



# **BLACK ROCK RANGER**

## **TRAINING MANUAL 2008**



**“... 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.”**

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## **THE BLACK ROCK RANGERS ARE A VOLUNTEER ORGANIZATION**

dedicated to the safety of the citizens 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**

**RANGERS ARE PARTICIPANTS** who have chosen to volunteer as guardians of the shared values of the Burning Man community. They are empowered by the community and the Burning Man Board to address safety concerns, mediate disputes, and resolve conflicts when they cannot be resolved by the persons involved. Rangers encourage a community of shared responsibility and only assist the community when needed. The Rangers' primary concern is the safety of people, not property.

Rangers work with all participants as well as emergency services and law enforcement agencies, to help facilitate a positive experience. When needed, Rangers support the tenets of the community and help participants remember their obligation to each other by enforcing its principles. Rangers use non-confrontational communication whenever possible to encourage cooperation and help create a safe environment.

**RANGERS ARE PARTICIPANTS WHO HAVE  
CHOSEN TO VOLUNTEER AS GUARDIANS  
OF THE SHARED VALUES OF THE  
BURNING MAN COMMUNITY.**



# HISTORY

**RANGERS TRADITIONALLY PROTECT** life and natural environments. They patrol a range, by definition an expanse of land, and are members of one or more regional communities. Historically, Rangers were an earlier alternative to local or federal law enforcement covering vast territories, i.e. the Texas Rangers, Arizona Rangers, etc. Rangers are the traditional guardians of our community.

In 1992 Danger Ranger founded the Black Rock Rangers to serve a search and rescue function in the Black Rock Desert. This search and rescue function of the Black Rock Rangers was naturally expanded to include life-safety issues within the perimeter of what was to become Black Rock City. Since the beginning of the event, the city has grown in size and population. In 1996 several accidents and incidents gave rise to concerns about community safety. One result was the establishment of new community standards in 1997 regarding citizen behavior as it involved driving & firearms. This was also the first year that Black Rock City was enclosed by a perimeter fence. Today, as the population of BRC grows larger and more diverse, the role of the Rangers is more critical than ever before.

**“RANGERS  
RISE FROM  
THE DUST  
WHEN THEY’RE  
NEEDED  
AND RECEDE  
WHEN THEY’RE  
DONE.”**

# ON-PLAYA OPERATIONS

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 6 or 8 hour shifts patrol our city and are collectively called Dirt Rangers - they are the soul of the Ranger organization. Rangers spend most of their time out in the dust, walking and bicycling the streets, interacting with participants, offering creative solutions to any predicaments encountered.

## **SHIFT COMMAND TEAM**

On each scheduled shift a Shift Command Team comprised of two or three 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 is the dispatcher, monitoring communications and coordinating Ranger activities throughout Black Rock City. The other Shift Leads 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 Cadres,) Zeitgeist and Tool.

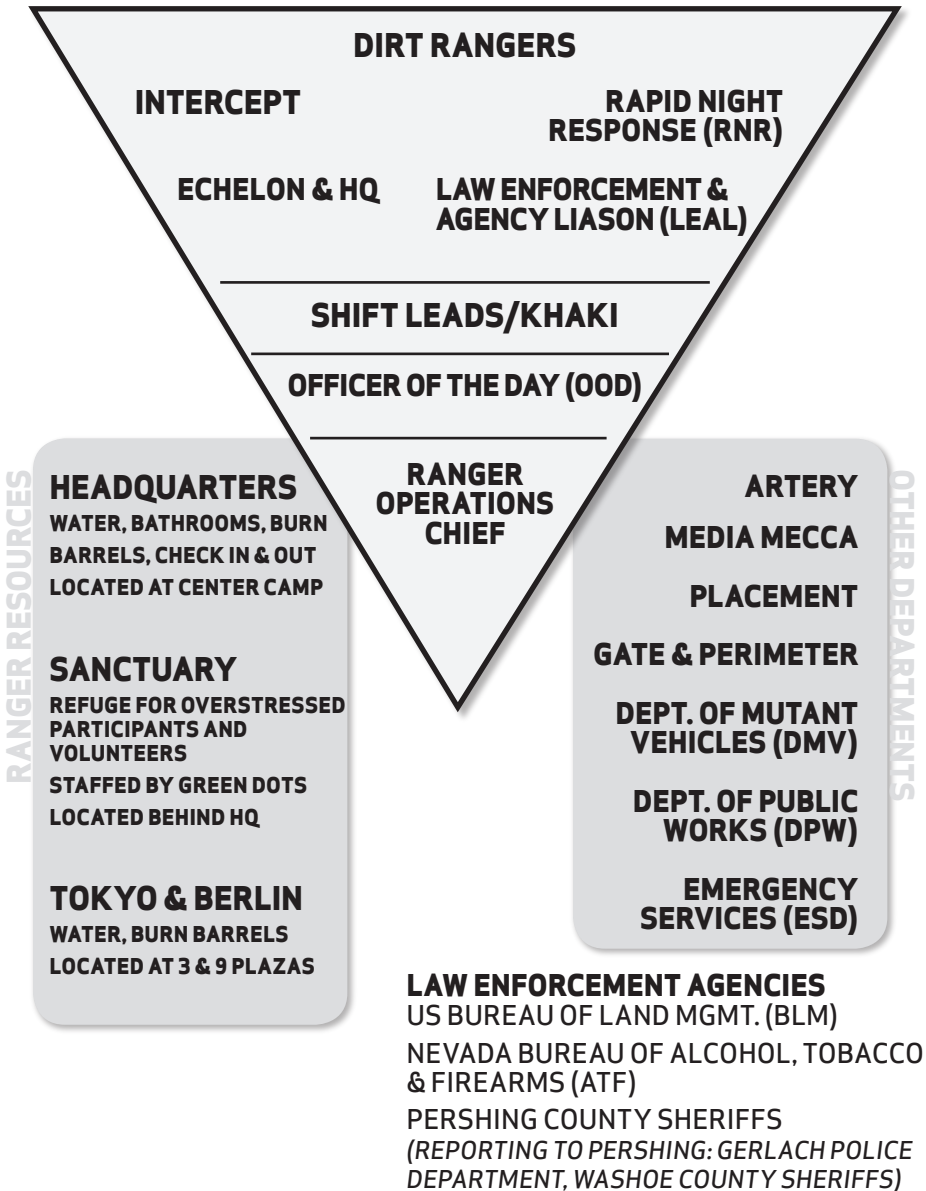
## **OFFICER OF THE DAY (OOD)**

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

## **RANGER OPERATIONS CHIEF**

The Ranger Operations Chief is responsible for all Ranger operations on the playa, including managing the Ranger Department at the event. This role supports the OODs, Shift Leads, and Dirt Rangers over the entire event. This person represents the Rangers at Senior Staff meetings on the playa, and attends daily meetings with Law Enforcement and other outside agencies. During the Event, the Black Rock Ranger Operations Chief is always on call. SeaDog will continue to fill this role in 2008.

# ON-PLAYA SUPPORT STRUCTURE



# RANGER LEADERSHIP THE OTHER 51 WEEKS

In 2008, the Ranger leadership was restructured. The Black Rock Rangers are now governed by the Ranger Council, in consultation with the team leaders on the Ranger Operations Team (Ops Team).

## **RANGER COUNCIL**

**THE RANGER COUNCIL IS THE GOVERNING BODY OF THE BLACK ROCK RANGERS.** Its stated mission is to make strategic decisions, craft policy, manage the budget, and represent the Ranger Department and community to the Burning Man Organization. This group is tasked with forecasting future needs of the Ranger Department over a wide range of topics and ensuring that policies and procedures are developed and implemented to meet these needs. While individual members of the Council may work more frequently with one team or another by virtue of their roles, all teams and members of the Ranger Department ultimately report to the Council as a whole body. Council makes decisions by consensus.

Ranger Council operates differently on playa than it does year round. Due to the fast-paced, ever-changing environment of playa operations, the Ranger Operations Chief may be called upon to make decisions as events unfold. The other members of Council operate in a consulting role on playa.

## **THE TEAM MEMBER ROLES OF THE RANGER COUNCIL ARE:**

**COMMUNICATIONS MANAGER: TIARA** – Facilitates transparency within the Ranger organization and between other departments. Attends Senior Staff, Playa Safety Council (PSC), Ranger Council, and Ops Team meetings and reports back to keep the Rangers apprised of the actions and decisions of those bodies. Actively participates in various forums to communicate messages from the Rangers to other levels of the Burning Man Organization, the Burning Man community, and the public. Operates in a consulting role on playa.

**LOGISTICS MANAGER: TRAPPER** - Develops and manages portions of the annual budget for Ranger operations. Manages purchasing of capital ex-



pense items, supplies and materials to ensure that the Rangers have the supplies and equipment they need. Interfaces with other departments to plan playa infrastructure and responds to deliverable requests at the Senior Staff level to provide other Burning Man departments the information they require from the Rangers. Operates in a consulting role on playa.

**RANGER OPERATIONS CHIEF: SEADOG** - Participates year round in consensus decision-making on the Ranger Council. Provides Council with institutional memory and historical insight into policy and decision making. Functions as the final link in the chain of command structure on-playa: OODs, Shift Leads, operational teams, and Dirt Rangers report to him. Represents the Rangers at a Senior Staff level, to outside agencies and to other departments. The number one priority of the person holding this position is Rangers and the system we have for their support on the playa.

**PERSONNEL MANAGER: APPARATUS** — Oversees issues that affect the recruitment, training, and quality of life for all Rangers volunteering their service on and off the playa. Evaluates and participates in the Ranger Department recruitment, training, mentoring, ticketing, staffing, welfare, and morale programs as well as addressing personnel issues involving individual Rangers. Operates in a consulting role on playa.

**PERSONNEL TEAM: TARMAC AND PEACHES** – Due to breadth of tasks involved in the personnel role, additional members of the Personnel Team serve on the Council in a consulting capacity. They assist in addressing key issues identified by the Rangers, including appreciation within and outside the department, team development, review and streamlining of processes to better meet Ranger needs, and expansion to address event population growth. Operates in a consulting role on playa.

**SPECIAL CONSULTANT: ROCKIT** – Shares insight and wisdom to assist the Council in making sound policy decisions. This is a special position, held by someone capable of offering deep and meaningful perspectives to debate and discussion within the Council. Asks tough questions to increase consciousness and clarify intentions.

**RANGER AT LARGE:** A Council position to represent Dirt Rangers to ensure that voices are heard and that policy decisions are made that meet the needs of our department. On playa this position will continue to operate in its full capacity as necessary.

## **RANGER OPERATIONS TEAM (OPS TEAM)**

The Ranger Ops Team is comprised of representatives from each operational team within our department. Council members are part of the Ops Team and will attend Ops Meetings. The mission of the new Ops Team structure is to inform and consult with the Council on strategic, budgetary, and event-wide issues. It is a forum for Ranger teams to inform and consult with each other on operational issues in order to maximize effectiveness, ensure transparency, allow for checks and balances, and ultimately foster a sense of teamwork through information sharing and mutual support. The Ops Team conducts business utilizing a consensus format.

### **THE 2008 RANGER OPERATIONS TEAM IS AS FOLLOWS:**

- THE RANGER COUNCIL
- DARUBA, representing **Rangers at Large (RALs)**
- SCOUTMASTER, representing **Volunteer Coordinators (VCs)**
- TAO SKYE, representing **Mentors**
- EASY E, representing the **Training Academy**
- ZEITGEIST, representing the **Shift Lead Cadre**
- PARAGON, representing **Green Dots/Sanctuary**
- GEMINI, representing the **Tech Team**
- BIG BEAR, representing the **Law Enforcement Agency Liaison (LEAL) Team**
- ATOMIC, representing the **Art Safety Team**
- FARMER, representing **Rapid Night Response (RnR)**
- BEAST, representing the **Intercept Cabal**
- TWISTED CAT, representing **HQ/Echelon**
- TWINJAMMER, for **Operations**
- LONGPIG, for **Logistics**
- MITHRA, representing Ranger presence at **Special Events**
- FABLE, the **Ops Team Secretary**

# **RANGERS ENCOURAGE A COMMUNITY OF SHARED RESPONSIBILITY.**

# RANGER TEAMS

## **CADRES/TEAMS/ACADEMIES/CABALS/CIRCLES**

**VARIOUS OPERATIONAL TEAMS** within the Ranger Organization require year-round coordination and supervision to administer, plan, and carry out their work at the event. These leadership groups are called by various self-selected names and are made up of experienced Ranger members from each group. Ranger leadership groups make decisions via consensus and then present their ideas to the rest of their teams for further review. They keep the Operations Team regularly apprised of developments within their team through monthly reports. Communication travels in all directions between teams, Ops, and Council

Membership within each cadre is temporary (no tenure) by design. No Ranger may represent a team on the Ops Team while actively participating on the cadre of another. Each Ranger may only represent one group on the Ops Team in any given year. The cadres are dynamic places for people to channel energy and talents into the Ranger Department. One of the major goals of these leadership groups is to train newer members to be ready to assume leadership positions, and recognize when it is time to pass their position on to the next Ranger to replace them. This principle of rotation keeps our teams fluid and fresh while ensuring continuity and effectiveness over time.

## **RANGERS-AT-LARGE (RALS)**

**THE RANGERS-AT-LARGE ARE RESPONSIBLE** for voicing the concerns of Dirt Rangers before the Operations Team and the Council of the Black Rock Rangers. As such, the Rangers-at-Large proactively solicit feedback from Dirt Rangers. Within the limits of default world distances and the realities of available time to serve in volunteer roles, Rangers-At-Large are required to be accessible to any Dirt Ranger that wishes to voice a concern. RALs must be active on the Allcom email list, accessible to Rangers in their regional communities, and available for in-person interaction on the playa. Rangers-At-Large volunteer and/or are assigned some additional action items and responsibilities by the Ops Team and the Council.

**RANGERS AT LARGE  
ARE REQUIRED TO  
BE AVAILABLE TO  
ANY DIRT RANGER  
WHO WISHES  
TO VOICE  
A CONCERN.**

There are 6 RALs in 2008: **Daruba, Idiotbox, Fuzzy, Spatch, Hollywood, and Hellboy**. RALs serve two year overlapping terms so that there are always experienced people for new RALs to learn the ropes from. RAL candidate nominations are requested each year via posts on the Allcom and Announce lists. Interviews are conducted by a group that usually consists of the outgoing RALs and other members of Ops Team and Council. One of the factors in their selection is diversity in viewpoint and geography, and synergy with the existing RALs. Through this, RALs work to represent the wildly diverse group of Black Rock Rangers and create a team that will work effectively for the benefit of all Dirt Rangers.

## **VOLUNTEER COORDINATORS (VCS) AND YEAR-ROUND INVOLVEMENT**

**OUR VOLUNTEER COORDINATORS FIELD INQUIRIES** from prospective Rangers and get them placed in training sessions. The VCs try to ensure that individual Ranger's needs are being met and that Ranging continues to be a rewarding activity. VCs are tasked with assessing both recruiting and retention issues. In addition, VCs manage various off-playa logistical issues such as gift/staff tickets, early arrival, mailing list management, and general information tracking and dissemination. They are usually the first people that applicants come into contact with, and they are always available to veterans with ideas and concerns. The Volunteer Coordinators are most active pre and post event. The 2008 VCs are **Scoutmaster, Shiho, and k8**.

Rangers are not required to do anything more than work a few shifts during the event in Black Rock City. But there are many opportunities to get involved more during the event or during the year. Contact a cadre member or a VC to volunteer for more fun and games.

## **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. The basic elements of Ranging are best taught by example. We have learned over the years that it is necessary and appropriate to evaluate prospective Rangers before bestowing the khaki shirt and hat that identifies them as Dirt Rangers. Not everyone is cut out for Ranging, and after their first shift, not every applicant will feel that Ranging is right for them. Each new prospective (Alpha) Ranger, will walk a shift and be Mentored on the Playa in a setting similar what they will face on a full Ranger shift.

Mentors are responsible for this important and final aspect of Ranger cre-

Rangers Ronin, Longshot and Splinter walking to the mentor cadre meeting. Wednesday afternoon white out, 2006.

photo by haiku



ation. 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. The 2008 Mentor Cadre is comprised of **TaoSkye, Keeper, Haiku, and Longshot.**

## TRAINERS

**THE BLACK ROCK RANGER TRAINING TEAM** develops and reviews a training curriculum designed to reach alpha and veteran Rangers. The training currently covers: the history of the Rangers; what Rangers do; on-playa structure; the art of Rangering; the logistics of Rangering; Ranger approach; active listening; special situations; and what Rangers don't do. After completing training, alphas must successfully complete a mentor shift on-playa to become Rangers.

Trainings are meant to be informative, challenging, and acculturating. Since Rangers have such little time together during the event, the trainings are also a treasured time for building community and swapping stories. Trainings are located across the country. Some happen at regional events, while others happen at local Rangers' homes, public spaces, and even National Historic Landmarks. There is also an on-playa training before the event begins. Trainers are mostly active during the rest of the year. The 2008 Training Academy includes **Keeper** and **Easy E.**

**OUR ROLE HAS BEEN DESCRIBED AS "RIDING THE EDGE OF CHAOS."**

## **SHIFT LEAD CADRE**

**IN ADDITION TO THEIR CRITICAL ROLE IN PROVIDING GUIDANCE** and support to Dirt Rangers on the playa, the Shift Lead Cadre works year round to develop and implement policies in an iterative process involving the Cadre, the Ops Team, and the Council.

## **SANCTUARY / GREEN DOTS**

**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 Dots staff Sanctuary, a Ranger resource for participants, volunteers, and staff members who need a respite in a quiet, safe environment. The leadership of this team is called the Green Circle, and for 2008 it consists of **Blackswan, Calamity Jane, Jackal, Nafun, Paragon, and Rockit**.

## **TECH TEAM**

**THE TECH TEAM SUPPORTS ALL RANGER TECHNICAL NEEDS.** This includes pre-event application development to enact needed enhancements to the shift sign-up and sign-in database, moving the database on and off playa, and on-playa administration and troubleshooting. The Tech team assists with off-playa maintenance and cleaning of HQ and other technology and set-up/tear down of those resources. The Tech Team also manages radio cataloging. Improved resource allocation and streamlining of information gathering and storage processes is a goal of this team.

## **LAW ENFORCEMENT AND AGENCY LIAISON (LEAL)**

**LEAL IS THE ACRONYM USED TO IDENTIFY A SMALL GROUP OF RANGERS** who work as Law Enforcement Agency Liaisons (LEAL). On the radio, the on duty LEAL member is referred to as **“Zebra.”** 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 plays a crucial role in this vital area. The LEAL Manager chairs the Daily Agency Meeting, at which information collected by the Rangers and concerns of the Law Enforcement agencies are exchanged. The LEAL Manager for 2008 is **Big Bear**.

**THE BLACK ROCK RANGERS ON THE LEAL TEAM ARE DEDICATED TO THE FOLLOWING:**

1. **ESTABLISHING COMMUNICATION AND RAPPORT** with the multi agency consortium of Law Enforcement and other Public Agency personnel involved in administering and serving Burning Man.
2. **WORKING WITH LAW ENFORCEMENT AND AGENCY PERSONNEL** to attain the best possible alignment between the needs of the Burning Man Project and the citizens of Black Rock City. If appropriate, the LEAL team encourages Black Rock Ranger-mediated dispute resolution instead of law enforcement action.
3. **SERVING AS A RESOURCE FOR BURNING MAN** through the LEAL Team Manager and Black Rock Ranger Department Head. In this role, the LEAL Team Manager and/or the Black Rock Ranger Department Head will function as selective interventionists, communicating Law Enforcement and Agency concerns to the Burning Man Organization as well as relating concerns of the Burning Man community to Law Enforcement.
4. **ACTING (PRIMARILY) AS INFORMATION GATHERERS** for the benefit of Burning Man when Law Enforcement is present on a scene.
5. **IN SITUATIONS INDICATING POSSIBLE INTERVENTION** by Law Enforcement, to facilitate information sharing, positive interactions between Burning Man citizens, the Black Rock Rangers and Law Enforcement.

**RANGERS ASSIST THE COMMUNITY  
ONLY WHEN NEEDED.**



Rangers return to HQ after the Crude Awakening burn, 2007.

photo by keeper

## **RANGER ART-SAFETY TEAM**

FORMERLY KNOWN AS THE THE “DANGEROUS ART LIAISON TEAM”, the Ranger Art-Safety Team is responsible for coordinating Ranger activity with regard to art safety. This group functions as part of the Performance Safety Team (PST), which includes representatives of the Art department, ESD, Fire, DPW, Fuel Storage, licensed pyrotechnicians, and other advisers. The PST’s goal is “safe execution of Open Fire, Flame Effects, and/or Pyrotechnic art installations”. This group reviews and permits performances, art installations, and theme camps, to use, and/or store, flammable materials. The Art-Safety Team speaks for the Rangers and their safety concerns with the PST, helps coordinate safe performances and burns with regard to their logistics, perimeters, and staffing (should Rangers be needed), and most importantly, relay the PST permit information (who, what, when, and where) to the Ranger Shift Leads, and Law Enforcement. There is at least one Art Safety Liaison on duty each day, and more than one may be active depending on the number of large scale burns scheduled. This is the fire safety team, and the team responsible for the perimeter of the man. All Rangers are encouraged to work burn perimeter, and are guided in this duty by the Ranger Art-Safety team. The Art-Safety team is led by **Atomic** for 2008.

**THE RANGERS’ PRIMARY CONCERN IS THE SAFETY OF PEOPLE, NOT PROPERTY.**



## RAPID NIGHT RESPONSE (RNR)

RNR was created about a decade ago by Silent Wolf, with the purpose of getting qualified rangers to serious situations fast, amidst the challenging and complex nighttime environment. The team's role has evolved somewhat, yet the basic premise remains unchanged. RNR's tasks are diverse, often requiring creativity as well as interdepartmental and event-wide savvy. Team-building and individual capability are central to the team's success.

RNR may be an ideal situation for Rangers who are fit, nocturnal, and fully engaged, and less so for those who desire consistency of structure/support, ease, appearance, and recognition. The team is led by **Silent Wolf** and **Farmer**. Their informal motto is "we were there 10 minutes ago."

## INTERCEPT

Intercept has two specific tasks. Primarily, Intercept addresses vehicle safety concerns within Black Rock City. Their other key mission is to convey how seriously we take vehicle safety to the various Law Enforcement Agencies who would otherwise take matters into their own hands. This is the most important point in understanding Intercept and many other Ranger duties: if we don't handle it ourselves, someone else will.

The Intercept program is framed in a manner to present itself as a safety plan to Law Enforcement Agencies in a format they can understand. The Intercept manual is not written as a list of rules and regulations, with specific consequences and response. Rangers must have a lot of leeway and discretion to address issues, without being constrained by protocol.

Intercept works closely with Khaki, Dirt Rangers, other Ranger departments, and DMV to help keep our community safe. The 2008 Intercept Cabal includes **Beast**, **Crow**, **Gemini**, **Wicked**, and **Vegas**.

## ECHELON

The purpose of Echelon is to have Rangers supporting Rangers in the logistical details that make all of our work possible. The tasks performed by Echelon are of a time-sensitive, behind-the-scenes, fun, chaotic, and sometimes surreal nature. Rangers working Echelon will interact with other Burning Man departments, connect with the community, and gain insight into the inner workings of Black Rock City. Beginning in 2008, all members of Echelon will train and go through the Mentoring process to become Dirt Rangers. Echelon is comprised

**"IT IS ONE OF LIFE'S  
BITTEREST  
TRUTHS THAT  
BEDTIME  
SO OFTEN ARRIVES  
JUST WHEN THINGS  
ARE GETTING  
REALLY  
INTERESTING."**

Lemony Snicket,  
*Horseradish: Bitter Truths  
You Can't Avoid*



Ranger Atomic helps hold a burn perimeter, 2007.

of three teams; HQ, Build, and Field Logistics.

**BUILD TEAM** – The Build Team is responsible for marshalling people and other resources from within the Ranger Department as well as other Burning Man departments to ensure that the physical plant of Ranger HQ and the Outposts are built, operate properly during the event, and then disappear into the dust (well, back to the containers) after the event, leaving no trace that the Rangers were there. The Build Team is led by **Junkyard, Twinjammer,** and **LongPig.**

**HQ TEAM** - The office staff manages the many vital functions of Ranger HQ including event and shift check-in & check-out, HQ operations, scheduling, database updates, reports, and a fair amount of “Rangering from the window”. The HQ team is led by **Mere** and **Twistedcat** for 2008.

**FIELD TEAM** – The field team provides a broad range of logistics support to the Rangers including, but certainly not limited to: locksmith, transport, carpentry, mechanical, procuring and delivering water, fuel, supplies, box meals, meal tickets, coffee delivery to stationary posts, etc. The Field Team is led by **Boiler.**

## **SPECIAL EVENTS**

**SPECIAL EVENTS IS A NEW OPS POSITION CREATED IN 2008.**

The person holding this seat on the Ops Team will coordinate Ranger presence at year-round events such as San Francisco Decompression and other large-scale happenings coordinated by Burning Man’s Special Events team. This person may be asked to consult with other outreach groups such as the Black Rock Arts Foundation. This position must be held by a Black Rock Ranger in good standing, and will be selected in consultation with the head of the Special Events Team. **Mithra** holds the Special Events seat on the Ops Team for 2008.

# OTHER BURNING MAN DEPARTMENTS

The Ranger Department interacts with many other Burning Man Departments (for a complete list and descriptions, see *The Way It Is*). Khaki will generally handle communications with other departments. However, it is important for all Dirt Rangers to be familiar with these groups in case Khaki requests that you contact these teams directly for assistance or cooperation, and you may encounter or work with them on Patrol. Dirt Rangers regularly interact with:

**EMERGENCY SERVICES DEPARTMENT (ESD) INCLUDES MEDICAL, FIRE**, (see following section for information). ESD's dispatcher is the central dispatcher for the entire city, and is available by calling for "Black Rock" on Channel 911. The most common reasons for Rangers to contact ESD are for medical emergencies, safety emergencies (such as unplanned fires, structures about to fall on participants, etc.) and criminal acts (a complete list of situations that MUST be reported to ESD/LE can be found in the Ranger Protocol and Special Situations section).

**DEPARTMENT OF MUTANT VEHICLES (DMV) FOR QUESTIONS OR CONCERNS ABOUT VEHICLE REGISTRATION AND OPERATION.** Sometimes Rangers share logged instances of repeat vehicle offenders with DMV, or request information on numbered mutant vehicle license stickers. If participants are unaware of DMV rules and regulations, Rangers educate them and/or send them back to the DMV or back to camp if the DMV is closed. If vehicles / participants repeatedly violate DMV rules, the vehicle may be sent to Long-Term Parking outside the Gate.

**DEPARTMENT OF PUBLIC WORKS (DPW) FOR ANY ISSUES RELATED TO STRUCTURES, POWER, ROADS, OR OTHER BRC INFRASTRUCTURE.** Typical requests for assistance from DPW include power outages at BM structures, cleanup of downed structures, holes in

the trash fence, etc. DPW does not normally assist participants with camp issues unless they are posing a safety concern to other participants, in which case they may happily come out to tear down the offending structures and break them into a thousand pieces.

**ARTERY FOR ISSUES RELATED TO REGISTERED ART INSTALLATIONS.** Usually Rangers contact Artery on behalf of artists who need help, or if they have questions about the safety of art installations.

**THEME CAMP PLACEMENT - FOR QUESTIONS OR CONCERNS ABOUT THEME CAMPS.** Typical requests include locations of theme camps, questions about the borders of the city residential areas, and requests for direct assistance for newly arrived participants. Camp Placement is not a directory service for participants trying to find each other - send them to Playa Info instead.

**Remember, do not contact these teams directly unless asked to do so by Khaki, but be prepared to interact with them at any time.**

## LAW ENFORCEMENT (LE)

**THE LAW ENFORCEMENT OFFICERS (LEOS) YOU MAY ENCOUNTER** in Black Rock City wear various uniforms. A very few are undercover and do not wear uniforms. The following agencies will be present during our event:

**Federal Bureau of Land Management**

**Pershing County Sheriff's Office and law enforcement personnel from other counties under contract with Pershing County**

**Washoe County Sheriff's Office**

**Nevada State Health Department**

**Nevada Highway Patrol**

**Drug Enforcement Agency**

Law Enforcement often defers to the Black Rock Rangers (BRR) to handle many situations on playa that they might otherwise handle themselves because of the positive, collegial relationship that BRR and LE have developed based on mutual trust. To maintain this important capacity that allows us

to manage many aspects of our event as we feel appropriate, we need to keep our relationships and interactions with LE positive and constructive. If you feel that you are going to have a negative interaction with LE, you should walk away from the scene and report your concerns to a LEAL rep or your Shift Lead immediately. Do not try to “take on LE” even if you feel they may not be observing protocol.



When you encounter LE in Black Rock City, always treat them with friendliness. Make them feel that interacting with a Black Rock Ranger is always a positive and/or constructive experience. If we treat them as welcome guests, they will, in turn, be much more likely to treat us as a resource they can rely upon.

In the case of a stressful scene on-playa, approach LE with caution and deference. They are trained to treat all individuals at a scene as potential sources of danger, and they are not as attuned to your Ranger costume as a behavioral clue as you are to their uniform, gun, and badge. Ask for permission to approach and to speak to them if you feel it is appropriate to do so. However, interactions with LE on a scene should almost always NOT be the domain of the Dirt Ranger. Leave these interactions to LEAL Team members, the LEAL Team Manager, Shift Leads, OODs, or the Ranger Operations Chief. Most of these individuals know many LEOs on personal bases, have ongoing relationships with many LEOs, and are trained and practiced in the ins and outs of LE interactions.

**IF YOU FEEL YOU ARE GOING TO HAVE A NEGATIVE INTERACTION WITH LAW ENFORCEMENT, WALK AWAY FROM THE SCENE AND REPORT TO A LEAL OR SHIFT LEAD REP IMMEDIATELY.**

**Reminder:** if you are having trouble dealing with a LEO on playa, do not become part of the problem. Cap your emotions, step down, and kick it sideways (with your information and perspective communicated at the same time).

# RANGER RESOURCES ON THE PLAYA

## **RANGER HQ**

**HQ IS THE RANGER BASE OF OPERATIONS.** It is several buildings and structures, including the Echelon office, a shaded lounge area in front, the Officer of the Day office, and the Shift Command office (a.k.a. the Khaki shack). There's also a storage container, a water supply, and several other resources that will be discussed during Training. For Rangers, HQ is the first and last place that they visit during a shift. For participants, HQ is a convenient place to find Rangers. For Law Enforcement, HQ is a common meeting point, especially when dealing with situations handled by Rangers and ESD. HQ is located in Center Camp.

## **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.

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 its staff are happy to help all Rangers who need a friendly ear. Sanctuary should not be used as a "drunk tank." Remember that Sanctuary is a resource, and in most Green Dot calls, not a necessity. 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".

## **RANGER OUTPOSTS**

**TOKYO AND BERLIN ARE RANGER OUTPOSTS IN WHICH RANGERS CAMP**, and which participants visit to find Rangers. Each consists of a public lounge area with burn barrels and a water supply, and a more isolated camping area away from the streets. Tokyo is located at the "top" of the city at the 9 o'clock plaza, and Berlin is located at the "bottom" of the city at the 3 o'clock plaza.

# BLACK ROCK RANGER RESPONSIBILITIES

## DUTIES

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 (see page 37)

Keep all roads clear for pedestrians, bicycles and emergency vehicles

Inform participants of potentially hazardous weather situations or conditions

Mediate situations and/or disputes between participants (see page 25)

Observe interactions between participants and outside agencies as needed (see page 21)

Maintain safety perimeters and scene control as needed (see page 33)

Assist participants in acclimating to the Black Rock City environment

Provide other non-confrontational mediation and safety activities as needed

# 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.

## 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 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.

**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.

**WHETHER YOU ARE A SEASONED VETERAN  
OR A FIRST TIME RANGER ON PATROL  
YOUR PRESENCE AND PERCEPTION  
ARE VALUABLE TEAM ASSETS.**

Ranger Death Valley Kelly, 1998



# RANGER SKILLS

Ranger Skills are the techniques employed when engaging in conflict mediation and resolution.

## **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 'LISTEN'.** 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

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 a Shift Lead if you are uncomfortable or find yourself in an escalating situation.

### 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:

**It's Greek To Me!** Your communication can be effective only when received 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.

**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)

**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.

**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.

**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.

**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.

**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."



The Rebar Ceremony invites Alpha Rangers to join the Ranger community, 2007.

## **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 an ideal of the “model Ranger”. As the model ranger is neither a static nor determined state, and given the fact that we Rangers 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.

# **IT HELPS TO REMEMBER THAT AS A RANGER YOU ARE STILL JUST A PERSON.**

# RANGER PROTOCOLS

## THE WAY IT IS

EACH YEAR, A MEETING CALLED THE WAY IT IS (TWII) occurs during the beginning of August. At this meeting, procedures involving a variety of situations and departments are discussed. All Rangers are welcome to attend. This year's TWII meeting will be held on Saturday August 2nd at BMHQ. Following the meeting, copies of The Way It Is document may be requested from the Communications Manager (Tiara).

## INFORMATION FOR ALPHAS

### THERE ARE A FEW STEPS TO CLEAR IN BECOMING A RANGER.

First, Alpha Rangers attend a training, where they receive lots of information about who Rangers are, what role they play in the Burning Man community, and how to best serve the community's needs. They refine conflict mediation skills and become updated on information specific and relevant to the particular year. Alphas should subscribe to the ranger-new-volunteers email list (go to <https://lists.burningman.com/mailman/listinfo/ranger-new-volunteers-announce>)

Next, Alpha Rangers go through the mentoring process. Mentor shifts operate Monday through Wednesday (or Thursday morning, if necessary), 9 AM - 3 PM and 4 PM - 10 PM. Do not attempt to do your mentor shift immediately after arriving on the playa, but do try to complete it early in the week. Show up well rested, and with everything you'll need to walk for 6 hours in the dirt. Arrive at Ranger HQ (located on the 6:00 Keyhole), check in with Echelon at the window, and hang out in front of HQ until the mentors call over the Alphas to begin the mentoring shift.

During the mentor shifts, Alphas will spend 3 hours with a small group of other Alphas and a mentor. Then, the teams and mentors will split up and change (or "scramble"). These short shifts are designed for Mentors to get an idea of how Alphas interact with Participants and other Rangers, and how Alphas orient themselves within Black Rock City. Some tips include: always know where you are, be friendly but not invasive, listen and think before you speak and act, don't be afraid of your radio!

At the end of your mentoring shift, your mentors will meet as a team to discuss your shift. They will reemerge after a little while to tell you if you passed or not. If you passed, please take some time to sign up for shifts with Echelon at the HQ window. You are also welcome to attend the Rebar Ceremony in which new Rangers are welcomed into the Ranger community.

If you didn't pass, please know that we really appreciate you coming out and giving Ranging a try. Think about what your mentors cited as reasons for being bonked (see glossary), and consider trying again next year. Finally, enjoy your time in Black Rock City! There are lots of ways to volunteer and participate.

## **SCHEDULING FOR SHIFTS**

**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 costume.** Some shifts may already be filled. An alternate shift 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.

**WE HIGHLY ENCOURAGE RANGERS TO WORK DURING THESE TIMES:**

**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

**SATURDAY LEADING UP TO THE BURNING OF THE MAN** and the events immediately following

**SUNDAY AND MONDAY** are also very important shifts to fill

The only requirement we impose is that Rangers must work a shift on Saturday (any shift is acceptable).

## **SHIFT COMMITMENT**

**IF YOU COMMIT TO A SHIFT YOUR COMMITMENT IS EXPECTED AND YOU ARE COUNTED UPON.**

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

Rangers are encouraged to make their costume unique.



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.

# RANGER EQUIPMENT

## RANGER HANDLE/NAME

ALL RANGERS WILL HAVE A RADIO HANDLE (name) that becomes their Ranger community moniker. For better communications, ideally, radio names should have at least 2 syllables, and preferably no more than 3. Thought should be given to selecting a handle that you will respond to readily, is distinct from existing Burning Man handles, and is in keeping with the spirit of Rangering. New Rangers may be asked to alter their first choice of names to minimize the potential for confusion in radio communications.

## COSTUME

IN A CITY WHERE CLOTHING AND COSTUMING EXPLODES WITH COLOR AND VARIETY, the tan-colored Ranger costume 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 costume while on duty and may not work naked - your genitalia must be covered. Feel free to add ornamentation such as patches, pins, cloth and other objects to make your costume unique. Accessories that are utilitarian or display humor and/or art are en-

couraged. 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 costumes 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 backpack / 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.

## **ARRIVING ON SCENE**

### **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. It is imperative that you maintain radio contact with Khaki, as your radio is your umbilical cord to the rest of the Rangers. Do not put yourself in harm's way. In hazardous situations, backup 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.



The last standing of  
the Man, 2006.

photo by jason unbound

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 a 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 counterproductive 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 antagonistic 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.

#### 4. RESOLUTION

Before leaving the scene, make sure that all parties understand the resolution. This is the E (Educate) in FLAME. You might need to keep Ranging in order to arrive at an ending place. Make sure that Khaki knows the situation is clear, and has any relevant information should the issue arise again. Also confirm with Khaki the area of the City in which you are needed next.

### 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> <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.

**YOU CAN BE  
“OVER”  
OR YOU CAN  
BE “OUT”  
BUT YOU CAN  
NEVER BE  
“OVER  
& OUT”**

## **OTHER RADIO TIPS**

**THERE ARE TWO TYPES OF CHANNELS USED BY RANGER RADIOS** - normal and trunked (indicated by a "T" before the channel name). When using a trunked channel, wait an extra second for the beep to transmit.

For 2008, we may have several COMM and TAC channels dedicated to Ranger use during shifts, as well as two special channels:

**T RANGER CHAT** - the return of the Ranger Chat, or Ranger Love, channel means that Rangers now have a place to gossip, argue, recite poetry, yodel, and otherwise make noise unrelated to patrol. Please remember that this, and all channels, may be monitored and keep transmissions appropriate.

**T STANDBY** - the channel formerly known as COMM3 is available to any Ranger that wants to be on call while off duty; it's especially useful for those Rangers that like to sleep with their radios. It should remain silent unless the Shift Command team decides that it really needs extra hands to help out. Any Ranger with an event radio can use T Standby.

## **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.

## **CONTINGENCY PLANS**

**THE BURNING MAN ORGANIZATION HAS CREATED A VARIETY OF CONTINGENCY PLANS FOR ALMOST ANY SITUATION IMAGINABLE.** When you are notified that a contingency plan has been activated, you are to continue your current volunteer role and stay in your designated work area unless designated otherwise by one of your Shift Leads (except if there is an immediate safety hazard). The Shift Leads have all of the contingency plans and will provide instructions as needed.

## **LEAL PROTOCOL**

**THE BURNING MAN PROJECT AND THE BLACK ROCK RANGERS HAVE HISTORICALLY HAD A GOOD WORKING RELATIONSHIP WITH LAW ENFORCEMENT ON THE PLAYA.**

Dirt Rangers can interact with the LEAL Team in three very constructive ways. First, if you see a LEAL Team member (called Zebras on the radio) at a

scene with law enforcement implications, and you are one of the Rangers on scene with timely information, make sure you or a Shift Lead brief the Zebra as to what has gone down and what may be going down ASAP, especially if Law Enforcement is involved. Secondly, the LEAL Team needs all of the significant positive and negative information from the last 24 hours to share at the Daily Agency Meetings. Make sure your Shift Lead or OOD has that info in a timely fashion, or fill out a Law Enforcement Feedback form yourself and give it to the Zebra on duty at the time of the incident. The LEAL team are Ranger response and Ranger backup on playa in any situation that has Law Enforcement implications. Remember that Zebras are experienced Rangers, are on duty 24/7, have specially marked vehicles for ready identification, and are ready to work with any Ranger in the service of and to the benefit of the citizens of Black Rock City.

## **SITUATIONS THAT MUST BE REPORTED TO LE**

**IN ACCORDANCE WITH STATE AND FEDERAL LAW**, the stipulations of our permit from the Bureau of Land Management require that anyone encountering the following situations report them immediately:

**Lost child**

**Child abuse, elder abuse, or domestic violence**

**Sexual assault**

**Any other physical assault**

**HOW TO REPORT:**

**Request shift command respond to scene**

**DO NOT put out nature of call on radio**

## **EVICCTIONS**

**OCCASIONALLY, A SITUATION ARISES IN WHICH PARTICIPANTS ARE ASKED TO LEAVE BLACK ROCK CITY.** This occurs only when a participant acts in a way that directly contradicts and sabotages the community standards. A few Rangers have the role of "007". When a shift lead decides that a situation might require that a participant be evicted, she/he calls for two 007s. If both 007s agree, the participant will be ejected from the event. This decision is only made by the 007s; Dirt Rangers should not ask for a 007. Khaki will do that if it's necessary.

## **LOST CHILD**

**OFTEN WE JOKE THAT NOBODY IS LOST IN BLACK ROCK CITY** until the event is over, but when a child is lost in Black Rock City, everything else stops until that child is found. This is a very important issue to the parents, the child, the Rangers, and Law Enforcement.

The protocol for reporting a lost child is:

1. **Before getting any more information, IMMEDIATELY CALL IN that a child is missing – use “break break” if necessary.**
2. **Next, gather essential information from the participant:**
  - Name, age, height, weight, and clothing of child
  - Location and time last seen
  - Names of parent/guardians
  - Relationship of the participant reporting (if not a parent/guardian)
3. **Khaki will request the information after contacting LE and Gate (gate will be closed in most instances)**
4. **STAY WITH THE PARENTS**
5. **All other Rangers should keep the channel clear except for emergencies**
6. **All other Rangers should write down description, and look around for the lost child**
7. **After the child has been located, Rangers with the child can arrange to meet Rangers with the Parents**
8. **Rangers cannot release a child to the parents without the OK of a Shift Lead and Law Enforcement on scene**

## **LOST PARENT**

**A LOST PARENT IS A LESS SERIOUS BUT STILL URGENT INCIDENT.** Rangers encountering an obviously lost child should call in the incident to Khaki and then gather the appropriate information listed in Lost Child above. Optionally, you can attempt to help the child find his or her parents. Don't assume that every child wandering alone is lost - he or she might just be heading to the port-o-potties or getting a drink at Center Camp Cafe. Observe and ask if you're unsure.

## **MEDICAL EMERGENCY**

**RANGERS WHO ENCOUNTER PARTICIPANTS HAVING MEDICAL DIFFICULTIES** on playa should engage the participants and call Khaki. Call Khaki, state you are with a participant needing medical evaluation. Khaki will then ask for details. Give the following pieces of information (known as the SEND protocol):

**CHIEF COMPLAINT** (i.e. cardiac, diabetic, laceration, etc)

**INCIDENT TYPE** (i.e. illness, accident, fall victim)

**IS THERE MORE THAN ONE PERSON INJURED?**

**APPROXIMATE AGE?**

**CONSCIOUS: Yes/No?** (if Yes, are they alert?)

**BREATHING: Yes/No** (if Yes, are they having difficulty breathing?)

**ILLNESS AND AGE: Is there chest pain?**

**ACCIDENT OR INJURY CASE: Is there severe (spurting) bleeding?**

Note that the participant's name is not on this list - you should find out this information if possible, but do not transmit participants' names over the radio in a medical situations.

Khaki will then go to another channel to get you a medical response and call you back. When Khaki calls you back, one member of your team should stay with the participant, while the other should keep an eye out for the responding medical team.

### **THREE IMPORTANT THINGS TO NOTE:**

**FIRST, IF YOU HAVE CALLED FOR A MEDICAL EVALUATION,** you should stay with the participant until the help arrives.

**SECOND, BE MINDFUL OF THE ENVIRONMENT AROUND YOU,** make sure that the same thing that injured the participant doesn't injure you.

**THIRD, BEAR IN MIND THAT UNLESS YOU HAVE PROFESSIONAL MEDICAL CREDENTIALS** (First Responder or above), you aren't qualified to diagnose medical conditions. Describe what is happening in terms of symptoms (dry skin, lowered level of consciousness, burns) rather than making diagnoses (dehydration.)

## **MENTAL HEALTH BRANCH (MHB)**

**REPORTING REQUIREMENTS TO THE ESD MENTAL HEALTH BRANCH** (call sign “CIT”, for Crisis Intervention Team) – 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**

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

## **GREEN DOTTING**

**“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?)

**Seems like it will take more than a few minutes**

**Involves more Kleenex than duct tape**

**Problem seems more internally/emotionally rooted than externally/physically rooted**

**Circumstances where campmates or family members identify someone who is not acting themselves**



Rangers create the perimeter for the burning of the Man, 2006.

photo by james davidson



## **BURN PERIMETERS**

**THE RANGER ART-SAFETY TEAM ORGANIZES AND LEADS** burn perimeters, and any Ranger can participate. For the larger perimeters, such as the Man burn on Saturday night, signup sheets are available at Ranger HQ, and other Departments may contribute volunteers to assist the Ranger Department. For smaller burn perimeters, Shift Leads often request volunteers over the radio.

The basic protocol for a burn perimeter is:

### **PREPARATION:**

- Gather at the meeting point (which might or might not be the perimeter location)**
- Check in with perimeter leader**
- Receive instructions**
- Proceed to perimeter location, take your position**
- Get to know other Rangers and volunteers near you**

### **AT YOUR POSITION:**

- Be entertaining and educate participants**
- Get the front row to help you**
- Try to get as many rows to sit down as possible**
- Ask participants to leave bicycles far outside the perimeter**

## ONCE THE FESTIVITIES START:

Crouch so you can move quickly

Face the crowd, not the pretty flames and explosions (or turn so you can see both)

During most perimeters, radio communication can be difficult to maintain, especially without a noise-canceling headset

For large perimeters, communication is performed verbally and radio traffic is limited to quadrant leads

## HANDLING RUNNERS:

For smaller perimeters, be creative - try waving your arms, Asking politely in a calm voice, or just pointing back at the crowd

For larger perimeters such as the man burn, assume that The “sandmen” - rangers in the inner perimeter - will catch And handle “runners”

Do your best to keep participants from breaking perimeter, But do not touch participants!

## WINDING DOWN:

Wait until given all clear by perimeter leaders and then proceed to check-in location - nobody can leave until everyone checks in!

If/when the perimeter breaks, get yourself out of the way! Your safety comes first

## **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.

## **VEHICLES**

**ALL RANGERS SHOULD WATCH FOR VEHICLES OPERATING UNSAFELY** in Black Rock City and attempt to Ranger the situation. Use your best judgment in determining whether a vehicle is posing a safety hazard; the guidelines are:

**Vehicles should travel at a safe (around 5 mph or less) speed; dust trails are a good indication of excessive speed**

**Vehicles should not operate during whiteouts**

**Vehicles should not operate on the esplanade or pedestrian walkways (except for law enforcement)**

**Vehicles should not be operated while under the influence or while stupid**

**Vehicles must be stickered**

Rangers do not chase vehicles. Feel free to radio other Rangers with the location and trajectory of the vehicle to see if anyone else is ahead of it, or just yell ahead to participants to get them to stop the vehicle. Intercept is available to assist if needed for vehicles on the inner playa.

The protocol for advising a vehicle operating unsafely is:

**EDUCATE** - simply advise operators on the guidelines for safe operation and explain that community safety is important

**ESCORT** - for repeat offenders or bad excuses, offer to escort a vehicle - to the DMV for a sticker, or back to camp for the night

**EJECT** - repeat offenses or bad violations of guidelines can earn a vehicle a trip to "Long-Term Parking" outside the city gates, where it can safely stay for the rest of the event

## **VEHICLE STICKERS**

**THE DEPARTMENT OF MUTANT VEHICLES (DMV) AND THE ARTERY** issue stickers to place on vehicles registered and permitted to operate on the playa. There are several types of stickers that allow operation in

different conditions (the various stickers are on display at Ranger HQ and the DMV for reference):

**Day - permitted to operate during daylight hours**

**Night - permitted to operate during night hours**

**Open playa only - no operation on the streets of the city**

**Flame effects - permitted to operate pyro effects!**

**Artist - permitted to drive to and from art installations  
(no joy-riding)**

Stickers are permits for vehicles, not drivers.

## **LOST AND FOUND**

**NO ONE IS LOST IN BLACK ROCK CITY.** Disoriented adults 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. Misplaced children should be kept in place (see the Lost Children protocol).

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. Tags and registrations are available at outposts.

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.

# INTERNAL POLICIES

## **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**

## **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.

## **SEXUAL HARASSMENT**

**HARASSMENT AS DEFINED WITHIN THE BLACK ROCK RANGER DEPARTMENT** is any unwelcome verbal or physical conduct engaged in, on account of a person's sex, race, ethnicity, age, sexual orientation, disability, or religion.

Sexual harassment as defined within the Ranger Department policy may consist of, but is not limited to, any unwelcome touching, stalking, repeated requests for a date after someone has said "no," continuing to engage in sexual discussion or banter after being asked to stop, or similar behavior.

Harassment is conduct unbecoming of a Ranger and will not be tolerated, regardless of who engages in it.

### **What should you do if you feel you are being harassed?**

If you are uncomfortable with the way in which another Ranger is interacting with you, for any reason, the best thing to do is F.L.A.M.E the situation with that person, as soon as possible after the interaction takes place. That said, in harassment situations, people often do not feel comfortable confronting the harasser directly – because of fear, anger, embarrassment, hot button issues, etc. If you are not comfortable dealing with the situation directly, or if you are still concerned after speaking with the person, again, do what Rangers do – kick it sideways by reporting it (see the next section).

### **How can you report harassment?**

If you have been harassed, or have witnessed someone else being harassed, and F.L.A.M.E'ing the situation has not worked, you should report this to your Manager / Shift Leader. You may at any time go directly to the Ranger Operations Chief (the most confidential method of reporting). If your Manager / Shift Leader or the Ranger Operations Chief are not available, you should report the incident to the Officer of the Day or a Personnel Team member.

Gossiping about what occurred, posting about it on Allcom or public bulletin boards, or taking the matter outside the Ranger Department is generally counterproductive and does not ensure confidentiality. You should be aware that anonymous reports are nearly impossible to investigate. Likewise, the Ranger Leadership cannot take meaningful action when the person making the complaint does not identify the alleged harasser or provide details about what occurred.

### **What happens when someone makes a report?**

Reports of harassment are very serious. The Ranger Operations Chief



Rangers walk to the Man, Burn Night 2007.

photo by atomic

will investigate reports of harassment and will take remedial measures when appropriate. If you have made a report and are one of the principal people involved, you will be notified of the findings when the investigation is complete.

### **Will my report be kept confidential?**

Information about harassment reports will be kept confidential and only shared on a need-to-know basis to complete the investigation.

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.

# APPENDIX A: RANGER EVENTS

THE EVENTS LISTED BELOW OCCUR DURING THE WEEK OF BURNING MAN. Come celebrate Rangering with us! For the most current information, speak with Echelon.

<b>Event</b>	<b>Approximate Time + Location</b>
Rebar Ceremony to welcome new Rangers	M- Th, 3:30 PM, Ranger HQ
Social for all Rangers	Tuesday night, Berlin
Burn Perimeter & Walk to the Man	Saturday, 6:00 PM, Ranger HQ
Pin Ceremony to honor all Rangers	Sunday afternoon, Ranger HQ
Social for all Rangers	Sunday night, Tokyo

## OFF-PLAYA EVENTS

THERE ARE SEVERAL WONDERFUL OPPORTUNITIES to use your Ranger skills throughout the year. Rangers are needed at:

**Decompression**

**Regional Events**

**Other Burning Man events, such as Flambe Lounge, BRAF events, etc.**

The spirit of Burning Man has grown and spread throughout the country and around the world. Burners have brought the playa back to their local communities (and not just on their camping gear) by hosting large and small-scale burner events in such far-flung localities as New Zealand, London, South Africa, Tokyo and Texas. These events vary significantly in size and scope. Some are well established and some are flying blind. These events and their organizers welcome the involvement of experienced Black Rock Rangers and many regional events have their own Ranger groups like the TOAST Rangers, NW Rangers, Interfuse Rangers and the Pyropolis Rangers. For more information on regional events and contacts see: <http://regionals.burningman.com/>

If an event is a sanctioned/official regional event then Black Rock Rangers can work it wearing items that say Black Rock Ranger. If it is not an official event then Rangers are still free to volunteer, but may not wear clothing or items bearing the name Black Rock Rangers or the Ranger logo.



# APPENDIX B: COMMUNITY RESOURCES — BURNING MAN ORGANIZATION

## THE BURNING MAN ORGANIZATION AND THE BURNING MAN PROJECT

are managed by the Board. The Burning Man Senior Staff (BMSS) reports to the Board and functions on a city council management model. The BMSS is comprised of the members of Black Rock City LLC (a legal entity), the Burning Man Board, and other Burning Man managerial staff members. The Black Rock Rangers are a department within Black Rock City operations. They are part of the Playa Safety Council along with ESD, Gate, and DMV.

## BLACK ROCK CITY LLC

**LARRY HARVEY (Swordfish)** – 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)** – BRC Operations Manager: Director of the Playa Safety Council: Rangers, ESD, Gate, 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. Oversees internal communications and trainings.

**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. Founder of the Department of Public Works. On-playa weather man.

**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 Network, Media team, Print Production, Legal Issues and Assistant to Marian Goodell.

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

**CALEB ANDERSON (C-load)** – Gate Department Manager. Oversees construction of Gate infrastructure.

**DAVE THORNTON (Thorny)** – Finance Manager. Reads bank forms. Fills in insurance forms. Crunches budgets. Administers vendors and contracts.

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

**DUANE HOOVER (Big Bear)** – Law Enforcement Agency Liaison (LEAL) Team Manager. 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. Creates order from disorder.

**GREG MILLER (SeaDog)** – SeaDog is the Ranger Operations Chief. Responsible for the overall operations of the Ranger Department on the playa, which include Ranger operations, LEAL, Sanctuary, and Echelon.

**HEATHER GALLAGHER (Cameragirl)** – Burning Man Technology Department Manager, Calendar Production, Documentrix, Photo Editor, and Image Lead.

**JEPH WARD (Entropy)** – Gate Department Manager. Oversees electronic security.

**JOHN PETTITT (Trapper)** - Ranger Logistics Manager. Trapper ensures that Rangers have equipment and supplies they need, manages the budget, and coordinates with other Departments.

**JORI HAYNER (Tiara)** - Ranger Communications Manager. Attends more meetings than you can believe. Prepares agendas, minutes, and summaries to disseminate information within the Rangers and to other Departments.

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

**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.

**PETER KRANZ (Moebius)** – Gate Department Manager. Oversees Perimeter operations.

**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.

**SETH SCHRENZEL (Seth)** – Exodus Manager. Organizes getting everyone safely out of Black Rock City.

**SPIDER DAVILLA (Spider)** – Cult Leader of the Gate Team.

**TERRY SCHOOP (Retro)** – Community Service Departments Manager. Airport, Arctica, BMIR, Café, Earth Guardians, Greeters, LampLighters, Placement, Playa Info, Recycle Camp, Shuttle Bus.

**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)** – DPW Site Manger, First crew on the Playa - survey / set up. Last crew off the playa-city dismantling.

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

**ZABED MONIKA (Zabed)** – Burning Man Office Administrative Manager

## **PLAYA SAFETY COUNCIL (PSC)**

Chaired by the Director of Community Services. The PSC consists of ESD Dept. Head, Gate Managers, LEAL Manager, all members of the Ranger Council, 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 (for more information on any of these groups, please see The Way It Is document).

### **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 and the 3 o'clock and 9 o'clock plazas, Arctica provides the valuable service of ice sales, allowing participants to get needed ice for food storage, beverages, or whatever else can be done with ice in a desert.

## **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. Passengers must take event ticket stubs to be readmitted to Black Rock City.

## **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 glare of the sun, 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**

Earth Guardians are the environmental arm of Burning Man. They conduct hot springs patrols, nature walks, and educational outreach to Black Rock City citizens. 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, Mental Health, 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.

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

**Dispatch:** “Black Rock” Dispatch coordinates responses for ESD, REMSA, 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 Rangers. On burn night, at the rally points outside the crowd and at-large incidents, Communication Officers are dispatched to manage incident communications.

**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 ESD station. 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 stations.

**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.

## 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. This year, Exodus is being folded into Gate operations.

## Gate

The Gate is the initial entry point to the playa and Black Rock City when arriving at

Burning Man. The role of Gate (including 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 cameras 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 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.

**Missing Persons:** Playa Info tries to handle messages from participants that have left the playa.

## 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.

# APPENDIX C: DESERT AWARENESS

**AS MENTIONED, RANGERS TRADITIONALLY PROTECT THE LAND AND NATURAL ENVIRONMENT.** While most of our efforts at Burning Man are focused on participants, Rangers can offer a deeper understanding of the terrain on which the Burning Man event is held. The Black Rock Desert is a unique and historical site with much to offer.

The Black Rock Desert landscape consists of the largest playa (dried lakebed) in North America and surrounding wind-formed mounds, sheet sands, dunes, alluvial slopes, terraces, foothills and mountains.

At the center of this landscape is the Black Rock Playa, a relict lake barren except for sparse, local occurrences of stunted bud sage and greasewood in disturbed areas, and bordered by scattered hot springs. This playa is perhaps the largest remnant of the ancient Lake Lahontan which once covered much of Northern Nevada, and had a surface area of over 8500 square miles. The existence of Lake Lahontan coincided roughly with the first appearance of humans in that region of North America. Archaeological evidence exists along the ancient lake shore of early human habitation.

Underlying the playa are thousands of feet of water-saturated saline silt and clay, with interbeds of fine-textured lacustrine silt and clay sediments interbedded with coarse deltaic, beach, offshore and lake deposits as well as several hardpan layers.

The playa is the discharge location for a runoff area of about 2,600 square miles. A major portion of the runoff comes from the Quinn River valley which extends from southeastern Oregon, about 150 miles to the north. Numerous, small ephemeral and one intermittent stream (Mud Meadows Creek) contribute the rest. During late fall, winter and spring, when 70% of the annual precipitation occurs, the playa surface is normally wet and may be covered with as much as five inches of standing water. During this time superficial surface impacts from motorized traffic are minimized or obliterated. Surface clays swell and salts dissolve, surfaces are fluffed up through freeze and thaw action and wind sweeps standing water around, scouring and planing the surface.

Playa elevations vary from about 3,500 feet above sea level at the southwestern edge near the town of Gerlach, to nearly 4,000 feet along the margins to the north and northeast. The higher elevations are: Granite Peak at 9,510





The Black Rock Desert.

photo by rob alinder

feet above sea level; Black Rock at 4,240; Pahute Peak (Big Mountain) at 8,508; and Donnelly Peak at 8,491.

The Black Rock playa is Y-shaped and runs north/south, with the Black Rock Point located at the split of the "Y". There are two main dirt roads (called tracks) running north/ south. These are the West Track and the East Track, named for their location on the playa. (The West track runs north/south on the West side of the playa.) In the East end of the playa is the infamous Quinn River Basin, generally the most wet and/or least traversable area of the playa, where the largest mammoth ever reported was found in the mud.

Four historic trail segments pass along the Playa margins and dune areas. The 1848 Applegate-Lassen National Historic Trail, and the Nobles 1852 and 1856 Trails are part of the California Trail system. Captain John C. Fremont's 1843-44 Exploration Route also extends through the Playa.

Three or four inches of dry surface dust can give the feeling of mud and can slow vehicles down. As long as you have dust behind your vehicle, you're in good shape. But if dust is minimal, you should get out and kick into the surface to find out the situation. Rangers must always be aware of playa conditions and changes. Local inquiry and consulting other users may prevent serious problems.

# APPENDIX D: 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** - the central dispatcher for Black Rock City, operated by ESD

**BRAF** - Black Rock Arts Foundation; the mission of the Black Rock Arts Foundation is to support and promote community-based art that generates social participation

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

**Black Rock Gazette** - defunct 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

**Blue dot** - member of EMS or REMSA; used to refer to a Ranger with Medical training before ESD split off from the Rangers; often used to request medical assistance over the radio

**Bonked** - did not pass mentoring process.

**BORGz** - group of local artists who challenged the Burning Man art process in 2006

**BRC** - abbr. 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** - abbr. for Citizens Band radio

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

**Comm** - abbr. 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; member of the LLC

**Darkwad** - an unilluminated participant; when Rangers find darkwads, asleep or otherwise not moving in a vehicle or pedestrian area, they often mark them with spare or borrowed glowsticks

**Decompression** - community gathering post-playa to help burners re-enter the “regular” world

**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

**Doobie Lane** - a folk-art, monument-lined road near Gerlach, built by Doobie Williams, who passed away at age 76 in 1995

**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

**Esplanade** - innermost road facing the Man in BRC; there is a North and a South Esplanade

**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 1950s; 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)

**Greater Spire** - DPW-built, lamplighter-hung lamppost with 4 lanterns; Greater Spires are the only type lining the main processional between Center Camp and the Man, and are excellent navigational devices in whiteout conditions, when intoxicated, and after the Man is burnt

**Green dot** - Ranger or MHB member trained in psychological counseling; often used to request assistance over the radio for participants that may not react well to words like “counseling,” “mental health,” or “crazy as a loon”

**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** - abbr. for Incident Command System, an action plan to be used by the Rangers and other Departments 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** – member of the Ranger Shift Command team acting as dispatcher; monitors communications and coordinates Ranger activities throughout Black Rock City

**Khaki** - durable, tan-colored clothing which has become the standard costume 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. “gets it”

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

**LE** - Law Enforcement

**LEAL** - Law Enforcement Agency Liaison; a Ranger Department special team

**Lesser Spire** - DPW-built, lamplighter-hung lamppost with 2 lanterns; this is the most common style of lamppost

**LEO** - Law Enforcement Officer

**LLC** - abbr. 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

**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 by Moonwalkers

Rangering the elusive and dangerous Playa Chicken.

photo by haiku



**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

**OOD** - Officer of the Day

**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; refers to the Black Rock Desert upon which BRC is built.

**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 gifting is featured

**Project, the** - term for the Burning Man Project; organization name

**Promenade** - the spire-lined pathways that lead out to The Man

**Quinn River** - located at the north-east side of Black Rock; this springtime 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, publicly accessible campsite/complex and base of Ranger operations

**Rebar** - cheap steel rods often used for tent stakes

**Red dot** - member of the firefighters group of ESD; used to refer to Rangers with fire-fighting training before ESD split off from the Rangers; rarely used today

**REMSA** - abbr. for Reno Emergency Medical Services Association; a contracted private provider working with ESD

**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

**Runner** - participant seeking to cross a burn perimeter to commune with the pretty flames

**Scanner** - an electronic device used to listen in on radio communications

**Skimmer** - a vehicle or art car which is traveling on or in 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

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

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

**Stick, the** - nickname for the Man

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

**TAZ** - abbr. 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

**The Way It Is (TWII)** - Annual meeting at BMHQ. This year's meeting is August 2.

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

**Trigger words / trigger issues** - any word or situation that may result in a heightened emotional state (i.e. bitch, stupid, lost child, etc.); Rangers attempt to monitor themselves and remove themselves from a situation if trigger words or trigger issues impair their ability to mediate effectively

**Tokyo** - name of Ranger outpost station on the North side of Black Rock City (T for top)

**UHF** - abbr. 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

# APPENDIX E: SUGGESTED READING LIST

*The Collaborative Way - A Story About Engaging the Mind and Spirit of a Company* by Lloyd Fickett and Jason Fickett - Burning Man's adopted management style guide

*Managing from the Heart* by Bracey, Rosenblum, Sanford, Trueblood - kind and gentle leadership

*Verbal Judo - The Gentle Art of Persuasion* by George Thompson, PhD - situation management and passive persuasion techniques

*The Tao of Pooh* by Benjamin Hoff - tips on how to reduce stress and better deal with life

*Where There is No Doctor* by David Werner - healthcare in the absence of medical services

*Chuck Dodd's Guide to Getting Around in the Black Rock Desert and High Rock Canyon* by Chuck Dodd - [www.19thcenturypublications.com](http://www.19thcenturypublications.com)

*The Tipping Point - How Little Things Make a Big Difference* by Malcolm Gladwell - examples of the way small ideas and actions have large effects

# APPENDIX F: USEFUL CONTACT INFO

## BURNING MAN

P.O. Box 884688, San Francisco CA 94188-4688

(415) TO-FLAME

<http://www.burningman.com/>

## BLACK ROCK RANGERS

Website: <http://rangers.burningman.com>, E-mail: [rangers@burningman.com](mailto:rangers@burningman.com)

This email address can be used to report confidential information as well.

Ranger LLC Member - Harley K. Dubois

(415) 865-3800, ext. 103, e-mail: [harley@burningman.com](mailto:harley@burningman.com)



