

everything you always wanted to know!

2007 Black Rock Ranger Manual





Photo by Haiku

“...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

photo by Atomic



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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 mission of the Black Rock Rangers (Rangers) is to assist Burning Man participants and staff with issues of safety, welfare, and quality of experience at the Burning Man event.

Statement of Purpose

A group of skilled and dedicated volunteers, the Rangers are the traditional guardians of our desert community. In this role, the Rangers function primarily as a non-confrontational mediating entity. As a reflection of the Rangers singular purpose of serving the Burning Man community and Project as outlined and expressed in the Burning Man Mission Statement, the Rangers provide a means of assisting the citizens of Black Rock City with issues of community standards of behavior and public safety.

The Art of Rangering primarily means using non-confrontational mediation methods when addressing an issue in Black Rock City. Also, the Rangers have developed and maintained a system of cooperation and support, based upon mutual understanding and respect, with the Citizens of Black Rock City, the Bureau of Land Management (BLM), the Nevada Sheriffs Offices of Pershing and Washoe Counties, and other Burning Man departments.

Each year, the Rangers continually adapt to the ever-changing environment while staying focused on their mission. The Rangers use available resources to help provide for participants and event welfare. Additionally, the Rangers support performance safety in cooperation with the outside agencies and the various Burning Man departments, including fire safety and suppression, medical services, and emergency services.

Meeting this mission the Black Rock Rangers have to wear many hats that include, but are not limited to, non-confrontational mediator, counselor, security, traffic control, perimeter control, advisor, and a resource between outside agencies and participants. The Rangers constantly strive to find new ways to effectively address these challenges created by the continuing evolution of the Burning Man community and event, and the hurdles 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-playsa 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.

Ranger Operations

Ranger Organizational Structure

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

Dirt Rangers

During the event, pairs of Rangers working in 8 or 6 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.

Shift Command Team

On each scheduled shift a Shift Command Team comprised of three/ four Senior Rangers co-ordinates Dirt Ranger activities. Collectively this group is referred to as the Shift Leads. During a shift they will assume one of two roles – Khaki or Shift Lead. '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 and are available for assistance if needed by Dirt Rangers. Year round organization of the Ranger Shift Command Team is handled by the Shift Lead Cadre (See Ranger Team Leadership)

Officer of the Day (OOD)

Daily operations of the Rangers are managed by an 'Officer of the Day', who is on duty for a 24 hour period. The OOD assists the Shift Leads and keeps the Ranger Director informed of situations as they develop.

Ranger Operations Team (OPS Team)

The mission of the Ranger Operations Team is two-fold. Off playa they are the governing body of the Black Rock Rangers with their primary function to oversee and facilitate the operations of the Ranger Department. The Team consists of four to five Senior Rangers and the Ranger Department Head and utilizes the consensus method of decision making as prescribed in Burning Man doctrine when dealing with operations. This group is tasked with forecasting future needs of the Ranger Department over a wide range of topics and ensuring the policies and procedures are developed and implemented to meet these needs.

On playa the Ranger Operations Team takes on a different role based on the fast-paced ever-changing environment of playa operations. On playa this group acts in an advisory capacity to the Ranger Department Head and the Playa Chain of Command. They are charged with keeping up to date and abreast of developing situations that might have significant impact on the Ranger Department or the Burning Man event. On playa any Operations Team Member who perceives a situation developing that might have a significant impact on the Ranger Department or Burning

Man event can request that things be put on hold until they can meet. They will then evaluate the implication and impact of developing events and make a decision on an appropriate course of action.

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, Echalon Playa Supervisor, and Sanctuary Supervisor.

Ranger Leadership Teams

Various teams within the Ranger Organization have grown to a point where they need a group of their own peers to help coordinate and steer the direction of their work.

These leadership groups (called “Cadres” in some cases, and a “Circle” in the case of the Green Dots) are made up of experienced Ranger members from each group, and are charged with administering the planning and operations of their teams. These cadres work throughout the year to organize their teams for Ranger operations on playa. Ranger leadership groups make decisions via consensus, then present their ideas to the rest of their teams for further review. They keep the rest of the Ranger Leadership apprised of what is developing within these teams, and communication travels in all directions.

Membership within these groups is temporary (no tenure) by design. This keeps the group fluid and fresh. They are dynamic places for people to put their energy into the Ranger Organization. One of the major goals of each member of these leadership groups is to recommend, groom and then pass their position on to the next Ranger to replace them.

Ranger Logistics Supervisor

The Black Rock Ranger Logistics Supervisor is responsible for year round logistic support of the Black Rock Ranger Department. The duties include, but are not limited to:

1. Reports to the Ranger Operations Coordinator
2. Serves as a member of the Ranger Council
3. Assists in planning and implementing the logistic needs of the Ranger Department year round. Including Burning Man events like Decompression.

4. Provides input for procurement of equipment and supplies.
5. Liaisons closely with all Ranger team leaders on scheduling and facilitating team logistic needs off playa.
6. Maintains current data files from Ranger Trainings, and on playa mentoring.
7. Assists the Ranger VC in maintaining a current list of active and inactive Rangers.
8. Assists the Ranger VC with logistic support for the annual open house.
9. Provides input for the annual creation of drawings and placement diagrams for Ranger facilities on playa.
10. Assists the Echelon Supervisors with management of the set-up and clean-up of Ranger facilities on playa.
11. Creates and maintains a master inventory of all Black Rock Ranger equipment, supplies.
12. Creates and maintains an inventory of all equipment and supplies stored in Ranger department containers at BM ranch and off playa locations.
13. Ensures all rented vehicles operated by the Rangers are maintained according to scheduled procedures.
14. Liaisons with other Burning Man Departments as needed to meet the logistic needs of the Ranger Department.

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.



LEAL team hard at work

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 team 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.

Mentors

Volunteering as a Black Rock Ranger requires a delicate and complex set of skills. Our role has been described as “riding the edge of chaos”, and has been referred to as our Art – our contribution to Black Rock City’s ambiance. These basic elements of Rangering are best learned by example. We have learned over the 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. Each new prospective Ranger, an Alpha Ranger, will spend their initial time as a Ranger with a Mentor team and be Mentored on the Playa in a setting similar to a Ranger shift.

Mentors are responsible for this important and final aspect of Ranger creation. Ranger Mentors are selected because they have demonstrated the characteristics and attributes that define the Black Rock Rangers. They are experienced Rangers who are open, fair, informative, and resourceful. These Ranger Mentors share a common goal of supporting the on-playa mission of the Black Rock Rangers. Year round organization of the Mentor Team is handled by the Mentor Cadre (See Ranger Team Leadership).

Rangers At Large

Ranger-At-Large is a position on the Ranger Council. The purpose of the Ranger-At-Large is to function as a representative to the Council from the general population of dirt rangers. As a representative of the dirt rangers, the Ranger-At-Large should be well known and widely respected among the dirt rangers. The Ranger-At-Large is responsible for bringing the concerns of dirt rangers before the council, therefore the Ranger at Large is required to actively solicit the advice and concerns of the dirt rangers. Ranger-At-Large are required to be accessible to any dirt ranger that has a concern to be brought before the council. Rangers-At-Large will also volunteer and/or be assigned some additional action items and responsibilities by the Council, as may become necessary or seem to make sense.

There are four Ranger At Large positions on the Ranger Council, 2 pairs serving two year overlapping terms. One of the factors in their selection is diversity amongst them, in hopes that they might better represent such a wild and diverse group of individuals like the Black Rock Rangers.

Green Dot Rangers

Green Dots are Rangers who ride the edge of *inner* chaos, helping participants through situations that have a strong emotional, psychic, or internal component. While some Green Dots bring training or certification in fields like psychology, psychiatry, or substance abuse, others simply bring their own life experiences and willingness to listen. Green Dots are first and foremost patient listeners who seek to hold space for participants undergoing inner transformation or experiencing internal distress. As an astute Green Dot Ranger once observed, people have been coming to the desert to find themselves for thousands of years. We do our best to stay out of the way and keep them safe within their process or journey.

“Green dotting” can be and is performed by all Rangers, and can happen anywhere--in a participant’s own camp, in Sanctuary, in medical, or out on the open playa. “Green Dots” are those Rangers who self-identify as being suited to this work, have completed the Green Dot training module, and who have been vetted by experienced Green Dot Rangers.

Distinguishing characteristics of a Green Dot Scenario (how do I know if this is a Green Dot call?)

1. Seems like it will take more than a few minutes
2. Involves more Kleenex than duct tape

3. Problem seems more internally/emotionally rooted than externally/physically rooted
4. Circumstances where the campmates or family members identify someone who is not acting themselves

Sanctuary

Sanctuary is a Burning Man Community safe haven and a Ranger resource for individuals who need a calm place away from the high-stimulus environment of Burning Man. It is overseen by both ESD (clinically) and Rangers (operationally). Sanctuary is located directly behind Ranger HQ and staffed by Green Dot Rangers and assisted by skilled non-ranger volunteers.

The playa can be a very stressful place for participants, staff and volunteers. Sanctuary serves as a place of quiet and compassion for all. Sanctuary's services are confidential, and staff are happy to help off-duty Rangers who need a friendly ear. Sanctuary should not be used as a "drunk tank;" the space is limited and should be reserved for those who need it.

Remember that Sanctuary is a resource, and in most Green Dot calls, not a necessity. Often you may find that individuals in distress may be better cared for by family and camp members in the familiar environment of their playa "home".

C.I.T.

Reporting requirements to the ESD Mental Health Branch (call sign "CIT") – Certain situations require reporting to Khaki and care must be transferred to ESD. Rangers who encounter these will report them to Khaki, who refers them to "CIT" for the ESD Mental Health Branch.

These situations are:

- Suicidal, homicidal, or gravely disabled individuals
- All cases of domestic violence
- Any type of sexual assault
- Psychiatric emergencies or significant mental health issues
- Suspected child or elder abuse, or other assault

If you're not sure whether a situation requires reporting, ask Khaki or request a lead Green Dot, to assist in making the call.

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. When on duty you are not off duty until released by Khaki. Occasionally circumstances may dictate that you remain on shift for a short period beyond a scheduled shift change.

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.

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.

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 still 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.

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 Ranging. 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. If you are wearing a Back Pack/Camelback, please alter it in some manner to reflect that fact that you are a Ranger when viewed from behind.

Radios

Rangers will be issued a 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 staff are given radios tuned to a different set of frequencies, and cannot directly communicate with Dirt Rangers. 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. Generally all rangers will share the same channel, however on a busy shift the city may be divided onto other frequencies. Don’t lend your radio to anyone or allow anyone to communicate over your radio. And don’t drop your radio in the porta-potties, or you’ll lose TWO turns.

Personal Equipment

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

- Bottle of water with strap or belt attachment.
- Eye protection
- 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.
- A sturdy belt for carrying your radio

Rangers are expected to be self-sufficient and are expected to bring all their own food and water. 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.

Black Rock Ranger Ticket Policy 2007

The following is the ticket policy for the Black Rock Rangers for 2007 event year and beyond. For the purpose of this policy Black Rock Ranger applies to all personnel regardless of their duties within the Ranger Department. This policy applies only to the Black Rock Ranger department and does not apply to working in any other department for the Burning Man Project. If you plan to volunteer for other groups during the event and are not sure how your volunteer time will be tallied, please insure that you contact either your Volunteer Coordinator or the Ranger Department Head for clarification. All Black Rock Rangers are expected to work on Saturday (Burn day). Volunteering as a Black Rock Ranger does not guarantee or imply free admission to the event. Specifically, tickets should not be construed as compensation for past volunteer services, but are instead, an inducement and acknowledgment of one's willingness to continue serving the community of Black Rock City as a Black Rock Ranger.

Policy Overview

In the past gift tickets were determined by number of shifts worked or hours on shift. This has led to much confusion and disagreement, with Rangers working only the minimum that was required to receive a gift ticket. It has been misconstrued by some to be a contract between the Ranger department and volunteers for work done. This was not in keeping with the spirit of the gift ticket and service to the community. We are moving forward by stepping back in time to how it used to be, from this year forward there will be no set amount of shifts or hours that will be considered for a gift

ticket. Rangers will still have to work a minimum number of shifts to be considered a Ranger and eligible for a reduced price staff ticket. This policy applies to 2007 and beyond.

Policy Guidelines

Full priced ticket

- Offered to returning Rangers
- Offered to new Rangers.
- May purchase a full priced ticket for entry to the event at any time.
- To work as a Ranger must attend a training and sign up for shifts

Reduced price Staff Tickets

- Offered only to returning Rangers.
- Not authorized or offered to new Rangers 3. To be eligible for a Staff priced ticket a returning Ranger must have worked at least three full shifts (logged in the data base) the prior year.
- Demonstrate a willingness to work again as a Ranger by attending a training prior to the event and agreeing to sign up for shifts.
- Demonstrate a willingness to work again as a Ranger by agreeing to attend the event training and agreeing to sign up for shifts.

Gift Tickets

- Must be a returning Ranger.
- Demonstrate a willingness to work again as a Ranger by attending a training prior to the event and agreeing to sign up for shifts.
- Demonstrate a willingness to work again as a Ranger by agreeing to attend the event training and agreeing to sign up for shifts.
- There are no minimum requirements to receive a Gift Ticket.
- The Ranger Operations Team in conjunction with other selected Senior Rangers will determine who will receive Gift Tickets.

Ticket reimbursement

- Offered only to returning Rangers
- Must have been selected to receive a Gift ticket by the Operations Team based on prior service to the community
- Must have attended a training and work as a Ranger
- Reimbursement must be requested using the Ranger reimbursement form prior to the end of the event and submitted to the Ranger Department Head.
- All approved requests will be reimbursed at the reduced price staff ticket amount regardless of how much was paid for the ticket.

Ranger Skills and Responsibilities

Patrol

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

On Patrol by Death Valley Kelly

Death Valley Kelly was an active ranger, Shift Lead and Ranger Captain during the 90's in Black Rock City. Death Valley was well-respected by the rangers of that time. His last year as a Ranger was 1998 and he wrote the following piece when asked his opinion on patrolling.

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. (yelling distorts, and adds tension) BE BRIEF! Do not “ummmm” “ahhhhh” 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. When you are dispatched by Khaki at the beginning of your shift you are considered to be “on comm”.

To initiate radio traffic with another Ranger, wait until traffic is clear, then call “<their radio handle> <your radio handle>”. To answer a call to you, simply respond “<their radio handle> <your 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.

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 of the 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.

L is for 'listening'. Listen to all parties, ensure that all have had a chance to be heard, and give their input. Be aware that at times you may have to use your judgment as to who is really involved. Concentrate on the parties who need your direct assistance, and make time for everyone who has legitimate input.

A is for 'analyze'. Once you have gathered all the information that you can, analyze it with your partner. Active deliberation on your part is required, and is backed by the Ranger organization. You have come forward and have 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.

M or 'mediation' then becomes the act of allowing the participants involved to come to the best way to resolve their situation, and for you to make suggestions as a neutral third party. Determine which participants involved may have room to budge, 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 an outcome is reached that would seem to function well.

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 not only by the parties involved, but by other participants later on. The Rangers find themselves as 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

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. (redundant) 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 will be sent if requested (including Law Enforcement personnel if required). Most likely, Khaki will ask you to simply stand at a safe distance and observe/report while Khaki 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. In most situations, one ranger will stay back and monitor radio traffic while the other ranger moves in to take the lead in interacting with the affected participant. 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." Respect the participant's personal space. Be aware that entering their personal space could cause an uncomfortable, or violent response. Also be aware of your positioning skills and body language as discussed in the Ranger Training. 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 a number of resources at our disposal including Sanctuary at Ranger HQ where an individual can go to be alone or talked to, listened to, etc. Remember that in some cases a participant's own camp and friends may be better choice. 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.

Communication

Communication is a complex process. Different perceptions may cause difficulties in the transmission of ideas and information. Here are the seven sins of interpersonal communication and ways to avoid them:

1. **It's Greek To Me!:** Your communication can be effective only when presented in a language the receivers can understand. You need to speak not in your own language or style of thinking but in the language and style of thinking of the receivers. Understand their educational level and their demographics and communicate to them accordingly.
2. **Overload:** Even when communicating in the language of the receivers, you can still lose them if you overload them with too much information or too complex ideas. Use the KISS principle (Keep It Short and Simple)
3. **Biases and Assumptions:** Examine your possible biases and personal assumptions about the issues you're communicating. Disclose your own interests and agendas. The receivers will quickly tune out if they suspect that you have a hidden agenda. By being authentic, you will gain credibility, which is essential for effective communication.
4. **One-Way:** Communication is not just speaking. It's both speaking and listening. One way communication is no communication at all. Make sure to listen and understand the others' needs and points of view.
5. **Ambiguity:** If your message is not clear, or if it can be interpreted in more than one way, it will leave the receivers wondering about what you mean. Make sure that your message delivers a clear, unambiguous meaning.
6. **Wrong Timing:** In certain communications, timing is everything. For example, a message of praise and recognition should not come too late after the fact, or it will lose its effectiveness. The "Better Late Than Never" advice may be true, but a timely message is the best.
7. **Negative Attitude:** Most people don't like negative communication and bad news. Passive, weak, or negative communication will turn people off. Even the most negative, critical, or difficult communication will be better received when presented in a positive, affirmative style. Instead of saying, "This is a terrible idea," why not say, "Tell me how you can make this idea work."

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.

Un-Rangerly behavior includes:

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

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.

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

Gate and Perimeter

Gate & Perimeter exist to keep non-paying people out of the city. As a group, they possess a collective knowledge of behaviors that people exhibit while trying to sneak into Black Rock City. Once Gate/Perimeter makes a call they won't go back on it. As a Ranger you should be aware of this. When entering or re-entering Black Rock City, make sure everyone in your car has a legitimate ticket before you get near the gate. If you suspect a counterfeit, ask the counterfeit ticket-holder to walk through the gate themselves, with their stuff. You can pick them up on the other side. Never separate an un-ticketed person from their possessions. They may not get in and will be stranded without gear. Additionally if you are observed by Gate/Perimeter dropping the person off without their gear you will be considered an accessory.

Do not drop anyone off on the road within 5 miles of the event unless they are undesirable passengers. If you do have to drop a person off for that reason you must explain the situation to the gate as soon as you arrive, otherwise you will be considered an accessory.

Be aware enough to review your own behavior within 5 miles of the event. You ARE being watched and as a Ranger, you are a representative of Black Rock City. It's also a good idea to always have your ticket and/or your laminate whenever you go near the trash fence or gate and always remember to take them with you when you leave the city.

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.

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, Playa Placement, Café, Airport and Arctica.

MARIAN GOODELL (Jackrabbit) – Director of Business Communications and DPW: oversees all DPW set-up and tear down, legal, business processes, regional contacts, public web site, Jack Rabbit Speaks (JRS) internet newsletter, print production (Newsletter and Survival Guide), public communications, media & government relations, communication technology including web, system admin, desktop support, database extranet development, and cat wrangler.

MICHAEL MICHAEL (Danger Ranger) – Director of Genetic Programming, Visionary & Advisor, Director of Special Projects and founder of the Black Rock Rangers.

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

CRIMSON ROSE (Rosie) – Director of Art Management, Special Events Executive Director, Fire Conclave, Releasing the Man, Naked Fire Goddess and Performance Safety Director for Open Fire, Flame Effects and Pyrotechnics.

Burning Man Senior Staff

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

ANDIE GRACE (Actiongrl) – Communications Manager, Regional Contacts, Media team, Print Production, Legal Issues and Assistant to Marian Goodell.

BEX WORKMAN (Bex) – Regional Network Administrator. Supports the Regional Network full time, year round, all things Regional, all the time.

DAVE PEDROLI (SuperDave) – Burning Man Nevada Properties Manager.

DAVE THORNTON (Thorny) – Finance Manager. MeanBean reports to him. All things insurance, vendor and contract consultant.

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.

ERIN MACCOOL (Playground) – Project Manager/Labor Coordinator DPW

GATE: CALEB ANDERSON (C-Load); JEPH WARD (Entropy); SPIDER DAVILLA (Spider) – Cult Leaders of the Gate Staff and Perimeter Teams. They oversee all access functions including: ticket tearing, vehicle searches for stowaways, census, staff IDs (Laminates), and perimeter patrols.

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

HEATHER GALLAGHER (Cameragirl) – Burning Man Technology, Dominatrix, Calendar Production, Documentrix and Photo Editor.

JOHN PROCHNOW (Prochyus) – BMHQ Office Manager

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

CHRISTINE KRISTEN (Ladybee) – Art grants co-ordinator, theme art co-ordinator, image gallery editor, archives , playa artifacts gallery curator.

MARCIA CROSBY (Marcia) – Center Camp Cafe and Arctica (Ice Sales) manager. Also Special Events Team Co-ordinator. Helps with year-round community events such as Flambe Lounge and Decompression.

MATT MORGAN (Hazmatt) – DPW Business Superintendent. Manages purchasing and procurement for DPW and other departments as needed.

RAY ALLEN (Cujo) – Board Shepard, 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.

TERRY SCHOOP (Retro) – Manager of Community Services.

TIM FOSTER (Mean Bean) – Official Bean Counter. Manager of accounting functions, accounts payable, banking, tax filings & related matters. Manager of the Box Office and year round ticket team.

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

WALLY BOMGAARS (Odwallly) – Dept. of Mutant Vehicle Manager & Exodus 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.

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.

ESD 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.

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.

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

Playa Info acts as a sort of “help desk” for Black Rock City. Offering services such as Found Items, a Digital Directory, and map of theme camps.

As needed, you can refer participants to Playa Info for these services:

- **Oracles:** Oracles are well-versed on many topics and help answer questions.
- **Found Items:** If you’ve found a camera, wallet, backpack, or set of keys, bring it to Playa Info; Bicycles are not considered lost until the end of the event and should not be turned in to Playa Info.
- **Personal-use Video Camera Registration:** Personal-use photographers/videographers must register their cameras at Playa Info (professionals need to go to Media Mecca).
- **Directory:** The Directory is a computerized listing of camps, participants, and their locations on the playa. Info here must have been added by participants.
- **Dynamic Board:** The Dynamic Board maps campsite coordinates.
- **Playa Bulletin Boards:** Contain messages about theme camp events and fun things to do.
- **Volunteer Resources:** You can direct participants there to volunteer for many different groups.

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 Authority (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

Rangers on patrol



- 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)



Rangers on a burn perimeter

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.

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 her 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



*Sunset at the Integratron Training
Photo by Atomic*

they are not impaired and appear cognizant. When you see unsafe or survivally-challenged behavior, it is a Ranger's job to bring it to that participant's attention. If a campsite is poorly built and presents a safety hazard to the public, whether it is un-flagged guy wires, unprotected tent stakes or just a general likelihood to blow away, let the people there know that they need to correct it. Tent stakes should be driven below the surface to prevent foot injuries or capped with a protective device.

Beating the heat (and the cold)

Make sure you bring some kind of shade for your camp and try to be less active during the hottest part of the day (save your strength for the night). Use sunscreen, sunglasses, hat and water. If you don't take a few basic steps to protect yourself, the desert's mid-day sun will cook you. When the sun drops over the horizon, temperatures will begin to decrease. Overnight lows in the 40's can seem exceptionally cold after all that daytime sun, so you'll want a warm jacket and a good sleeping bag. Special enclosed fire barrels will be provided in certain areas for burning wood, there will be a burn barrel at Ranger HQ in Centre Camp. Types of wood to use for fires vary: Oak makes a good long-burning fire, Pine makes a hot, fast fire, Eucalyptus makes smelly fires and should not be used for cooking, Redwood should be avoided as is somewhat fire retardant and burns very poorly. Never burn pressure treated (green-colored) wood as it is toxic.

Most common medical problems

- dehydration (lack of water in the body)
- sunburn (including the eyes of those who do not use sunglasses)
- foot and leg wounds from stepping on unprotected stakes and other objects while going barefoot
- burns from playing with and/or in fire
- heat exhaustion

Sleep

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

Food & Drink Safety

Rangers are a respected part of the community and many participants offer to share their food and drink with them. The possible inclusion of psychoactive substances creates a risk that should not be taken lightly. These offers should be politely declined. If you are so inclined, offer to come back when your shift is done, and follow up. Be particularly wary of any consumable offered to you during the evening festivities. Rangers should decline 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 smallest possible profile to the wind. Prevailing winds are from south-southwest. Weight the interior corners of your tent. Use anchoring stakes which are 24" or longer. Drive stakes into playa at a 45-degree angle. Shade and other structure guy ropes should be attached on the stakes as low as possible to playa surface or 2 or 3 inches below the ground if driving stakes flush to playa surface. Guy ropes should be long enough and the stakes far away enough from the structure for the guy rope to come off the stake at about a 90-degree angle. All exposed protruding stake ends must be capped (empty 1-liter plastic soda bottles will do the trick) to prevent foot/leg injuries. Driving your stakes below ground level, then attaching the guy ropes and covering the hole is the most effective safety measure. Ropes or cables used to secure tents should be flagged, preferably with a white or reflective material because they will be hazardous to pedestrians and bicyclists at night.

Waste

All waste must be removed by the participants who generate it. A significant amount of trash can be avoided by repackaging food items before they are transported to the playa. Trash should be stored in plastic bags for removal after the event. Keep wet garbage sealed and separate from dry trash. Use mesh bags for fruit peels and rinds so they can dry. Used plastic water bottles should be flattened and strung together with string to keep them from blowing away. In a crowded camp with large numbers of bare-footed participants, everyone should avoid peeing on the playa. In the event of a problem with on-site portable toilets, you should be prepared to collect your own body wastes for later proper disposal. Urine can be saved in empty, clear-plastic drinking bottles. It is also a good way to monitor your water intake (piss clear). Feces should be deposited into a plastic bag-lined bucket with a tight fitting lid. Kitty litter can be sprinkled in the bucket to absorb moisture and help control odor.

Camping Equipment

Essentials

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

Strongly Suggested

- Sturdy stakes, 12" long (minimum,

soft playa requires deep stakes). For larger tents and shade structures, 36" long ('concrete stakes', available at larger hardware stores, are recommended).

- Open-air shade structures.
- Rope/lanyard – nylon (100 ft or more).
- Rain gear.
- A cooking stove if you expect to heat food or liquid.
- Personal shade, umbrellas, parasols, hats, and sheets; something to break the midday sun.
- Folding cot (the airflow underneath allows for cooler sleeping during the day).
- Eating utensils; i.e. silverware & large bowls. Bowls in general work better than plates-especially if you've got limited space for packing.
- Plastic bottles to cover tent stake ends.
- Bath soap; shampoo and toothpaste, toothbrush, dental floss, mouthwash.
- Witch hazel and cotton pads for skin cleansing without water.
- Toilet paper.
- Bath towel.
- Thermal underwear.
- Sewing kit (personal, and tent repair/canvas).
- String.
- Spare blankets.
- Bicycles (mountain bikes or "cruisers" with balloon tires are best) as well as a lock, spare tires, tubes and tools required to maintain your bike.
- Spray bottles – for cooling off with minimal water
- An extra set of keys for your vehicle.

Food Suggestions

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

Extra cool Rangering’ stuff you may find useful

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

- Sheets
- Duct tape - very useful for many connecting and attaching purposes, however, exposure to direct sun and/or high temperature may cause the adhesive to soften and fail.
- Ground cloth (tarp or plastic sheeting) for shelter structure
- Decorative flags
- Camera & spare film
- Bicycle flasher (attach to a pole to help find your tent at night)
- Spray bottles for misting
- Flags, kites and banners
- Bungee cord (various lengths)
- Water bag-shower bag
- Sponges - for washing dishes, body, etc.
- Rubbing alcohol
- Pot scrubber
- All-purpose liquid soap - useful as shampoo, dish soap, or mouthwash, etc.
- Re-closeable bags (various sizes)
- Grill, charcoal & starter fluid
- Skillet, pots, pans, etc. (w/ lids)
- Folding chairs
- Mallet/hammer
- Water toys
- Battery powered drill
- Flame proof lighter
- Ground pad for under your sleeping bag
- Whistle
- Safety pins
- Watertight protective bags for cameras or electronic gear

Things you thought necessary, but can really do without

- 4-wheel drive vehicle
- Underwear
- Ice

Remember!

You bring it – you take it home...

LEAVE NO TRACE!

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
 - motors, tools, electrical components, wacky novelty items and toys, much more
- Archie McPhee's, 425-745-0711 www.mcphee.com, Seattle, WA
 - rubber chickens, voodoo squeak dolls, spud guns, pink flamingos, etc.
- Real Goods, 800-762-7325 www.realgoods.com
 - solar and alternative energy products and information
- G&M Sales, 415-863-2855, 1667 Market St, San Francisco, CA
 - sporting goods and camping gear, Burning Man friendly
- Oriental Trading Company, 800-228-2269 www.oriental.com
 - really cheap toys, novelty items, giftware, decorations, etc.
- Campmor, 800-226-7667 www.campmor.com
 - really good prices on camping stuff
- C&H Surplus, 800-325-9465
 - motors, solenoids, regulators, meters, cylinders, inverters, relays, etc.
- U.S. Cavalry, 888-888-7228 www.uscav.com
 - military and adventure equipment
- The Sportman's Guide, 800-888-3006
 - military and adventure equipment
- Gempler's, 800-382-8473 www.gemplers.com
 - work clothing, farming & safety equipment and hardware
- Haltek Surplus Electronics, 415-969-0510, 408-744-1333 Mountain View, CA
 - electronics, mechanical stuff, etc.
- Boeing Surplus Store, <http://www.boeing.com/assocproducts/surplus/> Seattle, WA
 - old tools, aircraft components, magnesium, computers, jet turbines, etc.
- Twin City Surplus, 702-323-5630 1675 E. 4th St, Reno, NV
 - camping supplies, sporting goods and lots of unusual surplus stuff and clothing
- The Weird Stuff Warehouse, 408-743-5650 www.weirdstuff.com Sunnyvale & Fremont CA
 - lasers, electronics and computer stuff
- Chemical Light, 800-446-3200 www.tdtravel.com/chemlite
 - cool chemical luminescent products
- Liquid Light, 800-228-6890 Menlo Park, CA
 - glow-things source
- The Lighter Side, 941-747-5566
 - silly novelty items

- The Edge Company, 800-732-9976 www.edgeco.com
- tools, gifts, knives & action gear
- The TentSmiths, 603-447-2344 www.tentsmiths.com
- tents and accessories
- Tarps & Tie-Downs (Hayward, CA) 510-782-8772
- purveyors of fine & cheap tarps & tarp material
- The Wandering Bull 508-226-6074
- American Indian crafts & supplies: feathers, leather, bones, beads, etc.
- Bright Life 516-334-1356
- ice cooler tables, super tape, garden gnomes, etc.
- Into the Wind 1-800-204-5483 www.intothewind.com
- kites, flying toys, devil sticks, colorful nylon fabrics, etc.
- Good Vibrations 1-800-289-VIBE www.goodvibes.com
- sex toys, books, videos, etc.
- Recycled Stuff, Inc. 281-345-6060 www.recycledstuff.com
- close-out tools and tents
- Forest City Surplus 1-519-451-0246
- survival, electronics, camping, tools, gizmos, beakers, whatever
- Shelter Systems 650-323-6202 www.shelter-systems.com
- cool portable dome-like living shelters
- SCHWA Corp. www.theschwacorporation.com
- P.O. Box 6064, Reno NV 89513
- graphically oriented alien humor, sometimes dark and disturbing,
always perceptive
- Cacophony Society, <http://www.cacophony.org/>
- experiences outside the mainstream.

Suggested Reading

- “Managing From The Heart” by Bracey, Rosenblum, Sanford & Trueblood - Kind & gentle leadership.
- “Verbal Judo – The Gentle Art of Persuasion” by George Thompson, Ph.D., Quill - situation management and passive persuasion techniques
- “The Tao Of Poo” by Benjamin Hoff
- Tips on how to reduce stress and deal with life better.
- “Where There Is No Doctor” by David Werner
- Health care in the absence of medical services.
- “Dune” by Frank Herbert - Not so far-fetched science fiction about life on a dry, waterless planet.
- Chuck Dodd’s Guide to Getting Around in the Black Rock Desert & High Rock Canyon – www.19thcenturypublications.com
- The Tipping Point - How Little Things Make a Big Difference – Malcolm Gladwell

A fascinating study of sociological phenomena: epidemics, the crime rate, fads and other virtual memes written for the layperson. Rangers may find it provides valuable perspective on the work in progress that is BM and insights into our role as “change agents”. Very highly recommended.

Reading Suggestions from Allcom

- Mountaineering Freedom of the Hills, Rev. 8
...advice on clothing for extreme environments, first aid, knots, how to tie people up.
- SAS Desert Survival
- The World's Most Dangerous Places – Robert Young Pelton
- Zen Flesh, Zen Bones, Naked Lunch – William S. Burroughs
- Leaving Las Vegas – John O'Brien
- Fear and Loathing in Las Vegas : A Savage Journey to the Heart of the American Dream,
– HUNTER S. THOMPSON
- Survivor – Chuck Palahniuk
- We, the Navigators: The Ancient Art of Landfinding in the Pacific
– David Lewis
- South: The Last Antarctic Expedition of Shackleton & the Endurance – Sir Ernest Shackleton
- Antarctica – Kim Stanley Robinson
- Gödel, Escher, Bach: An Eternal Golden Braid – Douglas R. Hofstadter
- The Electric Kool-Aid Acid Test – Tom Wolfe
- Jaguars Ripped My Flesh, or Road Fever, or A Wolverine Is Eating My Leg – Tim Cahill
- 1984 – George Orwell
- Flight of the Phoenix – Elleston Trevor
- Dhalgren – Samuel Delaney
- The City, Not Long After – Pat Murphy
- 'Are You My Mother? – P. D. Eastman
- The Last American Man – Elizabeth Gilbert

A biography of Eustace Conway, a charismatic, extraordinary outdoorsman of almost supernatural competence. And a cautionary tale about a disillusioned Messiah with an all-too-human Achilles heel. As Rangers it would be wise to bear in mind that not all participants share our ideals or our commitment to the cause.

Useful Contact Information

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Fill this space with your thoughts....

...or just draw some silly pictures

