



**BLACK ROCK
RANGER
2011 MANUAL**

**“...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.”**

J.D. Salinger, The Catcher in the Rye

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.

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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.

RANGER 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. 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.”**

BECOMING A BLACK ROCK RANGER

THERE ARE A FEW STEPS TO TAKE TO BECOME

A RANGER. First, prospective 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. Once you have attended a Ranger training, you are considered an Alpha Ranger.

Alpha Rangers go through a mentoring process on the playa. Mentor shifts operate Sunday through Wednesday. 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 30 minutes early to

phas to begin the mentoring shift.

During 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, in a process we call the 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, and 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. You'll be invited to enjoy a cup of coffee at Center Camp or just hang out. 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 (Thursday, 5 PM, at HQ) in which new Rangers are welcomed into the Ranger community.

If you didn't pass, please know that we really appreciate that you came out and gave Rangering a try. Think about what your mentors cited as reasons for being bonked (see glossary), and consider trying again next year. The skills that you learned in training can also translate into your life experience. Finally, enjoy your time in Black Rock City! There are lots of ways to volunteer and participate.

BECOMING A RANGER

ATTEND A RANGER TRAINING.

SIGN UP FOR A MENTOR SHIFT.

SHOW UP FOR YOUR SHIFT 30 MINUTES EARLY.

ENJOY YOUR 6-HOUR SHIFT WITH YOUR MENTOR.

YOUR MENTORS WILL LET YOU KNOW IF THE RANGERS ARE A FIT FOR YOU THIS YEAR.

check in, and bring everything you'll need to walk for 6 hours in the dirt (including a snack!) Arrive at Ranger HQ (located in Center Camp), check in with the Mentor Short, and hang out in front of HQ until the mentors call over the Al-

TIPS FOR YOUR MENTOR SHIFT:

ALWAYS KNOW WHERE YOU ARE

BE FRIENDLY BUT NOT INVASIVE

LISTEN & THINK BEFORE YOU SPEAK & ACT

DON'T BE AFRAID OF YOUR RADIO!

BLACK ROCK RANGER RESPONSIBILITIES

IT IS THE PRIMARY RESPONSIBILITY OF RANGERS TO PRESERVE THE SAFETY, WELFARE, AND QUALITY OF EXPERIENCE OF OUR COMMUNITY.

BLACK ROCK RANGERS SHOULD:

Provide information and serve as a community communications conduit.

Prevent vehicles from endangering pedestrians, bicyclists and campsites

Keep all roads clear for pedestrians, bicycles and emergency vehicles

Inform participants of potentially hazardous weather situations

Observe interactions between participants & outside agencies as needed

Maintain safety perimeters and scene control as needed

Assist participants in acclimating to the Black Rock City environment and community

Mediate situations and/or disputes between participants

Address and report any instances of non-consensual physical or sexual assault

Provide other non-confrontational mediation and safety activities as needed.

Always stay in radio communication with Khaki while on shift.

Always have their partner's back while on shift.

Avoid the temptation to just point & laugh.

BLACK ROCK RANGER SKILLS F.L.A.M.E.

RANGER SKILLS ARE THE TECHNIQUES EMPLOYED WHEN ENGAGING IN CONFLICT MEDIATION AND RESOLUTION. 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, both 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 STANDS 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. Listening is a powerful tool, not only for getting information but also for establishing a rapport with your fellow citizens of Black Rock City.

A STANDS 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 Ranging.

M STANDS FOR MEDIATION.

Mediation allows 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. Whenever possible, facilitate the parties reaching their own joint solutions and having ownership of the mediation process; people are much more likely to stick to a solution that they feel they've had some hand in coming up with.

E STANDS FOR EXPLAIN.

E is the 'explanation', and completes your 'FLAME-ing' of the situation. Explaining the outcome of the mediation process to everyone involved ensures that all parties have come to a consensus that they can agree with (or at least live with for a week in the desert).

This is not always 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. While maintaining the confidentiality of the individuals involved in any given situation, you will often be asked by neighbors to explain the outcome, later that day, that evening, the next morning.

BLACK ROCK RANGER SKILLS 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

Remember, everyone has a “Good Reason” for what he or she does.

When body language and words come into conflict, words will lose every time.

Use “we” and “us” to generate connection with people.

Never order someone to “CALM DOWN!”; calm them down by your manner and performance.

The less ego you show, the more control you will have over a situation.

Be aware of your “trigger words” and your “trigger issues.”

Never lose self-control – walk away before you do and 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 a debate: ACT!

Let them have the last word, as long as you're doing the last act.

BLACK ROCK RANGER SKILLS 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."

BY BEING AUTHENTIC, YOU WILL GAIN CREDIBILITY.

TRANSCENDING THE MODEL

THE TOOLS AND CONCEPTS TAUGHT IN RANGER TRAINING stem from our ideas about what makes up a “Model Ranger”. However, it is not effective to have a “model” walking around the playa, thinking about all of the newly learned skills and trying to use them separately and individually.

A real Ranger is more than the sum of a set of tools and concepts; a real Ranger can rise above the model, integrate, and surpass what they learned in training. By transcending the model you will live and work within the boundaries of the tool set provided and find your own style that is shaped by your gut, heart, mind and training. You will become the model Ranger that you aspire to be.

Transcending the model happens over time; it cannot be forced and takes practice. All you can do is authentically be who you are and try to learn from the interactions you have. If you are relaxed, not thinking about every move you make, but instead integrate the concepts as your own, you are a Ranger, not a walking toolbox.

Avoid trying to have the perfect solution, or even just trying to look like you do for the sake of your ego. We cannot be Black Rock Rangers if we expend all of our energy thinking about what the ‘Rangerly’ response should be. As Rangers, and citizens of Black Rock City, we owe each other and ourselves authenticity in our interactions and our relationships.



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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 encouraged. Accessories that send a message of hostility or aggression are discouraged. Items of clothing with a current war motif or camouflage designs should be avoided. Black/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. 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/Camelbak, please alter it in some manner to reflect the 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 which have a different set of channels and cannot directly communicate with Dirt Rangers on Control 1. Khaki, acting as a Ranger dispatcher, will monitor Ranger channels and 911, dispatching Rangers as needed. A new channel has been added this year to all radios: Ranger Common. This will allow other departments to communicate with more Rangers.

When a Ranger with a radio is on duty, he/she is "on comm." Generally all Rangers will share the same channel; however, on a busy shift the city may be divided into multiple channels.

Don't lend your radio to anyone or allow anyone to communicate over your radio. And don't drop your radio in the port-a-potties, or you lose TWO turns.

PERSONAL EQUIPMENT

A Ranger should carry these items while on duty:

BOTTLE OF WATER WITH STRAP OR BELT ATTACHMENT

QUICK-ENERGY SNACK FOODS (JERKY, TRAIL MIX)

EYE PROTECTION

CLOTHING FOR CHANGES IN TEMPERATURE

MAP OF BLACK ROCK CITY

NOTEBOOK AND PENCIL

SMALL FLASHLIGHT

WHISTLE

MATCHES OR LIGHTER

BICYCLE WITH LIGHTS (IF BIKE MOBILE)

KNIFE OR UTILITY TOOL

DUST MASK OR HANDKERCHIEF

A STURDY BELT FOR YOUR RADIO

RADIOS

THE MOST IMPORTANT PART OF RADIO TRAFFIC IS FIGURING OUT WHAT YOU WANT TO SAY. To get the maximum information across in a radio transmission in the shortest time use your ABC's:

- A—ACTION** Identify what actionable item you are reporting. Put that first in your transmission.
- B—BRIEF** Make it short. Action item, location, THEN specifics.
- C—CLEAR** If you are out of breath, agitated or excited, take a moment to get your information and yourself clear. Make sure the channel is clear of traffic before you transmit.

Listen before you transmit. If the channel is clear, proceed. Wait until any ongoing conversation is over before starting another. This requires listening for more than just a few seconds. Always wait a couple of seconds 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—yelling distorts and adds tension.

Always try to speak clearly and slowly. Do not “ummmm,” “ahhhhh” or hold the microphone key down without speaking. Avoid lengthy statements—allow the person on the other end a chance to inform you if the transmission is unintelligible or that other traffic takes precedence.

To initiate radio traffic with another Ranger, wait until traffic is clear, then call “<their handle> <their handle> <your handle>”. To answer a call to you, simply respond “<their handle> <your handle>”. You’ll also sometimes hear people say “GO FOR <their handle>”.

Rangers with radios should be aware that 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, to ensure that your radio will not die out when you really need it. The basic rule is, change your battery when you can.

Radios can be inadvertently keyed when you sit down, ride your bike, or give someone a hug. While you have the radio keyed, no other traffic can happen on the radio except in the brief spurts. When this happens, you will hear “OPEN MIC,” often transmitted in a frustrated voice by a frazzled Khaki. Be aware of your radio so that you don’t accidentally key your mic; if you hear “OPEN MIC,” check your radio to make sure you’re not the culprit. Do not broadcast during an open mic; it is Khaki’s responsibility to track down the offending radio.

There are two types of radio channels—conventional and trunked (indicated by a “T” before the channel name). Both types of channels will beep before you can transmit. Wait for the tone before speaking into the microphone. For 2011 we will have several COMM and TAC channels dedicated to Ranger use during shifts, as well **RANGER ON CALL**—this channel is available to any Ranger that wants to be on call while off duty but doesn’t want the chatter of an operational channel. It should remain silent unless the Shift Command team decides that it really needs extra hands to help out. Only the Shift Command Team can broadcast on Ranger On Call.

ON-PLAYA OPERATIONS

DIRT RANGERS

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

OPERATIONAL LEADS/TEAMS

On each scheduled shift Rangers who have trained with or committed to operational teams can sign-in as a team member rather than a Dirt Ranger. These Operational Teams serve as additional resources for Khaki during the shift and, when not fulfilling the specialized roles of their team, function as Dirt Rangers providing additional coverage throughout the city.

SHIFT COMMAND TEAM

The Shift Command team is comprised of several different roles (Khaki, Shift Lead, OOD, Note Taker, Cruise Director, and RSCI) which are responsible for the smooth running of on-shift operations.

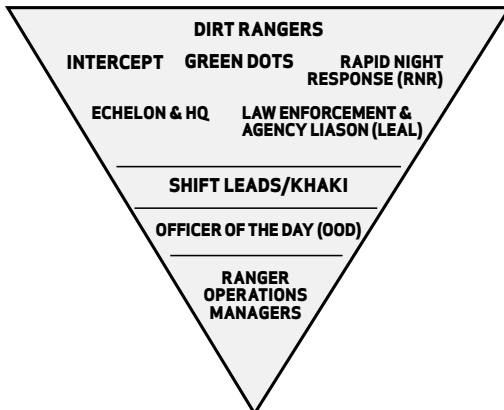
OFFICER OF THE DAY (OOD)

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 on-duty Shift Leads, and keeps the Ranger Operations Manager informed of situations as they develop.

RANGER OPERATIONS MANAGER

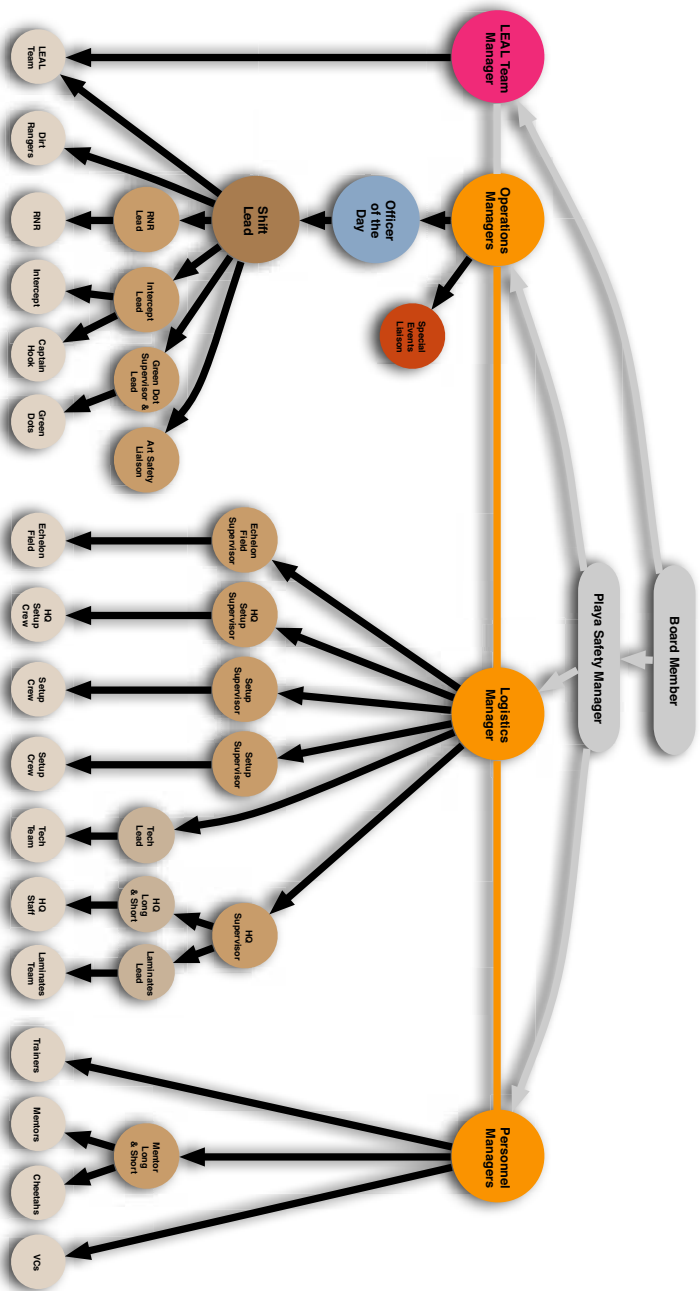
The Ranger Operations Manager is responsible for all Ranger operations on the playa. This role supports the Rangers over the entire event. This person represents the Rangers at Senior Staff meetings on the playa, and attends daily meetings with Law Enforcement and other outside agencies. During the Event, a Black Rock Ranger Operations Manager is always on call.

ALL RANGERS ARE DIRT RANGERS FIRST.



BLACK ROCK RANGERS

2011 Org Chart



SCHEDULING 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. Once you have attended a training, you can sign up for either a mentor shift (if you're an Alpha Ranger) or for your dirt shifts by going to <http://rangeroffice.burningman.com>. If you are on the playa, signing up for shifts at Ranger HQ ahead of time is required. Some shifts may already be filled. Ideally, your schedule should be finalized before you hit the playa.

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.

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. 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 time has ended, contact Khaki.

Ranger shifts are generally 6½ hours long; we ask that you show up 15-30 minutes before the scheduled start of your shift. You should also expect to stay 15-30 after the shift is over while the next shift is briefed and sent out.

If you have completed your shift and have the Art of Ranging still flowing through your heart, you may volunteer to stay on duty. If you do, your extra level of commitment is appreciated. Tell the shift lead assigning patrols your specific time commitment so he or she can plan and implement operations more cohesively.

WE ENCOURAGE RANGERS TO WORK DURING THESE TIMES:

DURING PERIODS OF CRISIS (SEVERE WEATHER, CIVIL UNREST, LARGE 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 AFTER.

SUNDAY AND MONDAY

Experience in recent years indicates that our greatest need for Rangers is staffing shifts after Friday at midnight. For that reason, we are no longer requiring Rangers to work the Burn, but we do expect every Ranger that doesn't need to leave the event prior to the final weekend to work at least on shift on either Saturday, Sunday, or Monday.

ON PATROL, YOU ARE THE MOST VISIBLE PART OF THE RANGERS. YOU REPRESENT THE RANGERS & TO MANY PEOPLE YOU ARE THE RANGERS.

RANGERS ON PATROL

RANGERS PATROL BLACK ROCK CITY during scheduled shifts in pairs, on foot and by bike, 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 also 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”: an awareness of citizen dynamics, safety issues, Ranger resources, and shift-specific objectives. Develop an overview in your mind’s eye of where the other teams assigned to your area are and what they are involved in, adjusting your patrol pattern for maximum area coverage.

Awareness also applies to your partner and to radio traffic. Do not lose sight of your partner during your shift (with the obvious exception of using the blue room facilities) and always maintain a quality of attention to the radio traffic going on in the background. Learn to listen and be aware of the city and the radio at the same time.

PATROL DEPLOYMENT

RANGER TEAMS WILL BE DEPLOYED BY KHAKE. Stay on duty in your assigned area. Don’t “reassign” yourself. If you feel that you 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.

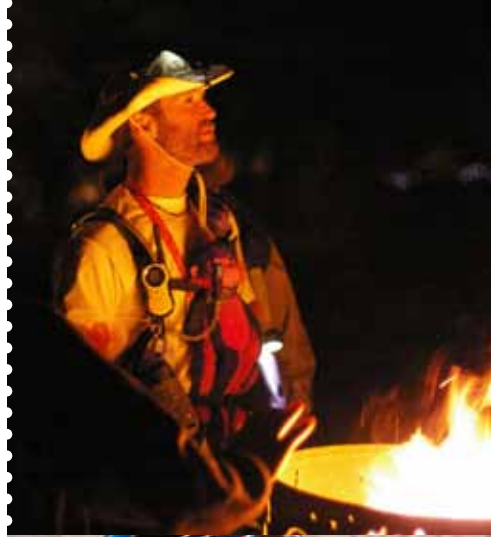


PHOTO BY CURIOUS IDSH

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 link 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 participants' personal space. Be aware that entering their personal space could cause an uncomfortable, or violent response. Also be aware of your positioning skills and body language as discussed in the Ranger Training. Speak calmly and casually. Often people resort to agitated or violent behavior when fear leads to feeling overwhelmed or inability 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 involved 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-gendered Ranger should be present; if you need a differently-gendered Ranger, ask Khaki to send someone to your scene.

If someone is provoking events, try to get them off the scene. If they won't back off, emphasize that you are trying to cool things down. Ask the antagonist questions, such as "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 (Explain) in FLAME. You might need to keep Rangering 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.

PHOTO BY KAYA WINN. ALL RIGHTS RESERVED



SITUATIONS YOU MAY ENCOUNTER

BURN PERIMETERS

ANY RANGER CAN, AND IS ENCOURAGED TO, PARTICIPATE IN BURN PERIMETERS. For the larger perimeters, such as the Man burn on Saturday night, signup sheets are available at Ranger HQ, and other departments or artists may contribute volunteers to assist the Ranger Department. For smaller burn perimeters, Shift Leads often request volunteers over the radio.

BASIC BURN PERIMETER PROTOCOL:

PREPARATION

- + Gather at the meeting point (may or may not be the perimeter location)
- + Check in with perimeter/quadrant lead
- + Receive instructions
- + Proceed to your assigned perimeter location
- + Get to know other Rangers and volunteers near you

AT YOUR POSITION

- + Be entertaining, informative and approachable with participants
- + Enroll the front row in helping you establish the perimeter
- + Try to get as many rows as you can to sit
- + Ask participants to leave bicycles far outside the perimeter

ONCE THE FESTIVITIES START

- + Crouch so you can move quickly (and aren't blocking anyone's view)
- + Face the crowd, not the pretty flames or explosions
- + During most perimeters, radio communication is hard to maintain; do not attempt to transmit if you think you won't be understandable, it will just tie up the channel with noise and make everybody mad at you.
- + For large perimeters, radio traffic is limited to quadrant leads

HANDLING RUNNERS

- + For smaller perimeters, be creative: try waving your arms, asking politely and calmly, or just pointing back at the crowd
- + For larger perimeters (like the man burn) assume that the "Sandmen" — Rangers in the inner perimeter—will catch and handle "runners."
- + Generally, do not give chase or leave your assigned perimeter location; this will leave a gaping and tempting hole in the perimeter that could just cause more runners.

WINDING DOWN

- + If/when the perimeter breaks, get yourself out of the way! Your safety comes first.
- + Wait until given the "all clear" by perimeter leaders and then proceed directly to the pre-determined check-in location—no one can leave until everyone checks in!

**YOU MOVE A
CROWD
ONE PERSON
AT A TIME.**



SITUATIONS YOU MAY ENCOUNTER

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, finding that child becomes our first priority. This is a very important issue to the parents, the child, the Rangers, and Law Enforcement.

PROTOCOL FOR REPORTING A LOST CHILD:

- 1. IMMEDIATELY CALL IN** that a child is missing—use “break break” to interrupt other radio traffic if necessary.
- 2. GATHER ESSENTIAL INFORMATION** from the reporting participant:
 - Name; age; height; weight; eye, hair & skin color and clothing worn
 - Location and time last seen
 - Names of parent/guardians
 - Relationship of reporting participant to child (if not a parent/guardian)
- 3. WAIT FOR KHAKI TO REQUEST INFO;** Khaki will request after contacting LE and gate (in most cases the gate will be closed)
- 4. CLEARLY TRANSMIT ESSENTIAL INFORMATION;** repeat if requested by Khaki
- 5. STAY WITH THE PARENTS/GUARDIANS.**
- All other Rangers should **KEEP THE CHANNEL CLEAR** except for emergencies
- All other Rangers should **WRITE DOWN INFO AND LOOK FOR CHILD.**
- After the child has been located, Khaki will arrange for Rangers with the child to meet with Rangers with the parents.
- Rangers **CANNOT RELEASE A CHILD** without the OK of a Shift Lead and Law Enforcement on scene.

FOUND CHILD

A FOUND CHILD IS A LESS SERIOUS BUT STILL URGENT INCIDENT. You may also hear this scenario called a “Lost Parent.” Rangers encountering an obviously lost child should call in the incident to Khaki and then gather the appropriate information listed in Lost Child above. You can attempt to help the child find his or her parents; be sure to check with Khaki before you do this. 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.

IN MOST CASES OF A LOST CHILD THE MAIN GATE WILL CLOSE.

WITH A FOUND CHILD, THE GATE WILL MOST LIKELY REMAIN OPEN.

IT IS VERY IMPORTANT TO BE CLEAR IN REPORTING WHETHER YOU HAVE A LOST CHILD OR A FOUND CHILD, AS IT IMPACTS THE ENTIRE EVENT UNTIL THE INCIDENT IS CLEAR.

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 (cardiac, diabetic, laceration, etc.)

INCIDENT TYPE (illness, accident, etc.)
Illness: Is there chest pain?
Injury: is there severe (spurting) bleeding?

IS THERE MORE THAN ONE PERSON INJURED?

APPROXIMATE AGE? GENDER?

CONSCIOUS? (if yes, are they alert?)

BREATHING? (if yes, are they having difficulty breathing?)

If you have called for a medical evaluation, you **MUST** stay with the participant until help arrives and you are cleared from the scene by ESD and by Khaki.

Be mindful of the environment around you. Make sure that the same thing that injured the participant doesn't injure you and that well-meaning participants don't make the situation worse. Establish a perimeter if needed.

Bear in mind that unless you have professional credentials (First Responder or above) you are **NOT** 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)

CERTAIN SITUATIONS REQUIRE REPORTING TO KHAKI and care must be transferred to ESD's Mental Health Branch (call sign "CIT," for Crisis Intervention Team). Rangers who encounter these will report them to Khaki, who refers them to CIT.

SITUATIONS THAT MUST BE TRANSFERRED TO CIT:

Suicidal, homicidal, or gravely mentally disabled individuals

All types 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 DOT CALLS

"EVEN PEOPLE WHO DON'T NEED PROFESSIONAL HELP MAY BE OVERWHELMED BY THEIR PLAYA EXPERIENCE" When they are out of their depth, any ranger can provide compassion. Rangers themselves may be distressed by a hard shift. When these cases require more care than a normal patrol can provide, the team of Green Dot specialists can help. Green Dot volunteers are required to complete a specialized training module and be vetted by experienced Green Dot Rangers.

DISTINGUISHING CHARACTERISTICS OF A GREEN DOT CALL:

Core problem seems more internal/emotional than external/physical

Campmates or family members identify someone who is not acting like themselves

SITUATIONS YOU MAY ENCOUNTER con't.

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. Be on the lookout for individuals or small groups who don't interact with the participants, those who just stand back and observe. As Rangers you can be a goodwill ambassador and introduce yourself. People who don't feel involved also don't feel responsible. The time of highest risk for theft is Saturday night through Monday morning. On Sunday and Monday, when people are packing and leaving, be particularly alert for suspicious activity.

LOST & 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 Child protocol, p.22).

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 CAMERAS

ALL VIDEO & FILM CAMERAS THAT CAPTURE MOVING IMAGES are required to have a BRC registration tag. Tapes 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 to undergo a briefing and secure press badges and affix approved tags onto their 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 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. Rangers should mediate the situation IF it grows into a conflict.

EVICCTIONS

OCCASIONALLY, A SITUATION ARISES in which participants are asked to leave the event. 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 evicted. Dirt Rangers should not ask for a 007. Khaki will do that if it's necessary.

VEHICLES ON THE PLAYA

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 5mph or less) speed; dust trails are a good indication of excessive speed

Vehicles should not operate during white outs

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

Vehicles should not be operated under the influence

Vehicles should not be operated 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.

VEHICLE EDUCATION PROTOCOL:

EDUCATE—Advise operators on the guidelines for safe operation and explain the importance of maintaining community safety.

ESCORT—For repeat offenders or bad excuses, offer an escort—to the DMV for a sticker or back to camp for the night.

EJECT—Repeat offenders or serious violations of safety 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) issues stickers to vehicles which permit them to operate on the playa. There are several types of stickers that allow operation:

DAY — permits Mutant Vehicles to operate during daylight hours only

NIGHT — permits Mutant Vehicles to operate during night hours only

*Some vehicles may have both of these and are permitted to operate both day and night.

Additionally, Mutant Vehicles may have other designations:

PLAYA (written on Day or Night sticker) — open playa only, no operation on the streets of the city

FLAME EFFECTS — (an additional sticker attached to Day or Night sticker) —permitted to operate flame effects

TRAILER —“T” in addition to a number on EACH AND EVERY trailer—All trailers need a separate license

STAFF — For staff vehicles.

DISABLED — For disabled persons. (Person holding disabled registration does not have to be driving but must be in the vehicle.)

RANGERS DO NOT CHASE VEHICLES.

The Artery also issues permits to artists so they may service their installations. These are designated by individual days of the week or for all week operation. Artists are only permitted to drive to and from art installations (no joy-riding). With the exception of Disabled, all stickers permit the vehicles, not drivers. The various stickers are on display at Ranger HQ and at the DMV for reference.

OUTSIDE AGENCIES

THE LAW ENFORCEMENT OFFICERS (LEOS) AND OTHER AGENCIES 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:

SOME AGENCY INSIGNIAS YOU MAY SEE:



**Federal Bureau of
Land Management (BLM)**



Nevada Highway Patrol



Nevada State Health Dept.



**Pershing County Sheriffs
and law enforcement
personnel from other
counties under contract with
Pershing County**



Washoe County Sheriffs

LAW ENFORCEMENT OFTEN DEFERS TO THE RANGERS to handle many situations on playa that they might otherwise handle themselves because of the positive, collegial relationship that Rangers 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 Managers. Most of these individuals know many LEOs on a personal basis, have ongoing relationships with many LEOs, and are trained and practiced in the ins and outs of LE interactions.

LEAL PROTOCOLS

THE BURNING MAN PROJECT AND THE BLACK ROCK RANGERS have historically had a good working relationship with law enforcement on the playa. The LEAL team are Ranger response and Ranger backup on playa in any situation that has Law Enforcement implications. Remember that LEAL members 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.

If you see a LEAL Team member (callsign Zebra Two 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.

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.

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

- + LOST CHILD
- + CHILD or ELDER ABUSE
- + DOMESTIC VIOLENCE
- + SEXUAL ASSAULT
- + ANY PHYSICAL ASSAULT

How to report:

- + DO NOT put nature of call out over radio
- + Request shift command (Khaki) report to scene for face-to-face
- + Khaki will report incident to law enforcement

LAW ENFORCEMENT PRIORITIES FOR BURNING MAN 2011

Burning Man and the Rangers were well served by the use of the Law Enforcement Feedback Forms at Burning Man 2009. The goal for 2011 is to make them even more effective. Rangers who have had contact with LE should fill out and turn in LE Feedback Forms to Ranger HQ as soon as possible.

IF YOU ARE HAVING TROUBLE WITH A LEO, DO NOT BECOME PART OF THE PROBLEM.

CONTROL YOUR EMOTIONS, STEP DOWN, & KICK IT SIDeways.

(COMMUNICATING YOUR INFORMATION & YOUR PERSPECTIVE WHEN YOU DO).

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 (aka 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.

THINGS TO DO AT HQ:

Sign in and out of your shifts

Fill up your water bottle or get some electrolyte fluid

Take a nap in the Deep Freeze, a dark air conditioned spot for Rangers to rest

Get your meal pogs after a shift for a meal in the Commissary

Hang out at the burn barrel and talk to other Rangers and participants under the shade

Enjoy the Hat Rack, a decompression/social space in the HQ compound

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. 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." Use your discretion when suggesting or accessing Sanctuary as a resource.

RANGER OUTPOSTS

TOKYO AND BERLIN ARE RANGER OUTPOSTS. These are places in which Rangers camp and where participants visit to find Rangers without going all the way to Ranger HQ. 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.



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

RANGER LEADERSHIP

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. The Council makes decisions by consensus.

THE TEAM MEMBER ROLES OF THE 2011 RANGER COUNCIL ARE:

COMMUNICATIONS: κ8 & SCOUTMASTER

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.

LOGISTICS: CROW

Develops and manages the annual budget for Ranger operations. Manages purchasing of capital expense 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.

OPERATIONS: ODWALLY, TOOL & TULSA

Participates year-round in consensus decision-making on the Ranger Council. Provides Council with institutional memory and historical insight into policy and decision making. Func-

tions as the final link in the chain of command structure on-playa: OODs, Shift Leads, operational teams, and Dirt Rangers report to them. 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: APPARATUS & κ8

Oversees recruitment, training, mentoring, ticketing, team staffing and development, appreciation, welfare, and morale. Works with team leaders to streamline their processes to ensure that each team has the capacity to fulfill its role in the Rangers and meet the needs of Our Fair City. The Ranger Personnel Managers address disciplinary issues involving individual Rangers as needed.

SPECIAL CONSULTANT: EASY E

The role of special consultant is a unique position developed to ensure that the Council has a broad perspective when making decisions and strategic plans. The people in this position bring added depth and insight to one or more areas that were recognized as opportunities to improve over preceding year's operations.

RANGER 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 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 with a consensus format.

THE 2011 RANGER OPERATIONS TEAM IS AS FOLLOWS:

- THE RANGER COUNCIL
- MADCHATTER, Volunteer Coordinators
- ANSWERGIRL, Mentors
- BOURBON, Training Academy
- SLIP ON, Shift Lead Cadre
- DUNEYDAN, Green Dots
- BACKBONE, Tech Team
- BIG BEAR, Law Enforcement Agency Liaison (LEAL)
- TIGER EYE, Rapid Night Response
- BEAST, Intercept Cabal
- MERE, HQ/Echelon
- EBBTIDE, Logistics
- DEUCE, Art Safety
- SPLINTER, Special Consultant
- JUDAS/LIBRARIAN, Ops Team Scribes

CADRES/ACADEMIES/CABALS/CIRCLES

VARIOUS 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 (Cadre, Cabal, Circle, etc.) and are made up of experienced Rangers from the team. Ranger leadership groups make decisions via consensus and then present their ideas to the rest of their teams for further review. They keep the Ops Team apprised of developments within their team through monthly reports. Communication travels in all directions between teams, Ops, and Council.

Membership within a leadership group is temporary (no tenure) by design. No Ranger may represent more than one team at the Ops Team in any given year, and a Ranger may only represent the leadership group they belong to at

Ops Team meetings. Ops Team representatives may not belong to the leadership group of another team. In general, a Ranger should only serve on one leadership group, though exceptions may be granted at the discretion of the Council, especially in circumstances where this will facilitate coordination between related functions.

One of the goals of these leadership groups is to train newer members of a team to be ready to assume leadership positions and to assist the current members in recognizing when it is time to pass their responsibilities on. The principle of rotation keeps our teams fluid and fresh, while ensuring continuity and effectiveness over time. Teams are dynamic places for Rangers to channel energy and talents into the Ranger Department.

RANGER TEAMS

ECHELON/LOGISTICS

THE PURPOSE OF ECHELON IS To have Rangers supporting Rangers in the logistical details that make 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. The 2011 Logistics Team is led by Crow.

Echelon is comprised of three sub-teams; Build, Echelon HQ, and Field.

ECHELON HQ TEAM—The Echelon HQ Team serves many vital functions, including working in the HQ Office to provide event and shift check-in & check-out, HQ operations, scheduling, database updates, reporting, and a fair amount of “Rangering from the window”. The HQ Team is also responsible for giving Rangers their laminates at initial check-in and their new Ranger costuming for the year. The 2011 HQ Team is led by Mere.

ECHELON SITE TEAM (set-up, infrastructure, tear-down, and egress)—Responsible for marshaling people and other resources from within the Ranger department (as well as other Burning Man depts) to ensure that the physical plots of Ranger HQ and the Outposts are built, operate properly during the event, and then disappear into the dust (well, back into the containers) after the event, leaving no trace that the Rangers were there. **SITE** recruits from the previous year’s tear down effort, and as of 2011 Rangers will have to work tear-down first in order to be considered for Set-up Team the next year. Contact the Logistics Manager for info on working with the **SITE** team. The 2011 Site Team is led by Ebbtide (HQ), Bourbon and Haggis (Outposts)

ECHELON 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 for 2011.

GREEN DOTS

GREEN DOTS ARE RANGERS WHO RIDE THE EDGE OF *INNER* CHAOS. In those times when the counseling exceeds your Dirt Ranger training and comfort zone, when attending to a participant will take much longer than usual, when the spiritual insight comes from an altered sense of reality, when the discussion veers into psychologically rocky terrain, or when being a friend means taking hours or maybe even days to nurture the participant back to health. It is in these moments when Khaki dispatches a Green Dot Ranger.

While some Green Dot Rangers bring training or certification in fields like psychology, psychiatry, sexual assault peer counseling 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 a sacred 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 Dot Rangers staff Sanctuary, a Ranger resource for participants, volunteers, and staff members who need a respite in a quiet, safe environment. Finally, Green Dots support other Rangers’ internal work even when they aren’t in crisis.

The Green Dots are led by a group called the Green Circle. For 2011, the Green Circle consists of Weebles, Twilight, Oswego, Muppet, MisConduct,

Mickey, Indigo, Grim, Eldo, DuneyDan, Chimpsky, BlackSwan, Bayou, and Africa.

INTERCEPT

INTERCEPT ADDRESSES VEHICLE SAFETY CONCERNS WITHIN BLACK ROCK CITY.

Our key mission is to convey how seriously we must take vehicle safety to the various Law Enforcement Agencies, who may 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. Our focus is on Inner and Outer Playa during Swing and Grave shifts. We frequently come across situations where we are a first responder on Playa; it is not just directing Grandma's RV off the Esplanade.

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 utilizes both vehicle and bicycle mobile rangers to achieve our mission. The core of Intercept are bike ready Rangers though, as bikes are the fastest way to respond to events in Black Rock City.

Intercept works closely with Khaki, Dirt Rangers, other Ranger departments and DMV as vehicle mobile community guardians. The 2011 Intercept Cabal includes Beast, Vegas, Buzcut, Igor and TomCat.



RANGER TEAMS con't.

LAW ENFORCEMENT & AGENCY LIAISON

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 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 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 Ranger-mediated dispute resolution instead of law enforcement action.
3. SERVING AS A RESOURCE FOR BURNING MAN through the LEAL and the Ranger Operations Managers. In this role, the LEAL Manager and/or the Ranger Operations Managers 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, facilitating commu-

nication and positive interactions between participants, Rangers and Law Enforcement.

The LEAL Manager for 2011 is Big Bear.

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 Rangering 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 Rangering, and after their first shift, not every applicant will feel that Rangering is right for them. Each prospective (Alpha) Ranger will walk a shift and be mentored on the Playa in a setting similar to what they will face on a full Ranger shift.

This final important aspect of Ranger creation is the responsibility of Ranger Mentors. Ranger Mentors are chosen because they demonstrate the characteristics and attributes that define the essence and diversity of Black Rock Rangers. These experienced Rangers are open, fair, informative, and resourceful. Each Ranger Mentor shares a common goal of supporting the on-playa mission of the Black Rock Rangers. The Mentor Cadre handles year-round organization of the Mentor Team. The 2011 Mentor Cadre is Keeper, Haiku, Answergirl, Action Jack and Chameleon.

RAPID NIGHT RESPONSE (RNR)

RNR'S ROLE IS TO GET 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. Their informal motto is “we were there 10 minutes ago.” The 2011 RNR Team is led by Silent Wolf, Quick-silver, Tigereye.

SHIFT LEADS

THE SHIFT COMMAND TEAM IS COMPRISED OF SEVERAL DIFFERENT ROLES (Khaki, Shift Lead, OOD, Note Taker, Cruise Director, and RSCI) that are responsible for the smooth running of on-shift operations. In addition to their critical role in providing guidance, the team works year round to develop and implement policies in an iterative process involving the Cadre, the Ops Team, and the Council. The 2011 Shift Lead Cadre is CC Sallie, Gemini, SlipOn, Splinter, Strobe, Zeitgeist. Crow and the Operations Managers are consulting members of the cadre.

TECH TEAM

THE TECH TEAM SUPPORTS THE RANGERS’ GEEKTASTIC NEEDS. Obtaining, squishing about, and sharing data about Rangers is a primary goal of this team. This includes pre-event application development, moving the database to and from the playa, and on-playa administration and troubleshooting. The 2011 Tech Team Cadre is Backbone, Stonebeard, Judas and Tao Skye.

TRAINING

THE BLACK ROCK RANGER TRAINING TEAM DELIVERS A CURRICULUM The Black Rock Ranger Training Team Delivers a curriculum designed to teach the basic and finer points of Rangering. Trainings are held from early May to late August across the country in various venues from public parks to private homes.

The training covers topics such as the history and operations of the Black Rock Rangers, listening and mediation skills, and special situ-

ations that we encounter on the playa. After completing a training, an attendee becomes an Alpha Ranger and must successfully complete a shift with a Mentor on-playa to become a Ranger.

The Training Team also develops Advanced Ranger Trainings (A.R.T.s) on specific subject matter of interest to Rangers or covering areas that have been identified as meriting more in-depth review.

Trainings are meant to be informative, acculturating, and a little bit challenging. Since Rangers have such little time together during the event, trainings are also a good time for building community and swapping stories.

Ranger training is coordinated by the Training Academy. The Curriculum, Planning, and Strategy team strategizes, plans, and curriculates and includes Keeper, Peaches, and Bourbon. Training Academy Logistics are handled by Kimistry and Gouda.

VOLUNTEER COORDINATORS (VCS)

VOLUNTEER COORDINATORS FIELD INQUIRIES from prospective Rangers and get them placed in training sessions. The VCs try to ensure that individual Rangers’ needs are being met and that Rangering continues to be a rewarding activity. VCs are tasked with assessing recruiting and retention issues. In addition, VCs manage various off-playa issues such as gift/staff tickets, early arrival, mailing list management, and general information tracking and dissemination. VCs are usually the first people that applicants come into contact with and are always available to veterans with ideas and concerns. The Volunteer Coordinators are most active pre—and post-event. The VC Team for 2011 is Shiho, Chameleon, MadChatter, Fuzzy and Flint.

INTERNAL POLICIES

RANGER BEHAVIOR

WHILE THE ART OF RANGERING includes approaches that are unique to each individual, there are basic rules of conduct that apply to all 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

The Ranger Department takes incidents of un-Rangerly behavior while identifiable as a Ranger (coming on/off shift, while at HQ/Outposts, anytime you are in costume or wearing a Ranger laminate, in a Ranger logoed vehicle or even sporting a visible Ranger tattoo) very seriously and the Shift Lead Team and Ranger Personnel Managers will follow up on any reported incidents.

FOOD & DRINK SAFETY

RANGERS ARE A RESPECTED PART of the city 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. Be particularly wary of any consumable offered to you at night. Rangers should also decline when offered mists of cooling water from strangers. To be an effective team, all Rangers must share the same reality—being aware of and in control of what you consume helps ensure this.

REMOVAL FROM A SHIFT

THERE ARE A VARIETY OF REASONS to remove a Ranger from a shift: being relieved from shift can occur when a Ranger is told to go off shift and take care of themselves. This is not necessarily a disciplinary situation, but more often a health and safety one. Un-rangerly or questionable behavior may also result in a Ranger being removed from a shift. De-shifting can also happen when an incident has occurred that the Shift Lead, OOD or Ranger Managers feel needs further inquiry and believe that allowing the Ranger to stay on shift is not in the best interest of that inquiry. An on-duty Shift Lead, OOD, Ranger Logistics or Ranger Operations Manager may remove a Ranger from a shift at their discretion. Ideally, removal from a shift will be the result of consensus by two or more of the on-duty Shift Leads (or the OOD, and the Ranger Logistics or Ranger Operations Manager).

REMOVAL FROM RANGERING THE EVENT (DE-LAMMING)

DE-LAMMING CAN BE THE RESULT of a series of incidents or as a result of the seriousness of a single incident. While removal from a single shift need only involve the Shift Command team, for a removal from Ranging for the duration of the event the process must involve the consensus of at least one Ranger Operations or Logistics Manager and one Ranger Personnel Manager. The process will follow the on-playa chain of command (p.36) to determine the appropriate Manager. For incidents that may require removal from the event itself, the same staff removal process which applies to all staff members will be used. The staff removal process is available from the Personnel Managers.

In 2010 the Rangers implemented the Cheetah program to review Rangers who wished to return to active duty in the Black Rock Rangers, either after they have gone into inactive or retired status or after a disciplinary removal. The Cheetah program

is administered by the Mentor Cadre and functions much like Mentoring, but during a regular dirt shift. A returning Ranger walks half the shift with one Cheetah and half with another. At the conclusion of the shift, if both Cheetahs agree that the Ranger is good to go, the Ranger is returned to active status and can work shifts effective immediately. If the Cheetahs don't agree, the returning Ranger will be unable to work in the Ranger Department that year, though they may check in with the Personnel Managers about trying again next year.

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 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. 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.

That said, in harassment situations, people often do not feel comfortable engaging a 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.

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 a Ranger Personnel Manager (the most confidential method of reporting). If your Manager/Shift Leader or a Ranger Personnel Manager are not available, you should report the incident to the Officer of the Day.

Gossiping about what occurred, posting about it on Allcom or public bulletin boards, or taking the matter outside the Rangers is 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 if I make a report?

Reports of harassment are very serious. The Ranger Personnel Managers 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 with Ranger Managers on a need-to-know basis to complete the investigation. The 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 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. The investigation will follow the guidelines set by the Burning Man Board for conflict resolution. Violation of this policy may result in progressive discipline, up to and including: counseling, eviction, termination, or legal action.

INTERNAL POLICIES

BM CONFLICT RESOLUTION PROTOCOLS

I. OBJECTIVE FOR THIS PROTOCOL:

The Burning Man organization is committed to creating a fun, friendly and safe work environment. Open communication is the only way to create such an atmosphere. Also, everyone in our community helps create and shape Burning Man. Therefore, everyone involved in the Burning Man Project should feel heard and be taken seriously without being penalized for voicing an idea. This protocol is designed to facilitate open communication on every level of the Burning Man project, and also, provide guidelines for resolving conflicts between members of our project.

II. YOUR RESPONSIBILITIES:

A. Review this document and familiarize yourself with its goals, and the recommended approaches for conflict resolution.

B. Remember that Burning Man is a community of individuals working together for a common goal. If there is conflict between community members, we urge the individuals involved to first discuss the issues with each other. Issues are best resolved when people deal directly face-to-face.

C. If you find yourself in a conflict then communicate in a non-confrontational manner by stating why the other person's actions concern you, and/or how his or her actions make you feel. Engage in active listening to allow the other person to be heard. Accusations are highly likely to result in the other person becoming defensive. This will not do anything to resolve the conflict, and will undoubtedly "fuel the fire." Try to resolve the conflict sooner, rather than later. Otherwise the situation will fester and result in more conflict.

D. If communication fails to resolve the conflict then ask yourself if you have done your best to address the other person's concerns. If the answer to this question is "yes," then you should get a third-party involved as outlined below in part III. of this protocol.

E. If you find yourself in a conflict then act in a professional manner by following the guidelines in this protocol.

F. Everyone needs to "vent" now and then. Sometimes this can alleviate a minor conflict. Try to do this in the proper place and time. Complaining to the wrong person will undoubtedly turn into gossip.

III. CONFLICT RESOLUTION PROTOCOLS

A. CONFLICT WITH ANOTHER MEMBER OF YOUR TEAM:

When a team member or a group of team members finds it difficult to work with another member, and have been unable to resolve the problem directly with the individual or within the group (see section II. C. above), a third-party, such as the Volunteer Coordinator, Senior Staff member, or other neutral party may be asked to help facilitate a discussion. This may mean the third-party simply encourages or helps arrange a meeting. Or, this could mean that the individuals wish to involve the third-party as a mediator in their meeting.

B. CONFLICT WITH YOUR TEAM LEADER:

If you are having a conflict with your team leader and the methods for resolving conflict prescribed in this document (see section II. C. above) are not working then consider involving the Senior Staff member in your department (or Board member for more serious conflicts). Use your best discre-

tion when making this decision. The more serious the conflict, the more important it will be to get a Senior Staff or Board member involved. If the person with whom you are in conflict happens to be your Senior Staff leader then follow the guidelines in the preceding two paragraphs, but use an LLC Board member as the third-party mediator.

C. CONFLICTS BETWEEN SENIOR STAFF MEMBERS

Conflicts between Senior Staff members should be handled the same as other conflicts within teams (see III. A. above). In this case the third-party should be an LLC Board member.

D. CONFLICT WITH AN LLC BOARD MEMBER:

If you are having a conflict with an LLC Board Member then you should approach one of the five other members of the LLC Board for consultation on the matter for support or to resolve the problem. All members of the LLC Board are committed to the fair treatment of staff members and hold high expectations for one another. Please note that the entire LLC Board will address all issues brought to any individual LLC Board member.

E. CONFLICT RESOLUTION ADVOCATE:

If the prior avenues have not been fruitful then you should consider involving the Conflict Resolution Advocate. The Advocate will initially inquire whether you have exhausted your options available in this Protocol. If so, the Advocate may become involved by bringing the necessary individuals together to find a resolution. Please note that the Conflict Resolution Advocate should only be used for actual conflict resolution, and not for gossip, venting or any other reason (see section II. E. & F. above). Please also note that matters of grave importance cannot be kept confidential and must be communicated to the LLC

Board (see section V. below).

IV. LAST RESORT

If a conflict cannot be resolved through the process outlined above, the individual(s) involved have the option of speaking to Larry Harvey, Director of Buring Man. As a general rule, the Director of Buring Man should only be brought into the situation after all other avenues of resolution have been attempted.

V. CONFIDENTIALITY

If you approach a third-party such as the Conflict Resolution Advocate about an issue, and you would like the issue to remain confidential then you should state this at the outset. Please note, however, that everyone has a duty to report issues of grave importance such as those involving sexual harassment, physical injury, legal issues or the survival of the event to the LLC Board immediately. Additionally, the Conflict Resolution Advocate is responsible for reporting the general nature of all conflict resolution activities in a monthly report to the LLC Board. Finally, remember that no one has the power to prevent others from communicating information that they may have learned inadvertently.

THE BURNING MAN ORG

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

ANDIE GRACE (ACTIONGIRL)—Communications Manager, Regional Network, Media, Print Production, Legal Issues and Asst. to Marian Goodell.

BETH SCARBOROUGH (BETTIE JUNE)—Wrangles artists and Artery volunteers and oversees art grant process.

DUANE HOOVER (BIG BEAR)—Law Enforcement Agency Liaison 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.

HEATHER GALLAGHER (CAMERAGIRL)—Burning Man Technology Department Manager, Calendar Production, Documentrix, Photo Editor, and Image Lead.

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.

KATE GONNELLA—Emergency Services.

KRISTY EVANS—Gate Department Manager. Oversees construction of Gate infrastructure.

MARCIA CROSBY—Center Camp Cafe and Arctica (Ice Sales) manager. Also Special Events Team Coordinator.

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

GATE PETER KRANZ (MOEBIUS)—Gate, Perimeter, and Exodus Department Manager. Oversees Perimeter operations.

QUINN YARBOROUGH (GHOST DANCER)—Nevada Properties/Ranch Manager

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.

SUSAN BERNOSKY (SWEETTHANG)—Responsible for the care and feeding of the Registered Theme Camp Placement team on-playa and the year-round communication and planning required to accomplish this task.

TERRY SHOOP (RETRO)—Community Service Departments Manager. Airport, Arctica, BMIR, Café, Earth Guardians, Greeters, LampLighters, Placement, Playa Info, Recycle Camp, Shuttle Bus.

TONY PEREZ (COYOTE)—DPW Site Manger, First crew on the Playa —survey/set up. Last crew off the playa—city dismantling.

WALLY BOMGAARS (ODWALLY)—Playa Safety Council Manager, which oversees Rangers, DMV, Gate/Perimeter and Exodus.

WILFREDO SÁNCHEZ (TOOL)—Ranger Operations / Logistics Manager. Responsible for getting people the stuff they need before we get to the playa and for operations on the playa.

ZABED MONIKA (ZABED)—Administrative Manager.

BURNING MAN DEPT.s & SUPPORT CAMPS

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 bev-

erages 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.

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.

BURNING MAN DEPARTMENTS AND SUPPORT CAMPS are some of the most valuable resources a Ranger has while on patrol in the city (for detailed information on any of these groups, please see *The Way It Is* document which is available at the HQ window).

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.

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 psychiatric emergencies on site, critical incident stress management, sexual assault and domestic violence victims. The MHB does not deal with “trippers.” Sanctuary is a more appropriate resource when issues are induced by the use of psychedelics or other mind-altering substances.

DISPATCH: “Black Rock” Dispatch coordinates responses for ESD, 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 at the 3 and 9 o’clock plazas and at Center Camp.

Humboldt General Hospital is being contracted in 2011 to help provide emergency medical services and transport as needed during the event. They operate the main medical structure at 5:30 and Esplanade, known as Rampart.

FIRE/RESCUE: Provides fire control and rescue services. 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.

GATE/EXODUS/PERIMETER— The Gate is the initial entry point to the playa and Black Rock City. The role of Gate & 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.

Exodus is the coordination of an entire city’s population departure from BRC 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

BURNING MAN DEPT.s & SUPPORT CAMPS

sure people read their survival guide, and listen to BMIR as they make their plans and leave BRC.

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.

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. 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. Placement works with the Rangers to address issues of land-grabbing, camp border disputes, and noise complaints 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.

CAMERA REGISTRATION: Personal-use photographers/ videographers must register their cameras at Playa Info (pros 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.

PLAYA BULLETIN BOARDS: Contain messages about theme camp events and fun things to do.

VOLUNTEER RESOURCES: You can direct participants to volunteer for many different groups.

**A RANGER IS
MORE THAN THE SUM OF
A SET OF TOOLS
AND CONCEPTS;
A RANGER CAN
RISE ABOVE
THE MODEL, INTEGRATE, AND
SURPASS
WHAT THEY
LEARNED IN
TRAINING.**



BLACK ROCK DESERT

THE BLACK ROCK DESERT IS A PART OF THE BLACK ROCK DESERT/ HIGH ROCK CANYON/ EMIGRANT TRAILS NATIONAL CONSERVATION AREA, about 1.2 million acres of protected land including the 11 designated wilderness areas which surround the NCA. The playa, the vast expanse in which Burning Man is situated, is just one small part of the NCA. The Black Rock playa is about 32 miles long from Gerlach to the Black Rock. At the Black Rock, it forms a Y and splits. Many people use the NCA for a variety of activities during the rest of the year including hunting, fishing, four-wheeling, camping, swimming in the hot springs, rocketry, landsailing, breaking the land speed record, and animal tracking.

Because Black Rock City has grown tremendously in size since the inception of Burning Man, it can be challenging to see past the City into the Desert. Rangers have traditionally been caretakers of the land in addition to the people who inhabit it. Knowing your way around the desert can be a real asset even in the middle of the City.

GENERAL ORIENTATION:

The playa has a few entrance roads from Hwy 34, interestingly all of which are marked and named for their distance from Bruno's! There is a 3-mile entrance which is closed to burner traffic during the event. Gate Road comes off of the 8 mile entrance to the playa. The 12 mile entrance (coming off of 7:30) is used by vendors, law enforcement, and the DPW for City access. Rangers vehicles with a logo can also use this road if needed.

Black Rock City's 12:00 generally points north-east. Facing north, the mountain range to your right (east) is the Jackson Range. On the playa itself, there is a "desert highway" that runs north-south along the east side called the East Track. This is one of the playa highways used in the dry, summer months for getting around the desert. Great care should be taken when traveling on and most often looking for the East Track. Due to water run off conditions the Jackson Range side of the Playa is usually the softest and easiest to get vehicles stuck in. Next to the East Track are railroad tracks. They run nearly parallel to each other in this part of the desert, with the RR tracks just off the coast of the playa, closer to the Jackson Range. On the other side of the tracks and running literally along the base of the Jackson Range is the legendary Jungo Road.

Though it would seem that it would be a good idea to head towards the railroad tracks and Jungo road if you are lost on the Playa, that is most often not the case as you are more likely to get your vehicle stuck in soft unforgiving Playa, and if you are going to Gerlach or Empire that is definitely the long way around. Heading towards the Granites (see below) is a better course of action as the Playa generally is firmer on that side. Further, Jungo Road can be surprisingly dangerous if not driven with care; it is windy, bumpy, and tire-popping. There have been many fatal accidents there.

The range to your left (west) is the Granites, and the road running along that side of the playa is the West Track. Take your time when traveling onto the Playa as you cross the West Track. It is actually an old wagon trail that the pioneers used and is a very significant rut. The tallest peak in the area is located at the southern end (Gerlach end) of the Granites and is called Granite Peak, with an elevation over 9000 feet. Interestingly enough, Granite Peak cannot be seen from the town of Gerlach. Look for it on your way into town, due to other smaller mountains in the way. There is another, smaller mountain range that is north by northwest from the playa called the Calicos, so named for its incredible swirled colors of orange, yellow, white, gold, etc. The town

of Gerlach is southwest of the event site and the Black Rock Desert.

OLD RAZORBACK: When looking at the Jackson Mountains (east), there is one mountain that stands out in the foreground. It comes to an even peak and is not attached to the rest of the range. This is Old Razorback, an excellent landmark indicating the 3:00 side of the City. At the base of Old Razorback, look for dark trees. Those indicate the location of Frog Pond, one of the local hot springs. The north end of Old Razorback's base is where Trego (another hot spring) is located.

THE BLACK ROCK: The namesake of the Black Rock Desert is actually one of the smaller landmarks in it. Look north, way out past the outer playa. You'll see a range of mountains, called the Black Rock Range. In the foreground, there is a shorter, smaller, darker mountain, perceptively not even half as tall as the mountains behind it. This is the Black Rock, a volcanic hill on the edge of the playa and home to Black Rock hot spring, a popular stopping point for emigrants headed west on Emigrant Trail. In fact, next to the hot springs lie the remains of an old shepherd's wagon from times past.

DOG CAMP: About a mile north of the 12 mile entrance (on the west side of the playa) is a popular camping area called Dog Camp. Rangers use this site for the 4th of July. Dog Camp is easily identifiable by the striped hillside behind it. The stripes run horizontally, and appear purple in color. There are about three of them.

STEAMBOAT: Further north than Dog Camp also along the west side of the playa is a free-standing hill called Steamboat Mountain, named thus for its resemblance of an old steam-powered riverboat. It sits alongside Soldier Meadows Rd. in a saddle between the Black Rock playa and the Hualapai flat. There is a large hump at one end,

followed by a long, flat top that then angles down. Steamboat looks different depending on where you are on the playa, and its apparent shape from any particular vantage point can be helpful in determining location and orientation on the playa.

NAVIGATION & GPS:

A GPS does not actually replace a compass and maps, but can be very useful as a supplement to these basic navigation tools/skills. A GPS will not save you if you do not know how to use it. If you do intend to use a GPS, always carry spare batteries. Handheld GPS units are preferable to the vehicle mounted ones, as they can be taken with you if you have to go it on foot. The GPS should not be left on and used as a compass, as this is a waste of time and batteries. A GPS will not even tell you direction unless it is moving several miles per hour, and even then it is only a relative direction, as it has no actual idea which way it is currently oriented. Beware of using GPS to blindly follow a line between your current location and destination; a GPS will not guide you around obstacles or bad terrain, but rather will lead you straight into trouble if you do not pay attention.

It is wise to mark your camp as a waypoint in your GPS, and it also makes sense to mark local water sources as waypoints, just in case you need it. These may also serve as local food sources, depending upon the location, potability, flora, and presence of wildlife.

Some useful GPS coordinates in and around the playa: *(Note: coordinates are given in the "UTM" grid system, or Universal Transverse Mercator grid system, the most common and best for use with topographical maps.)*

"12-mile" Playa Access: 4516362mN x 309022mE
"8-mile" Playa Access: 4513909mN x 307776mE
"3-mile" Playa Access: 4507764mN x 301411mE
Soldier Mdw's Turnoff: 4518265mN x 307771mE

BASIC DESERT SKILLS

IT SAYS ON THE BACK OF OUR TICKETS that we're responsible for our own survival in a harsh desert environment. As Rangers, we need to be far enough ahead of that curve to be able to offer support to others who may be having trouble with the environment, and also to operate effectively in other situations. Rangers need to meet a higher mark for survival skills than most.

It's easy to love the desert sunset, and dawn. Rangers often choose to be active in the worst conditions. Learn to treasure 3pm and 4am in the desert—the harshness itself demands a clean simplicity from those who live in it. There's less margin for error.

The most important keys to desert survival are: self-monitoring, hydration, sleep, and habits. After those, diet, gear, navigation, transport, and having a radio are all useful for peak capability, but aren't worth a lot on their own if you're struggling with more basic survival.

SELF MONITORING: Self monitoring means being aware, first as a conscious exercise and eventually as a zen state, of what survival issues you are facing at any particular moment.

GRUMPY AND FRUSTRATED? How's your water supply and recent use of it?

TIRED AND WORN-OUT? How's your food intake, and do you really want to push that long-haul with the transport you have?

HAVING TROUBLE CONCENTRATING? When did you last get at least a few good hours of sleep, and are you suffering from heat?

WHAT'S THE WEATHER REPORT? Are you standing in the sun? Is the wind picking up—especially in the afternoon from down-playa (the direction of Gerlach), or suddenly anytime? What's the weather like upwind (do you smell rain/see lightning)? Is it unusually or suddenly cold? How long/heavy

has it been raining?

WHAT'S AROUND YOU? Any art hazards nearby? Where is the nearest shade? Is there an available wind block?

HYDRATION : With a minimum of shade to walk in and an ample supply of water, a healthy well-rested person can do all kinds of energetic things for hours in the worst heat and still do okay. Often we forget that you need to stay hydrated at night as well. Even on a mild night, a light breeze in the dry air can wick water out of you quickly. Night or day, if you don't take several sips of water regularly, you'll get a headache and move with extra sand in your joints.

You should be drinking at least a gallon a day, with light or clear pee. B-vitamins usually dye pee golden, but it should still never be dark. You won't be thirsty till you're far behind, so sip often even if you don't feel thirst. Your body can only absorb water slowly - frequent small sips are better than a "catch up" chug.

Anything else in the water, like sugar, caffeine, or even a little alcohol, will take a little more water to process than it provides. Pure water is much better than most beverages.

Watch yourself, and your friends. Many Ranger "drinking games" are based on this idea (e.g. if anyone mentions water, everyone drinks some: if someone has it on their mind, everyone may need some). Leave yourself a wake-up bottle of water next to your bed to start rehydrating first thing.

Always know what water supply you have access to, and where you can replenish it. Those are easy to find in BRC, especially for kindly volunteers. Crashing in the med-tent because you lept up and forgot to take your water with you in the thrill of an exciting Ranger moment is rather un-Rangerly, or at least counter-exemplary.

SLEEP & SHADE: It's been said before that after water, your body needs sleep the most to function well; your emotions and intellect need a healthy body if they're going to perform well. (All of this, by the way, is at least as true for the participants who need help also.)

Getting sleep in Black Rock City is a challenge. Plan for it—schedule time so that you can really be up and rocking for the rest of your experience. Foam ear plugs are heavenly, any time of day or night. Mimic desert creatures, who've found ways to thrive in the harsh environment. A shady place with breeze is by far the most comfortable place to sleep the day through.

If your feet are cold at night, cover your head. Blankets and snuggling help a lot too, as does getting out of the wind.

The strongest wind-load will come up the playa from Gerlach, but some storms follow the playa the opposite direction, and swirling gusts can come from any direction.

CREATURE COMFORTS: After water, sleep, and shade, it's all about the little things.

CARRY A LITTLE DENSE FOOD, for later or to share. Cashews, jerky, or energy bars are good additions to your pack.

PLAYA IS ALKALINE—IT WILL EAT FLESH if left long enough or if left on a damp area; neutralize playa (after a good rinse) with a weak acid such as vinegar or dissolved vitamin C and then rinse again. Spray bottles are great for cleaning up both you and your dishes!

HOT, RED, CONFUSED, AND DRY are all heat exposure symptoms—the more and worse of those someone has, the more risk they're in, and harder to work with. Never shock the head with too much sudden cold—drinking lukewarm water will almost always help bring someone back from heat exhaustion, and the skin senses envi-

ronmental temperature a lot at the wrists and ankles—cool those first, and work your way in as the relief spreads.

POTASSIUM IS YOUR FRIEND, and it's hard to get a lot, especially without too much sugar. Bananas, grapes, apples, and avocados are good food sources of potassium.

NATURAL FIBERS MAKE GREAT BREATHABLE SUNSCREEN - SPF cotton! Wet neckwraps are awesome by day, but can be a shock to put on. Umbrellas make great portable shade for daytime errands, and sometimes even work on patrol. Bedouins, desert natives for thousands of years, cover themselves in loose, breathable, layers of wool for a reason.

EVEN IN MOST SANDSTORMS, you can catch a glimpse of the peaks to either side of the playa's valley from time to time, and get your bearings from them - practice looking at just the peaks ahead of time to recognize which is which.

KEEP DUST GEAR AND LIGHT SOURCES with you all the time - you may not have an easy chance to get them before you need them.

TRAVEL LIGHT. A few well-chosen tools/medkit/toys are worth a lot.

GLOSSARY OF TERMS

ADOPT-A-GRAVE—Started in 2008, program where sub-groups of Rangers agree to staff a graveyard shift (i.e. New York Rangers, Women of Khaki, Pacific NW Rangers) to help ensure adequate coverage of graveyard shifts.

ALLCOM—Used to indicate that a department-wide radio broadcast is about to happen and you should stop and listen. i.e. “Allcom, allcom, we have a lost child”; also the name of the Ranger year-round discussion e-mail list

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 OPS—Secret group with objectives outside of the stated mission of the Rangers....but don't worry...because they don't exist, right?

BLACK HOLE—Gate/Perimeter's camping area. Near Commissary.

BLACKROCK —a large dark rock formation north-east of BRC; also the central dispatcher for Black Rock City, operated by ESD and available on channel 911 (almost always contacted through Khaki)

BRAF—Black Rock Arts Foundation; the mission of the Black Rock Arts Foundation is to support community-based art that generates social participation off the playa.

BLACK ROCK HOT SPRINGS —natural Hot Springs located near the Black Rock

BUREAU OF LAND MANAGEMENT (BLM)—Federal government agency which administers public lands, including the Black Rock Desert

BLUE DOT—member of ESD; used to refer to a Ranger with Medical training before ESD split off from the Rangers; sometimes used to request medical assistance over the radio

BLUE ROOM—Porta-potty

BONKED —did not pass mentoring process.

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

CENTER CAMP —large circular area and structures located in the center of Black Rock City; it is not nice to laugh when people ask for directions to find it.

CHEETAH —member of the Mentor team who helps evaluate Rangers who want to return to active duty in the Black Rock Rangers after they have gone into inactive or retired status or after a disciplinary removal

COM —abbr. for communication

CONFLICT RESOLUTION—a set of skills and strategy to defuse emotional situations

CRUISE DIRECTOR—member of the Shift Command Team responsible for pairing up shift teams and deploying them to an area of the city for patrol.

D-LOT—a temporary parking area near the Gate. Used as a holding area for staff & participants who have issues with early arrival approval and as long-term parking of Mutant Vehicles who have lost the privilege of driving within the city. Staffed by Gate Team.

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

DEHYDRATION—medical condition that results from not drinking enough water.

DEPOT—DPW's material & vehicle staging area and home of DPW Dispatch. Located at the end of the 5:30 road.

DIG, THE—the morning-after ritual of excavating smoldering Burning Man artifacts

DMV—The Department of Mutant Vehicles (DMV) is responsible for licensing Vehicles on the playa including staff, mutant vehicles and for disabled persons. They perform year-round activities to support this function.

DONNER AWARD—annual award given to the individual, or group, who pushes the limits of personal survival through stupidity, inattention or just bad luck during the Burning Man event

DOUBLE HOT—A boiling hot springs located in the mountains beyond the north end of the playa

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

DPW GHETTO —Where many of the DPW camp during the event. Located at 4:20 and A.

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

FIRST CAMP—Where the LLC and many Sr. Staff members camp; located in Center Camp.

FROG POND —a warm water artesian pond where frogs were raised in the 1950s; also known as Bordo Springs by Burners and the Gerrit Ranch by locals. Closed during the event.

FLY HOT SPRINGS—a hot water geyser surrounded by several large man-made pools. Closed during the event.

FOL —Friends of Larry (used for personal gain)

GATOR—four-wheeled vehicle used by Ranger teams to get around the city when pedal power isn't enough. Part of a motor pool managed by the Shift Command Team.

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 burned,

GREEN DOT —Ranger trained in psychological counseling; 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 & director of Burning Man

HEAT EXHAUSTION —a more serious form of dehydration

ICS —abbr. for Incident Command System, an action plan to be used by the Rangers and other Departments in the event of serious emergency

JACKRABBIT SPEAKS—Internet-based newsletter produced by Burning Man organization

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

GLOSSARY con't.

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.”

KIDS CAMP—A theme camp that works together to take care of kids. All Kids Camp kids are issued a wristband that helps in identifying them and who their parent/guardian at the event is. Kids Camp is not a drop-off daycare center!

LE—Law enforcement

LEAL—Law Enforcement Agency Liason; a Ranger special team

LEO—Law enforcement officer

LEOPARD—Member of the Mentor team.

LESSER SPIRE—DPW-built, lamplighter-hung lamppost with 2 lanterns; this is the most common style of lamppost

LIGHTHOUSE—Perimeter’s radar tower

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; “wow-look-at-all-the-pretty-stars” is often heard from moonwalkers.

MOSCOW—Ranger camping near Center Camp (M for middle).

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

OUTPOST ZERO—See “puppy”

OOD—Officer of the Day

PARTICIPANT—everyone in BRC; interactive and plays an active role in the community

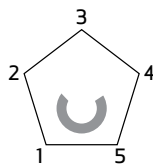
PLAYA—Spanish word for beach; refers to the Black Rock Desert upon which BRC is built.

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 a 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

POG—Ticket that allows bearer a meal in the Commissary; each Ranger is entitled to a meal pog after they have completed a shift.

POINTS 1-5—Coordinates that describe the corners of the trash fence around the city.



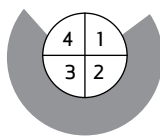
POINT 1—Base of operations for Perimeter

PROJECT, THE—term for the Burning Man Project; organization name

PROMENADE—the spire-lined pathways that lead out to The Man from the Esplanade at the 12, 3, 6, & 9 positions.

PUPPY—An old van that serves as Intercept’s command center. Usually towed out to about 1000 feet off the Man on the 10 o’clock side.

QUADRANTS—Used by Intercept to describe areas of the inner playa. Also used to describe areas of the Man Burn perimeter.



RADIO CODES—numbers used to shorten and clarify radio messages; Rangers avoid using codes because they aren't known to all Rangers and because there are English terms (“copy”, “say again”) which are just as brief.

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 a base of Ranger operations

RAMPART—main medical tent at 5:30 and Esplanade, operated by Humboldt General Hospital

ROCKET RUN—term used for a quick driving trip to the Black Rock Desert and then back home, usually within a 24-hour period

RSCI—Ranger Shift Command Team Intern.

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

SANDMAN—a Ranger who is positioned behind the main perimeter line of a burn. Watches the backs of perimeter Rangers and stops runners.

SCANNER—an electronic device used to listen in on radio communications

SHINY PENNY—affectionate term for a first or second year Ranger.

SHIFT DEBRIEF —a chance for patrol Rangers and the Shift Command Team to check in and communicate about shift issues after a shift is over.

SOLIFUGAE—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



SPEED BUMP—a darkwad asleep on the open playa

STICK, THE—nickname for the Man (yes, its okay to refer to the Man as the Stick).

STICK DUTY—Rangering the area immediately around the Man

SURVIVALLY-CHALLENGED—politically-correct term for any participant whose judgment is impaired by drugs or alcohol

TREGO TRENCH—a long, hot springs-fed, ditch created by Southern Pacific with a back hoe in the 1950's

THE WAY IT IS—Annual staff meeting at BMHQ. A document that describes how things will work at the event for the year is distributed at this meeting and is available at HQ.

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)

VERBAL JUDO—a set of skills/technique to deflect verbal attacks and control verbal communications during an emotional situation

WHITE-OUT—a dust storm which produces near-zero visibility

YELLOW SHIRTS—name used, somewhat affectionately, for the yellow-shirted RAMPART medical staff and ESD

ZEBRA—Member of the LEAL team.

EPHEMERA OF INTEREST

SHIFT TIMES

GRAVE: 00:00 - 06:00

MORNING: 06:00-12:00

AFTERNOON: 12:00-18:00

SWING: 18:00-00:00

Please arrive at least 30 minutes before your shift starts and check in with Echelon at the HQ windows when you arrive.

EVENTS

+ **REBAR CEREMONY** to welcome new Rangers Thursday 3:30PM @ Ranger HQ

+ **PIN CEREMONY** to honor all Rangers Sunday afternoon @ Ranger HQ

+ **TUESDAY NIGHT RANGER SOCIAL** – 7pm @ Outpost Berlin

+ **SUNDAY NIGHT RANGER SOCIAL** – 7pm @ Outpost Tokyo

+ **MENTORS INVADE THE 10-7 LOUNGE** – Thursday, 7pm @ Outpost Tokyo. Graduation party for new Rangers hosted by the Mentor Cadre. All are welcome!

+ **CORE BURN** – Thursday, 9pm: 20+ regional groups burn their locally-created effigies in an attempt at the largest controlled burn on record

+ **MAN BURN PERIMETER** – Sign-ups are on the message board @ HQ. Perimeter orientation for New Rangers at 4 pm on the day of the burn (look for info at HQ), show up ready for the Burn at HQ at 6 pm.

+ **RANGER WALK TO THE MAN** – Like a kinder, gentler DPW parade. Rangers walk together up the 6 o'clock promenade in preparation for the burning of the Man.

RESOURCES

+ **DEEP FREEZE** is located behind HQ and available for Graveyard Shift Rangers to get some sleep in a quiet cool place during the day.

+ **COMMISSARY** is located at 5:30 & D. Commissary is open 24 hours with some snacks and drinks available; meal times are set by Commissary and posted there. A meal POG (available from HQ after you complete your shift) and your laminate gets you a meal.

+ **THE HAT RACK** is located in the Center Camp HQ area. This is a place where you can stop in after your shift and decompress with a fellow Ranger (i.e. leave your work at work and leave HQ ready to go back to Burning Man!) A spot for socialization, relaxification and decompression before or after shifts.

+ **10-7 LOUNGE** is located at Ranger Outpost Tokyo. Stop in after your shift and share a drink with fellow Rangers and be prepared to hear tall tales told around the burn barrel.

SUGGESTED READING

The Collaborative Way by Lloyd Fickett & Jason Fickett - Burning Man's 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 & High Rock Canyon by Chuck Dodd

Blink: The Power of Thinking Without Thinking by Malcolm Gladwell - Rapid cognition and intuition in decision-making and action.

THE TEN PRINCIPLES

RADICAL INCLUSION—Anyone may be a part of Burning Man. We welcome and respect the stranger. No prerequisites exist for participation in our community.

GIFTING—Burning Man is devoted to acts of gift giving. The value of a gift is unconditional. Gifting does not contemplate a return or an exchange for something of equal value.

DECOMMODIFICATION—In order to preserve the spirit of gifting, our community seeks to create social environments that are unmediated by commercial sponsorships, transactions, or advertising. We stand ready to protect our culture from such exploitation. We resist the substitution of consumption for participatory experience.

RADICAL SELF-RELIANCE Burning Man encourages the individual to discover, exercise and rely on his or her inner resources.

RADICAL SELF-EXPRESSION—Radical self-expression arises from the unique gifts of an individual. No one other than the individual or a collaborating group can determine its content. It is offered as a gift to others. In this spirit, the giver should respect the rights and liberties of the recipient.

COMMUNAL EFFORT—Our community values creative cooperation and collaboration. We strive to produce, promote and protect social networks, public spaces, works of art, and methods of communication that support such interaction.

CIVIC RESPONSIBILITY—We value civil society. Community members should assume responsibility for public welfare and endeavor to communicate civic responsibilities to participants. They must also assume responsibility for conducting events in accordance with local, state and federal laws.

LEAVING NO TRACE—Our community respects the environment. We are committed to leaving no physical trace of our activities wherever we gather. We clean up after ourselves and endeavor, whenever possible, to leave such places in a better state than when we found them.

PARTICIPATION—Our community is committed to a radically participatory ethic. We believe that transformative change, whether in the individual or in society, can occur only through the medium of deeply personal participation. We achieve being through doing. Everyone is invited to work. Everyone is invited to play.

IMMEDIACY—Immediate experience is, in many ways, the most important touchstone of value in our culture. We seek to overcome barriers that stand between us and a recognition of our inner selves, the reality of those around us, participation in society, and contact with a natural world exceeding human powers. No idea can substitute for this experience.

**“WE ARE NOT HERE
TO KEEP PEOPLE FROM
BEING STUPID.**

**ONCE THEY ARE
STUPID, WE WILL
PICK UP
THE PIECES.**

**BUT WE’RE NOT GOING TO
STOP PEOPLE FROM HAVING
WHATEVER
EXPERIENCE
THEY WANT TO HAVE.”**

— Khaki, Control 1, Burning Man 2001