Consulting Members include:**

Ranger Legal Council, RNR Team Supervisor, HQ Playa Supervisor, Echelon Playa Supervisor, and Sanctuary Supervisor.

## Echelon

The Black Rock Rangers perform a variety of 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 manage the many vital functions of Ranger HQ. Additionally, the Echelon team develop, organize, and dispatch Ranger resources to support Ranger Operations. The tasks performed by Echelon are of a time-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](mailto: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). 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 Ranger LEAL play a crucial role in this vital area. The goal is to establish communication and rapport with the multi agency consortium of Law Enforcement and agencies that administer and serve Burning Man, to encourage Black Rock Ranger mediated dispute resolution vs. law enforcement action, and to facilitate interaction and communication with Burning Man Project and the Black Rock Rangers in situations dictating intervention with Law Enforcement. The LEAL Manager chairs the Daily Agency Meeting. At this meeting information collected by the Rangers and concerns of the agencies are exchanged.



*Zebru*



## **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. Each new Alpha will spend his or her first shift being Mentored on the Playa. 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. . Not everyone finds that being a Ranger is right for them, or for the Rangers. Mentors are responsible for this important and final aspect of Ranger creation. Rangers who are selected to be mentors are 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 "quiet 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 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). When an ICS emergency is cleared, all Rangers will resume normal operations.





# Ranger Duties

## Scheduling For Shifts

Rangers act in an interactive capacity with our ever-changing community; and our needs vary shift-by-shift and day-by-day. We organize to fulfill our community obligation — and to have fun — by coordinating Ranger activities and by scheduling ourselves to cover regular shifts, 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.

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 also 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 guard 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.



Do not  
go off  
shift  
no...

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. (This needs to be rewritten, dogs are not allowed, but what is now the procedure for finding dogs...)

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.

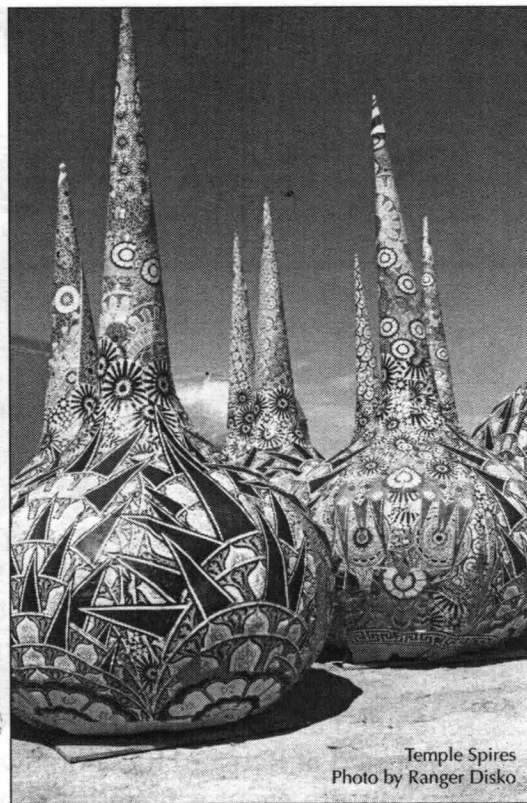
### Media and Camera Policy

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 photographer should respect their wishes. Rangers should mediate the situation IF it grows into a conflict.



Temple Spires  
Photo by Ranger Disko



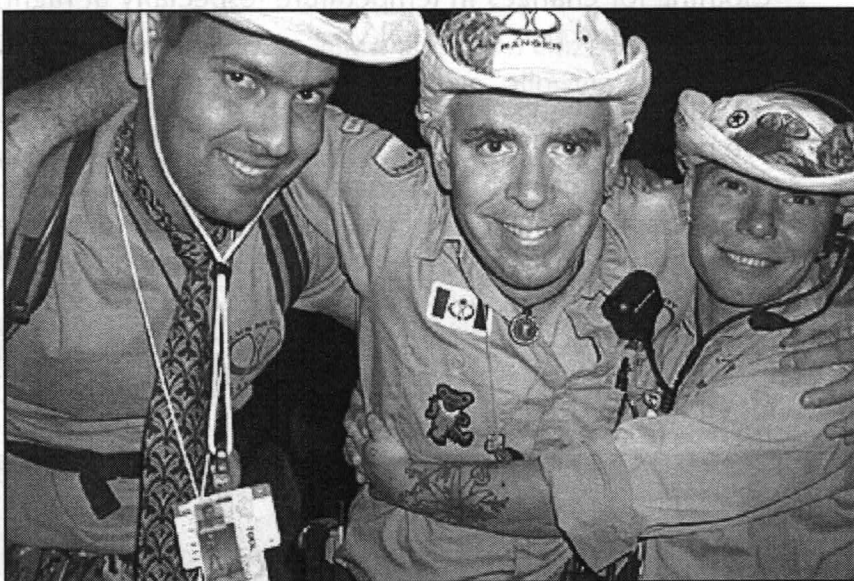
## Ranger Equipment

### 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, and preferably no more than 3. 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 laminate upon successful completion of mentoring. 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. A small number of Burning Man staff are issued radios tuned to Ranger frequencies most are given radios tuned to a different set of frequencies, and cannot directly communicate with Dirt Rangers. (This may no longer be true...) Khaki, acting as a Ranger dispatcher, will monitor Ranger channels and 911 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. Don't lend your radio to anyone or allow anyone to communicate over your radio.



*Obscuring  
much of  
Jantel's*

## 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

Goggles

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.



you must check in by 35 off shift

## *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 organization 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 patrol 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 Rangering' 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.



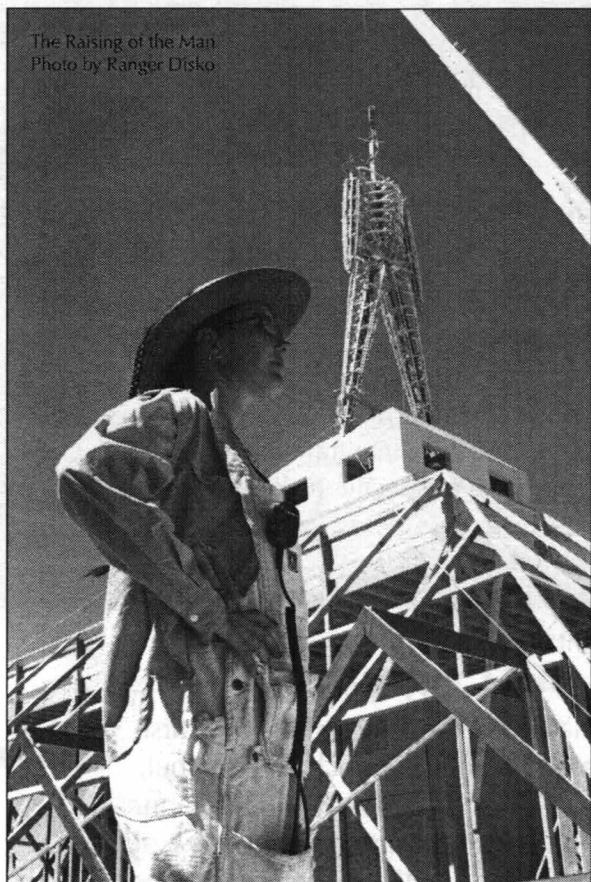
To go "on comm." at the beginning of your shift, turn your Radio to the assigned primary channel. Wait for other traffic to clear, announce "<your handle> going on comm. Wait until Khaki responds and confirms. Patiently! Khaki may be involved with another situation. Khaki will relieve you at the end of your shift by calling you into Ranger Headquarters, or relieving you in the field to go back to your camp.

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. Yelling into the radio only distorts communication.

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.



The Raising of the Man  
Photo by Ranger Disko

*Urget  
Comms.*



# 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'. First, always assess any situation. Stand back, and observe, and be aware of safety issues, your own, and the participants. Then, 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 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 is 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 could cause an uncomfortable, or 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. You 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.





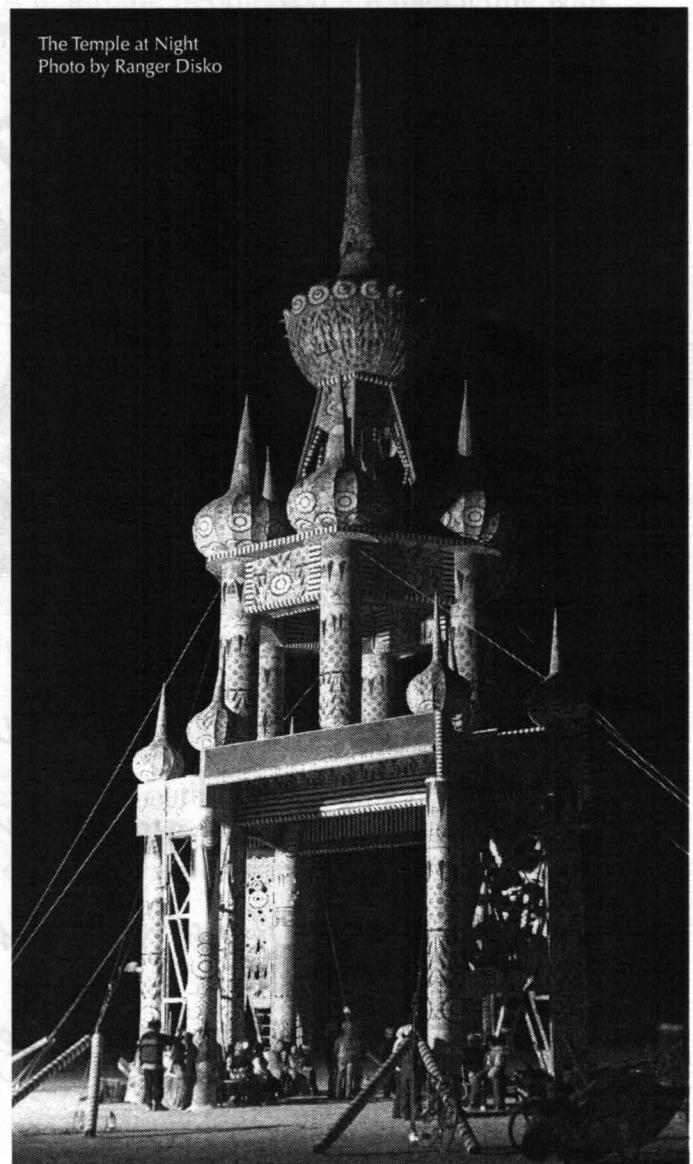
Introduce them by their Ranger name. Keep bystanders away, especially from behind the participant involved. Give the person lots of space. The worst action a Ranger can take when entering a situation is to run in and try to take over. Also counter-productive would be Rangers arguing about the resolution 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 a Shift 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.*



## Transcending the Model

The Ranger training is made up of tools and concepts. These tools and concepts form to create a model—an attempt towards a model of the “model Ranger”. As the model ranger is neither a static nor determined state, and given the fact that we only have limited time and facility to try to convey these concepts, the model is not perfect.

However, a Ranger is more than the sum of a set of tools and concepts, indeed, more than the model itself. This is where the concept of “transcending the model” comes in.

It's not effective to have a “model” walking around the playa, thinking about all the concepts she has just learned, consciously using them separately and individually. It needs to flow, it needs to seem and be natural. This of course takes some practice, and that practice can include use the tools and concepts. This is part of the learning curve. But the idea is to be relaxed, not too much in your head thinking about every move you make, but instead, have the concepts as part of you, you become the ranger, not a walking tool box.

It helps to remember that as a Ranger on the dirt, you are still just a person, a person with a few more tools than you might have had before, but still a person. Try to be relaxed and comfortable with yourself and the people you are interacting with, not caught up in using the specific techniques you have learned. Not trying to have the perfect solution, or even just trying to look like you do for the sake of your ego. You must transcend the model and be a Ranger.

## Ranger Behavior

While the Art of Rangering includes approaches, unique to each individual, there are basic rules of conduct that characterize Rangers.

## Perks

To facilitate their duties, Rangers are permitted special privileges as needed. Rangers are not to 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.

### *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 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 for conflict resolution. Violation of this policy may result in progressive discipline, up to and including: counseling, eviction, termination, or legal action

## Ranger Resources & Community

### Burning Man Organization

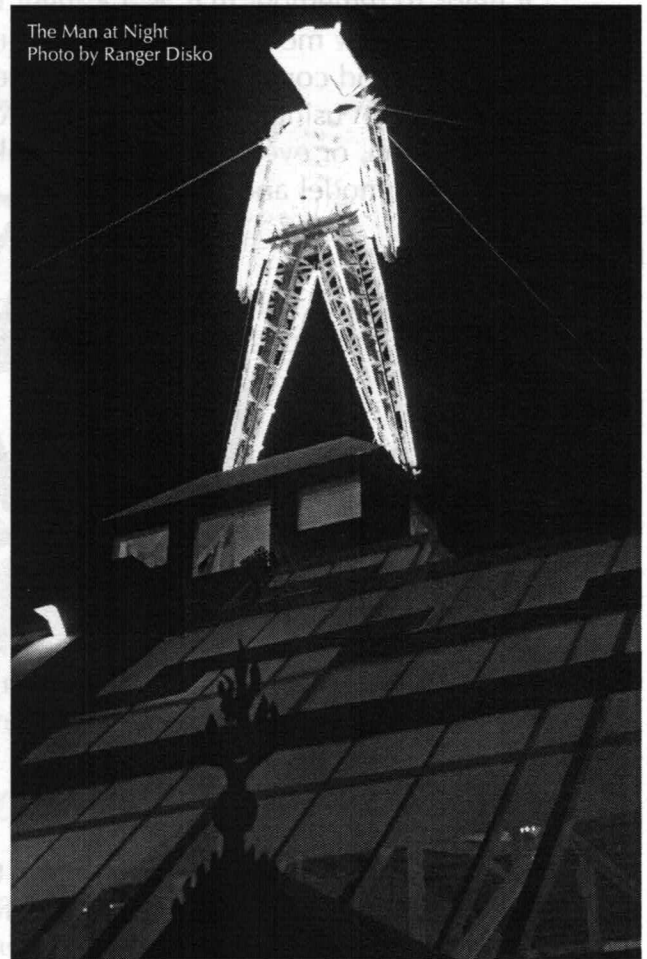
The Burning Man event is produced by the Black Rock City LLC. The Burning Man Senior Staff (BMSS) is the organizational body that functions along the lines of a city council management model. The BMSS is comprised of the members of Black Rock City LLC (a legal entity), and other Burning Man managerial 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 City 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 the Playa Safety Council: Rangers, ESD, Gate/Perimeter, Exodus, DMV. 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)** – Director 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, founder of the Black Rock Rangers.

**WILL ROGER (Mr Klean)** – Founder of the Department of Public Works, , Advisor to Nevada Properties and DPW. BLM permits & stipulations.

**CRIMSON ROSE (Rosie)** – Administrative Director- Sales: Ticket and merchandise. Special Events Executive Director, Playa Art Coordinator, Fire Conclave, Flame Effects, 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.

**RAY ALLEN (Board Shepherd)** – Executive Project Manager, Assists LLC Board Members on Burning Man policy; media, government and public relations, legal issues and human resources. Works in Business & Communications, Nevada Operations, Nevada Properties, Community Services and Technology.

**ADA CHESTER (Ada)** – DPW Operations Manager, Purchasing, Receiving & Bookkeeping, Department Manager, Contracts, Subcontracts, Nevada Operations Committee, Gerlach Administration.

**ANDIE GRACE (Action Girl)** – Communications, Regional Contacts, media team, print production, legal issues, assistant to Marian Goodell.

**DUANE HOOVER (Big Bear)** – Manager Law Enforcement & Agency Liaison (LEAL) , works to develop relationships with key external agency personnel, facilitate communication before & on playa, Chair of the Daily Agency Meeting on playa. Situation Team Manager.

**CHRISTINE KRISTEN (Ladybee)** – Theme art proposals, grants, image gallery, Artery, material, culture, archives.

**MARK "BUCKY" EVAN OLIVER II (Spiderman)** – Co-Manager of the Gate Staff and Perimeter Teams. Oversees all access functions including: ticket tearing, vehicle searches for stowaways, census, staff IDs (Laminates), and perimeter patrols.

**TONY PEREZ (Coyote)** – Site Manger, First crew on the Playa - survey / set up. Last crew, off - city dismantling

**DAVE THORNTON (Thorny)** – Manager of accounting functions, accounts payable, banking, tax filings & related matters. Manager of the Box Office Team at Black Rock City.

**DANA HARRISON (Biz Babe)** – Business Services Manager- including the Center Camp Cafe, Camp Arctica (ice sales) and the Staff Commissary. Infrastructure services: buildings, golf carts, community support of the "No Moop in the Potties" program and general vendor services.

**JOSEPH PRED (Battalion 1)** – Emergency Services Department Chief. Medical, Fire, Communications, Dispatch, Two-way radio, Mental Health, Crisis Intervention, Safety/Contingency planning. Risk management.

**JESS BOBIER (Nurse)** – Nurse is the metanode around the office: she balances workloads, shares HR duties with Crimson, Marina & Harley, disseminates polices and soothes harried parties. She manages year round print production and runs the Black Rock Arts Foundation.



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**GREG MILLER (SeaDog)** – SeaDog is the Ranger Department Head. Responsible for the overall operations of the Ranger Department which include Ranger operations, LEAL, Sanctuary, Eschelon.

**ROB MILLER (Ra)** – Rob Miller is the Technology Department Lead. He oversees the development and administration of all of the Burning Man Project's technological infrastructure, including web and mail services, networks, and databases.

**ERIN MacCOOL (Playground)** – Playground is the DPW Project Manager.

### **Playa Safety Council (PSC)**

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

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### **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.

### **Arctica**

Located in Center Camp, Arctica provides the valuable service of ice sales, allowing participants to get needed ice without driving into town.

### **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.



## DMV

The Department of Mutant Vehicles (DMV) is responsible for licensing Mutant Vehicles for driving at Black Rock City, and for communicating with and educating the Mutant Vehicle/Art Car communities, year-round, on issues that affect them.

## 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 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 medical outpost and the main medical tent in Center Camp. 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.



llc How do I advise  
flam?

**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.

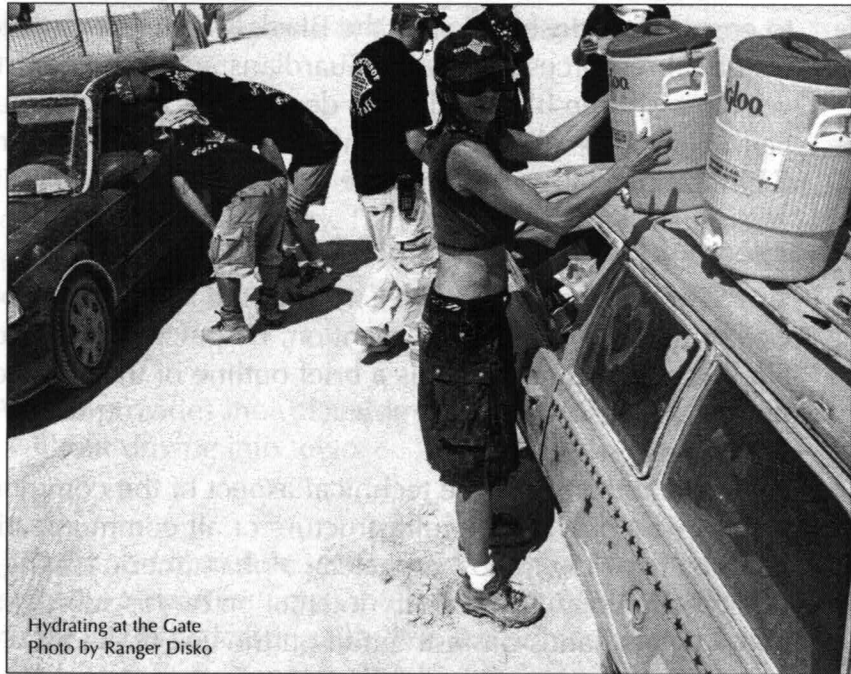
Any general questions regarding the ESD can be directed to 911@burningman.com.

## Exodus

Exodus is the coordination of an entire city's population leaving Black Rock City in about 48 hours. It is important for participants to know that the time that they leave can greatly effect their travel experience, as well as those in the area. It is best to not leave Black Rock City at certain times on Sunday and Monday. Make sure people read their survival guide, and listen to BMIR as they make their plans and leave BRC.

## 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.



Hydrating at the Gate  
Photo by Ranger Disko

## 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, register personal video camera's 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 Rangering 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.

## **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.



# 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 are non-confrontationally confrontational
- Rangers mediate conflicting needs and perceptions
- Rangers defer to the participants
  - our authority comes from the community and the Burning Man Project.
- It's not about you.
  - Rangers strive to be unnoticeable until needed
  - Rangers fade away when a need ends
  - It's about you when you're off-shift, out of uniform, with your friends in your camps and around the city

## Patrol

- info resource
- conflict mediation
- first responder
  - “eyes and ears of burning man”
- MUST REPORT:
  - Domestic violence
  - Child abuse
  - Elder abuse
  - Sexual Assault
  - Assault
  - Mutant vehicle 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 NOT respond to calls on other channels unless directed to do so by one of their shift leaders.(same as above)

### Scene Control

- Burn Circles
- Scene control
  - intervention attracting a crowd
  - event requiring ESD or law Enforcement response
  - BM project or BRR or LEO meetings

### Work Requirements

- 8 hour shifts
- Must work the shifts scheduled in advance
- Must work one shift on 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 should be out of uniform
- Rangers must be rested
- Rangers must be sober and sharing the same reality
- Rangers must stay with their assigned partner
- Rangers must stay in their assigned patrol area
- Rangers must monitor their assigned radio frequencies.

*How many?  
Does shift  
count?*



## 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 Mutant vehicles 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 Mutant vehicles 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 their responsibilities to the community. And enforce driving restrictions. 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 300 watts or 90dB at 25' from the speakers 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 licensed Mutant vehicles) and are not used by Rangers on patrol unless marked and approved by the Ranger Department Head. 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 friend's car and have an extra set in your car.

## 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 survival-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 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.

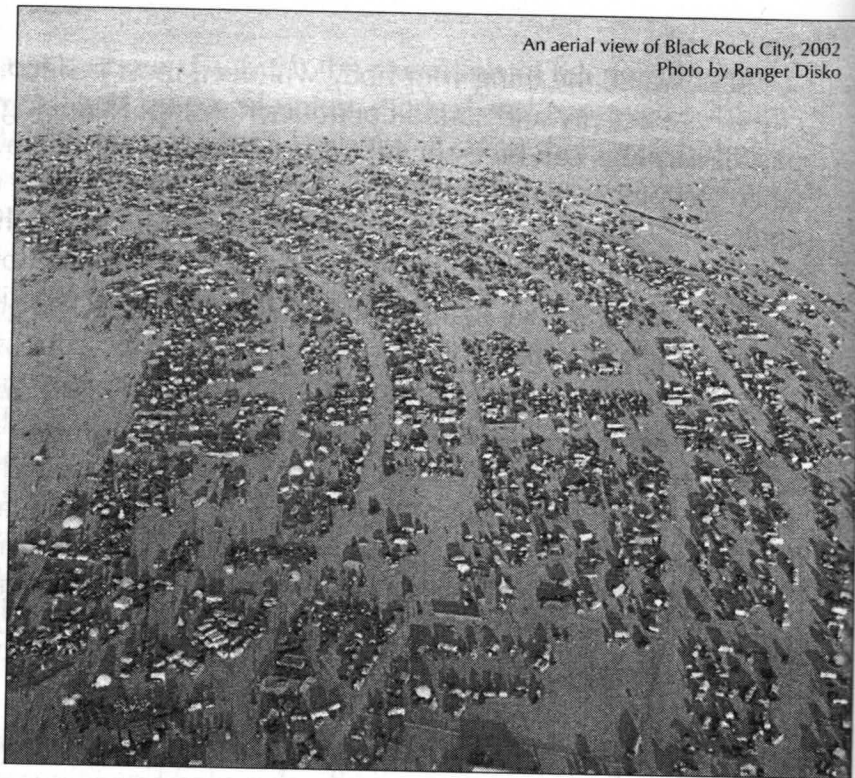
## **Wind & Storms**

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 battened down at all times. Secure objects at your campsite (paper products, clothing, tarps, everything) against the wind. Occasional high winds, which may reach 70 MPH, will flatten most tents and carry away objects as large as sleeping bags, chairs, card tables, and empty ice chests unless they are weighted or tied down. Heavy rainstorms, which are very rare during the summer, can make the playa impassable for most vehicles for several hours. The safest place to be during severe electrical storms is inside a vehicle where the metal frame will provide substantial protection if struck by lightning. Generally, rain falling on the Black Rock Desert is usually brief and the playa dries quickly. If you are on a bicycle when a rainstorm approach you should quickly 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



An aerial view of Black Rock City, 2002  
Photo by Ranger Disko

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.
- 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

### Extra cool Ranging' 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

### 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. Doing as part of the community rather than Being. It makes me go out and see and meet. Rather than just one area and the esplanade, I saw people and art I might not have if I had just come to BM. Part of me (big part) likes to see things go WELL for people, Rangering feeds that part. I had great contacts with the people living around my camp. I did not meet all of them but enough that the few times they felt a Ranger needed to help solve something, they had no hesitation asking me to help out. (Key point, THEY decided I was needed) I still do not know why they felt they needed me, as most of the time they had solved the problem, or had a solution. I guess that there was a need for an "outsider" to witness the solution. This might just be one of our biggest assets, we are not a part of the immediate camp, so we can be that witness. As a first year Ranger, one of the neatest things a participant said to me was "The Rangers are sure different this year, you guys are much cooler". It made me VERY aware of the need to work for and keep that reputation.*

*My other favorite story was at this year's burn. I was working burn circle perimeter. Someone once told me that you could measure a BRC ranger by the number of rows of people they could sit down during the burn. I don't know if that's a known thing, or just an old tale, but I took it to heart. We had over 20 rows of people sitting in our little chunk of the playa, and man was I happy! Towards the start of the actual burn, the fire dancers were wrapping up, and the fire under the man was just starting, when i notice a guy climbing his way through the crowd straight towards us. We moved to intercept him, and he got up to tell us that his friend had just collapsed and was having seizures. After calling it in, he led a number of us and some local firefighters back through the crowd. We got out to where the guy was, but he'd already been taken off to a mobile paramedic nearby. On our way back into the circle, we got slowed down by all the people sitting near the front, and had to shout 'Rangers, make way' coming back in. Someone in the crowd shouted 'We love you Rangers', and suddenly everyone in the crowd started chanting it. The crowd parted in front of us, and we made it back into the perimeter. Amazing feeling, still can remember the glow from it...*



## Additional Information

### GLOSSARY of terms used in Black Rock City

- Art Cars** - a highly decorated car, truck, or bus, usually radically modified.
- 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.  
survival-challenged - politically correct term for any participant whose judgment is impaired by drugs or alcohol.

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

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

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

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

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

**UHF** - abb. for Ultra High Frequency ~~bandwidth~~ radio.

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

**village** - 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](http://www.sciplus.com)
  - motors, tools, electrical components, wacky novelty items and toys, much more
- Archie McPhee's, 425-745-0711 [www.mcphee.com](http://www.mcphee.com), Seattle, WA
  - rubber chickens, voodoo squeak dolls, spud guns, pink flamingos, etc.
- Real Goods, 800-762-7325 [www.realgoods.com](http://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](http://www.oriental.com)
  - really cheap toys, novelty items, giftware, decorations, etc.
- Campmor, 800-226-7667 [www.campmor.com](http://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](http://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](http://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](http://www.weirdstuff.com) Sunnyvale & Fremont CA
  - lasers, electronics and computer stuff
- Chemical Light, 800-446-3200 [www.tdtravel.com/chemlite](http://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](http://www.edgeco.com)
  - tools, gifts, knives & action gear
- The Tentsmiths, 603-447-2344 [www.tentsmiths.com](http://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](http://www.intothewind.com)
  - kites, flying toys, devil sticks, colorful nylon fabrics, etc.
- Good Vibrations 1-800-289-VIBE [www.goodvibes.com](http://www.goodvibes.com)
  - sex toys, books, videos, etc.
- Recycled Stuff, Inc. 281-345-6060 [www.recycledstuff.com](http://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](http://www.shelter-systems.com)
  - cool portable dome-like living shelters
- SCHWA Corp. [www.theschwacorporation.com](http://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







