

BLACK ROCK RANGERS

A person wearing a tan uniform, a tan hat, and a red neckerchief is lying on their back on a black mat in a desert landscape. The person is wearing tan shorts and white socks with sneakers. The background shows a vast, flat, arid landscape under a clear blue sky. In the distance, there are some low hills and a few small structures or vehicles. The overall scene is bright and sunny.

2012 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.”

JD SALINGER, THE CATCHER IN THE RYE



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MISSION

HISTORY



Traditionally, Rangers 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 who covered 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.

MORE INFO ON THE HISTORY OF THE RANGERS CAN BE FOUND ON OUR WEBSITE, RANGERS.BURNINGMAN.COM.

RANGERS ARE CITIZENS OF BLACK ROCK CITY WHO ENCOURAGE SELF RELIANCE, INDIVIDUAL ACCOUNTABILITY, AND SHARED RESPONSIBILITY. RANGERS MEDIATE SITUATIONS INVOLVING CITIZENS, THE BURNING MAN ORGANIZATION, OR COOPERATING AGENCIES. WHEN CIRCUMSTANCES DICTATE, RANGERS ACT TO UPHOLD THE PRINCIPLES OF OUR COMMUNITY.

BACKGROUND

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 broad cross-section of the Burning Man community who volunteer some of their time in the role of non-confrontational community mediators. 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. Rangers only assist the community when needed.

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. 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.



BECOMING A RANGER

NOTES

BECOMING A RANGER IS A MULTI-STEP PROCESS THAT INVOLVES A TRAINING AND A TWO PHASE EVALUATIVE MENTOR SHIFT AFTER YOU ARRIVE ON THE PLAYA.

BEFORE THE EVENT

Until you have attended a training, you are considered a Prospective Ranger. Prospective Rangers attend an 8-hour training, where you will receive information about who Rangers are, what role they play in the Burning Man community, and how to best serve the community's needs. You will refine conflict mediation skills and get updates on information specific and relevant to the particular year.

Once you have attended a Ranger training, you are considered an Alpha Ranger. You are an Alpha until you go through a 6-hour 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 as early as possible in the week.

THE DAY OF YOUR MENTOR SHIFT

Show up 30 minutes early, well rested, sober, and fed, and bring everything you'll need to walk 6 hours in the dirt (including a snack!). Sign in at Ranger HQ (located in Center Camp), check in with the Mentor Short, who will be in front of HQ, to get instructions on next steps, and hang out until the mentors call over the Alphas to begin the mentoring shift.



THE MENTOR SHIFT

The Mentor shift is divided into two phases: a two hour evaluation/training and a modified dirt shift.

PHASE ONE

During Phase One of the mentor shift, Alphas will spend approximately two hours completing an on-playa orientation. Small group instruction and evaluation will remind Alpha Rangers of basic Ranger communication, Radio skills and highlights of this Manual. Following Orientation, Alphas will briefly meet with a Mentor to assess if they are ready for Phase Two of the Mentoring process. This is also the time for Alphas to also self-evaluate if Rangering is something they are fully committed to pursuing.

BECOMING A RANGER, CONTINUED

TIPS FOR YOUR MENTOR SHIFT

- Always know where you are
- Be friendly—but not invasive
- Listen and think *before* you speak and act
- Don't be afraid of your radio!

PHASE TWO

Phase Two involves walking a modified dirt shift with a small group of other Alphas and a Mentor. Half way through the shift, the teams and Mentors will split up and change, at which point you will be sent out with a new team of Alphas and a different Mentor. These short shifts are designed for Mentors to get an idea of how Alphas interact, both with participants and with other Rangers, and how Alphas oriented and handle themselves within Black Rock City. At the end of Phase Two, 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.

POSSIBLE OUTCOMES OF YOUR MENTOR SHIFT

OUTCOME 1: You are invited to join the Rangers ("passed" your shift). You may receive some advice from your Mentors on things to work on during your Ranger shifts.

OUTCOME 2: Your Mentors do not feel that you are a good fit for the Rangers, either for this year or in general (referred

to as "bonked" (see glossary) in Ranger jargon). Your Mentors should explain what led them to this decision.

OUTCOME 3: You realize, over the course of your Mentor shift, that the Rangers are not where you want to spend your volunteer time at Burning Man (sometimes called "self-bonking").

Regardless of the outcome of your Mentoring shift, we really appreciate that you came out and gave Rangering a try.

If you pass, please take some time to sign up for shifts with Echelon at the HQ window. Also, please stick around: you will be gifted with your first Ranger shirt and hat and can also sign up for shifts with Echelon at the HQ window. You are also encouraged to attend the **Rebar Ceremony** (Thursday, 5 PM, at HQ), during which new Rangers are welcomed into the Ranger community.

If you did not pass, remember that Ranger Mentors are instructed to not pass someone unless they are absolutely sure they're a good fit and are ready to Ranger immediately.

Your Ranger Mentor will explain to you why they made the decision that this wasn't your year to join the Rangers. Feel free to ask them questions about your experience. Think about what your Mentors cited as reasons for being bonked, and consider trying again next year. The skills that you learned in training very much translate into your life experience. Finally, enjoy your time in Black Rock City! There are lots of ways to volunteer and participate, and the experience of going to a Ranger training and walking with a Ranger mentor will add to those experiences.

RANGER RESPONSIBILITIES



BLACK ROCK RANGERS, WHILE ON SHIFT:

Request medical, law enforcement, fire response, or other life-safety services as required.

Mediate situations and/or disputes between participants.

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

Always stay in radio communication with Khaki.

Always have their partner's back.

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.

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

Avoid the temptation to just point & laugh.

UN-RANGERLY BEHAVIOR

- Losing self control
- Abusing special privileges
- Misusing the community trust
- Sexual harassment
- Any act of violence
- Sexual misconduct
- Failing to report an emergency
- Knowingly neglecting Ranger responsibilities
- Knowingly misleading participants, staff or law enforcement
- Failing to keep confidential information confidential

RANGER SKILLS

FLAME

RANGER SKILLS ARE THE TECHNIQUES EMPLOYED WHEN ENGAGING IN CONFLICT MEDIATION AND RESOLUTION. F.L.A.M.E. IS A USEFUL ACRONYM TO HELP YOU REMEMBER THE MOST BASIC AND ESSENTIAL WAY RANGERS APPROACH AND

F STANDS FOR FIND OUT.

First, stand back, and observe. Be aware of safety issues, both your own and the participants. If there is a safety issue where you feel that you, your partner, or participants are in danger, call Khaki immediately.

When you have determined that it is safe to approach and that you are needed, find out the facts of what is “really going on” in a given situation. What is the primary complaint? Who is involved? When did the conflict start/incident occur? Where did it happen?

There will always be at least three sides: the sides of the individuals involved directly in conflict (which may be two or more) and of course an impartial third perspective, when you can find it.

Add this to the perspective you bring to the situation, which encompasses your experience, 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 stakeholders 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 general rapport and social capital 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. Take all of the facts that you gathered during the F and L parts of the process and consider your understanding of the expectations of the citizens of Black Rock City, the policies of the Ranger department, and the ideology and policies of the Burning Man Project.

Active deliberation and use of your best judgment is required at this stage in the process and is fully backed by the Ranger organization. You have come forward, volunteered, been trained, and are

an integral part of our team. We have faith in ourselves and in you. This is at the core of Rangering.

M STANDS FOR MEDIATE.

Your primary role in mediation is to make suggestions as a neutral third party. Mediation allows the participants involved to arrive at the best way to resolve their situation. Determine which participants involved may have room to budge and those whose interests are such that they cannot or will not give in. This is often not based on right and wrong.

Work with all parties involved until an outcome is reached that seems to function well. Whenever possible, facilitate the parties reaching their own joint solution. People are much more likely to stick to a solution when they feel ownership of the process and that the resolution came from them rather than from an “authority figurine” telling them what to do.

E STANDS FOR EXPLAIN.

E is the explanation, and completes your “FLAME-ing” of the situation. Explaining the out-

come 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. You will often be asked by neighbors to explain the outcome, later that day, that evening, the next morning, even months after the event has ended. Do this while respecting the privacy of the individuals involved in any given situation.

An ability to accurately recall and explain a situation after the fact is why it is important to take notes in your Ranger notebook throughout any mediation process and to notify Khaki of the what/where/when/how of conflicts and their outcomes at some point during or immediately after your shift.

RANGER SKILLS: F.L.A.M.E.

F.L.A.M.E. IS NOT ALWAYS A LINEAR PROCESS.

New information and new perspectives can often send you back to Find Out more, Listen to new stakeholders, or Analyze facts that you didn't have when you began FLAME-ing the situation.



**ALWAYS BE SURE
TO FIND OUT FIRST.
FLAME WITHOUT F
IS JUST LAME.**

RANGER SKILLS: CONFLICT RESOLUTION

THIS SECTION DOES NOT REPLACE YEARS OF TRAINING AND EXPERIENCE. More experienced Rangers, including Mentors and Shift Leads, can assist in critical situations or in helping you debrief from a situation that has left you with questions. Kick a situation sideways to a more experienced Ranger or a Shift Lead if you are uncomfortable or find yourself in an escalating situation when you feel it is beyond your scope. Expanding your comfort zone is an important exercise, but our commitment to the community and the participants takes precedence over your personal growth. It's not about you and there may be another Ranger better suited to handling that particular situation.

THAT BEING SAID, YOU ARE A RANGER AND ARE EMPOWERED AND ENCOURAGED TO DEAL WITH ANY SITUATION TO THE BEST OF THE ABILITIES OF BOTH YOU AND YOUR PARTNER. DON'T BE AFRAID TO RANGER THE SITUATION.

CONFLICT RESOLUTION TIPS

Rangers F.L.A.M.E the situation. Sometimes more than once in an incident.

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.

Consider separating arguing people so you and your partner can each talk to them separately. But do so carefully, and, once separated, be sure to keep your partner in sight at all times.

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 involved citizens to think about possible solutions (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 involved citizens, or even passionate observers, have the last word, as long as you have the last act.

TRIGGERS

A trigger issue is something that you react to from a place of deep emotion or personal values instead of from analysis or reason. Triggers are not minor annoyances or "pet peeves"; rather, trigger issues make you lose the ability to Ranger effectively because they cause you to lose objectivity.

You can be triggered by:

- + Words (e.g., "stupid," "bitch," "cop," etc.),
- + Actions (e.g., physical violence)
- + Situations (e.g., domestic abuse, lost children, animal neglect)

While you may not be aware of your trigger issues, learn to recognize when you are triggered and to acknowledge that you're losing objectivity.

If you are aware of the kinds of words, situations, or actions that might trigger you, share them with your partner during your shift. If you find yourself unable to look at a situation from an objective perspective, remove yourself from the situation by kicking it sideways to your partner or to another Ranger pair through Khaki.

RANGER SKILLS: COMMUNICATION

COMMUNICATION IS A COMPLEX PROCESS. Different perceptions may cause difficulties in the transmission of ideas and information. Here are 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 overly 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. Which of the listening styles from training is appropriate for each situation?

TRY TO AVOID THE USE OF "BUT"—IT CAN NEGATE EVERYTHING THAT CAME BEFORE IT—INSTEAD, USE "AND" TO CONNECT IDEAS AND MESSAGES.

"I LOVE YOU, BUT COULD YOU DO THE DISHES?" SOUNDS A LOT DIFFERENT THAN "I LOVE YOU, AND COULD YOU DO THE DISHES?"

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 we can make this idea work."

TRANSCENDING THE MODEL

The tools and concepts taught in Ranger training stem from our department's 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 their newly learned skills and trying to use them separately and individually.

A Ranger is more than the sum of a set of tools and concepts; a Ranger rises above the prescribed model, integrating and surpassing what they learned in training. By transcending the model, you will live and work within the boundaries of the tool set provided while finding your own style shaped by your gut, heart, mind and training. You will become even more than the model Ranger that you aspired to be.

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

RANGER EQUIPMENT

RANGER HANDLE/NAME

All Rangers will have a radio handle (name) that becomes their Ranger community moniker. Ideally, radio names should have at least 2 syllables, and preferably no more than 3 for better radio communication. Thought should be given to selecting a handle that you will respond to readily, that 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, a khaki shirt with Ranger insignia, and a Ranger ID laminate (lam) upon successful completion of Mentoring. These clothing elements, along with your shift radio, make up the Ranger costume which serves to identify you to the citizens of Black Rock City as a Ranger resource. Rangers must be in costume—hat, logoed shirt, ID lam, and radio—while on duty.

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. When adding ornamentation to your costume, please avoid zebra stripes (LEAL) and leopard print (Mentors) as they generally denote special teams.

Accessories that send a message of hostility or aggression are discouraged. Items of clothing such as current war motif or camouflage designs should be avoided.



Black or dark blue shirts or jackets, or other items or clothing that would make participants think “cop” or “military” or “security guard,” are not appropriate while on duty or while interacting with other participants as a Ranger. Rangers may not work naked—genitalia must be covered. Moreover, Rangers should not dress in or behave in a way that projects sexual power or other kind of power, and should instead look approachable and trustworthy.

You may add more costumes to your wardrobe by shopping for khaki or tan-colored clothing at thrift, camping, surplus and other stores. Long-sleeve shirts provide protection from the sun during the day and additional covering for warmth at night. Pockets that have button or zipper closures will carry smaller items safely. Cotton clothing is the most comfortable and durable (and non-meltable) in the Black Rock Desert. If you are wearing a backpack or hydration pack please alter it in some manner to reflect that fact that you are a Ranger when viewed from behind.

REQUIRED EQUIPMENT

Rangers must be in costume—hat, logoed shirt, ID lam, and radio—while on duty.

SUGGESTED PERSONAL EQUIPMENT

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

Water

Eye protection

Map of Black Rock City

Small flashlight

Matches or lighter

Knife or utility tool

Dust mask or handkerchief

Quick-energy snack foods (jerky, trail mix)

Clothing for changes in temperature

Notebook and pencil

Whistle (useful for being located during dust storms and for getting the attention of large groups/vehicles)

Bicycle with lights (if you and your partner would like to be bike mobile)

A sturdy belt for your radio

RANGER EQUIPMENT: RADIOS

RADIOS

Rangers have radios to connect them with the Ranger Shift Command Team, with other Rangers, and with other Burning Man departments. Radios are the one of the keys that enable us to function as the eyes and ears of Black Rock City, allowing us to get assignments, report situations, request help, get advice, and kick things sideways when necessary.

Most of your radio conversations will be with “Khaki,” the group call sign of the Ranger Shift Command Team. The Command Team is made up of multiple people, so don’t be surprised if Khaki’s voice changes during a shift or even in the midst of a radio conversation.

Rangers always work in pairs, and no matter what the situation, at least one Ranger in a given pair (and preferably both) should always be monitoring the radio. Listen for your own call sign as well as your partner’s, as a call could come in for either one of you. It takes some practice, but you will quickly develop the ability be aware of your surroundings in Black Rock City while simultaneously following Ranger radio traffic.

INITIATING A CALL

To make a radio call to another Ranger, wait until the channel is clear and then call their handle twice followed by your handle. For example, if Hubcap wants to get ahold of Khaki he should say, “Khaki, Khaki, Hubcap.” Khaki will respond, “Hubcap, go for Khaki.”

EFFECTIVE RADIO USE

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 ABCs:

A—ACTION Identify what actionable item you are requesting. 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.

THINK A great way to use your ABCs is to think about what you need. If you can phrase your radio call as “Khaki, I need _____ at <your location> for <whatever the details of your call are>,” that pretty much guarantees that you’re about to make a good radio call. See the sidebar for some examples.

Once you’ve thought about what you need and how you’re going to say it, use the following steps to ensure your transmission makes it through the radio system:

LISTEN Listen to make sure the channel is clear and that you’re not interrupting something more important. Only one person can talk on the channel at once, so if you transmit when somebody else is talking, you both lose. Similarly, don’t interrupt emergency traffic with low priority messages.

PUSH Push the button on the side of your radio or shoulder mic to let the system know that you want to transmit

SOME GOOD SAMPLE RADIO CALLS

“I need medical at 2:30 and Esplanade for a 30-year-old female who has injured her foot on rebar. She is conscious and breathing.”

“I need fire response at 8:30 and Divorce for an RV that’s on fire.”

“I need a non-urgent face-to-face with Khaki at 5:45 and Hotel for some advice on an on-going noise dispute.”

“I need Green Dot support at the 12 o’clock side of the Temple to assist in Rangering a disoriented participant.”

“I need advice on where to send a participant who wants to make a report to law enforcement.”

USE YOUR RADIO TO GET THE RESOURCES AND SUPPORT THAT YOU NEED.

PAUSE Wait until you hear the beep from your radio that tells you it’s ready for you to talk

TALK Speak calmly, slowly, and clearly. State what it is you need from or what you’d like Khaki to do about the situation you are in, where you are, and any other pertinent details—remember your ABCs.

RANGER EQUIPMENT: RADIOS CONTINUED

SOME IMPORTANT RADIO PHRASES YOU SHOULD BE FAMILIAR WITH

ALLCOM: Allcom is a call for “all stations” and is a clue to you that something probably important is about to follow. For example, Khaki might say, “Allcom, Allcom, this is Khaki, we have a lost child ...”

BREAK BREAK BREAK: We are can be a chatty bunch, and sometimes it can be hard to get a word in edgewise on the radio. In emergencies only, if you have been unable to break into the channel, say “break break break” as soon as someone else has finished transmitting. Everyone will hear this and know it’s an emergency. Khaki will respond, “Breaking station, go for Khaki.” That’s your cue to identify yourself and let Khaki know what was so important.

OPEN MIC: If somebody accidentally keys his or her radio, nobody else can talk. Try not to do this. When it happens, you will hear sometimes hear “Open Mic!” often said in a frustrated voice by a frazzled Khaki. If you hear “Open Mic!”, check your radio and then check your partner’s radio to make sure it’s not you. Do not broadcast during an open mic; it is Khaki’s responsibility to track down the offending radio and if you transmit while Khaki is trying to track it down, it confuses the radio system and you may be incorrectly identified as the offender.

YOU DO NOT NEED PERMISSION TO GO DIRECT. WAIT FOR A BREAK IN TRAFFIC, ASK THE PERSON YOU’RE LOOKING FOR TO MEET YOU ON THE RANGER ADMIN CHANNEL AND THEN HAVE THE CONVERSATION ON RANGER ADMIN. ASKING PERMISSION MAKES KHAKI A SAD PANDA (AND EFFECTIVELY DOUBLES TRAFFIC ON CONTROL 1 FOR A SINGLE CONVERSATION).

COMMUNICATION TIPS

Always speak clearly, slowly, and calmly. Oh, and enunciate.

Do not yell into the microphone—yelling causes distortion and adds tension.

If you are in a windy place, turn your back to the wind, shield the microphone with your hand, or get someplace where the wind is blocked. If you’re in a loud place (e.g., due to music), get somewhere quiet. You can’t outshout the wind or really loud techno music.

Do not “ummmm,” “ahhhhh” or hold the microphone key down without speaking. (Thinking before you transmit helps with this.)

Keep your transmissions brief. Short transmissions give the person on the other end a chance to inform you if your transmission was garbled and also gives Rangers with emergency traffic a chance to jump in.

Use full names of streets (“alimony,” “birthday”, etc.) or phonetic alphabet (“alpha,” “bravo,” etc.) when giving street names. Otherwise the streets B, C, D, E, and G all sound alike on the radio.

WHAT TO AVOID SAYING ON THE RADIO

All Ranger radio traffic is recorded and may also be monitored by law enforcement or other outside agencies, as well as participants and other departments. A general rule is that we don’t say anything on the radio that we wouldn’t want to see on the front page of the *New York Times* the next day.

If taking the time to compose your thoughts is not making the situation worse, avoid saying any of the following on the radio:

PROFANITY of any kind

“DEATH” OR “DEAD,”—this may draw unwanted attention. Instead request an immediate face-to-face with Khaki.

SEXUAL ASSAULT, CHILD ABUSE, ELDER

ABUSE. If someone reports to you, or you suspect a sexual assault, child abuse, or elder abuse, report to Khaki that you have a possible must report situation and would like assistance. If Khaki asks for more information be discreet but give any information requested.

DO NOT ATTEMPT TO DIAGNOSE a participant’s condition. Instead, describe symptoms and severity.

DRUGS (by name or generically), “overdose,” or “high.” Again, do not try to diagnose; instead describe a participant “altered”, “disoriented”, “unresponsive”, or “unconscious”, as appropriate.

“EVICTION”. If you have a situation that appears to violate or blatantly disregard Burning Man community standards (e.g., repeated instances of vending), request a face to face with Khaki. See p. 30 for more information on evictions.

FULL LEGAL NAMES OR OTHER IDENTIFYING INFORMATION of participants, other than when reporting a lost child, or when requested by Khaki. Be respectful of participants’ privacy—they probably don’t want their name on the front page either.

IN AN EMERGENCY, DO NOT HESITATE TO ACCURATELY DESCRIBE WHAT IS GOING ON. DO NOT BE VAGUE OR ASK FOR A FACE-TO-FACE. ASK FOR WHAT YOU NEED, AND ASK FOR AN IMMEDIATE RESPONSE AS APPROPRIATE.

RADIO CHANNELS

The primary channel for Ranger operations is called “Control 1.” Generally, all Rangers will share the same channel; however, on a busy shift some Rangers in one half of the city may be assigned to one channel and Rangers in the other half may be assigned to another channel. Pay attention to the assigned operational channel for your shift and area of the city.

Because it is critical that the Control channels be kept available for operational and emergency traffic, we regularly use other channels in order to move traffic off of the Control channels. A few channels deserve special mention:

TAC 1-4, LOCAL 1-2: During specific incidents, the Rangers involved may be told to switch to a Tac (“Tactical”) or Local channel assigned by Khaki. Local channels work without a repeater, but have a short physical range. Do not use these channels except as assigned by Khaki.

ESD 911: ESD 911 is the dispatch channel for the Emergency Services Department which handles medical, fire, and emergency calls. As a Ranger, you should always report emergencies and request ESD assistance from Khaki on Control 1 or your assigned operational channel. However, if you have an emergency and are unable to reach Khaki on Control 1 for some reason you should switch to the ESD 911 channel and call for ESD 911 Dispatch. ESD Dispatch goes by call sign “ESD 911 Dispatch” and, for historical reasons, also answers to the call sign “Black Rock.”

RANGER ADMIN: Non-operational or other conversations that might tie up the channel for a short while should move to the Ranger Admin channel. Unlike TAC and Local channels, you do not need permission from Khaki to use the Ranger Admin channel.



RANGER EQUIPMENT: RADIOS CONT.

CHECKING OUT YOUR RADIO FROM HQ

Radios are checked out from Ranger HQ. Depending on availability, you may be given a radio just for a single shift, or for the entire event. Prior to checking out your first radio you must bring a credit card and fill out a form stating that you will be financially responsible if your radio is lost or damaged. Radios cost a great deal of money, which is to say it will cost you a great deal of money if you lose or damage your radio.

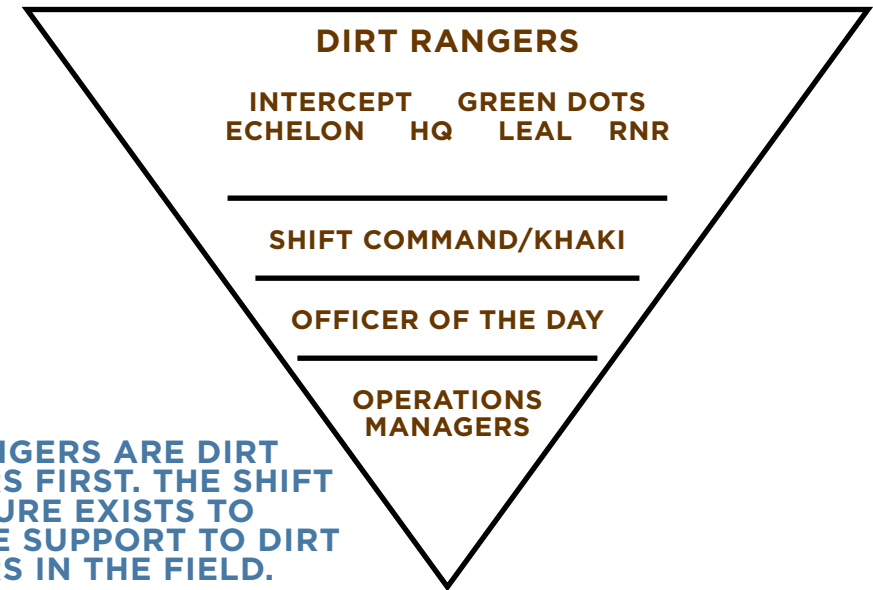
CARE AND FEEDING OF YOUR PET RADIO

You should exchange your radio battery at the beginning of each shift or whenever you hear your radio “beep beep.” This ensures that your radio will not die out when you really need it. Charged batteries are available at Ranger HQ and at Ranger Outposts Berlin and Tokyo.

Never carry your radio by the antenna or shoulder mic. Always remove your radio from your belt (heck, ask your partner to hold it) when using the portapotty. If your radio seems to be malfunctioning or not transmitting clearly, first check to make sure that you have fresh batteries. If it still doesn’t work, have your partner call Khaki and ask to exchange it at Ranger HQ.

Do not put stickers or other adhesives on your radio; someone has to take the time to thoroughly remove them before we return them.

RANGER SHIFT OPERATIONS



ALL RANGERS ARE DIRT RANGERS FIRST. THE SHIFT STRUCTURE EXISTS TO PROVIDE SUPPORT TO DIRT RANGERS IN THE FIELD.

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. Dirt Rangers spend most of their time out in the dust, walking and bicycling the streets, interacting with participants, and offering creative solutions to situations they encounter.

SPECIAL TEAMS

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

provide additional coverage throughout the city.

SHIFT COMMAND TEAM

On each scheduled shift, a Shift Command Team coordinates all Ranger operations. One member of this team assumes the role of “Khaki,” who monitors and responds to calls on the radio. Other team members assist Rangers in the field and oversee the various operational teams. Members of the Shift Command Team may also act as Incident Commanders of on-going incidents on their shift.

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 rep-

resents the Ranger Department to other Burning Man departments and to outside agencies, 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 OODs, Shift Leads, and Dirt Rangers over the entire event. This person represents the Rangers at Senior Staff meetings on the playa and attends daily meetings with Law Enforcement and other outside agencies. During the event, a Ranger Operations Manager is always on call.

SHIFT SCHEDULING

WE ESPECIALLY 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, Monday and Tuesday

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

GRAVE: 00:00 - 06:00

MORNING: 06:00-12:00

AFTERNOON: 12:00-18:00

SWING: 18:00-00:00

Please arrive at least 15 minutes before your shift starts and check in with Echelon at the HQ windows when you arrive. Begin looking for a shift partner or check in with the RSC Cruise Director (see glossary) after you have checked in with HQ.

Upon arrival in Black Rock City, set up your camp, get acclimated, meet your neighbors, relax—you have probably been 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 working a shift. 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. Ideally, your schedule should be finalized before you hit the playa. 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 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, in which case you will be asked to come at a time when we have a greater need for your assistance.

If you commit to a shift, you are counted on to keep your commitment. Have your food, water and clothing needs covered before starting patrol. Ranger shifts are generally 6 1/2 hours long; we ask that you show up 15-30 minutes before the scheduled start of your shift. You should also expect to stay in the dirt 15-30 after the shift is over while the next shift is briefed and sent out.

When on shift, you are not off duty until released by Khaki. At the end of your shift, Khaki will call all Rangers back to HQ to check out. This is a chance

to debrief with other shift Rangers, fill Khaki in on any incident details from your notebook that you didn't report over the radio, check out of your shift at the HQ window, and get a meal pog.

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.

If you have completed your shift and still have the Art of Rangering 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.

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 TO SPECIFIC AREAS OF THE CITY.

PARTNERING

Rangers always patrol in pairs, never alone. This both increases your safety as well as makes you more effective as Rangers. Use your time at HQ before shift to meet somebody new and partner with them for your shift; Rangers without partners will be assigned one by the Shift Leads.

MEET AND GREET

While on patrol, meet and greet your fellow artists and 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.

In approaching any situation, a Ranger's default action is DO NOTHING. (The



exceptions to this axiom are the must report situations on page 22, e.g. medical, lost child, etc.). If, in the process of doing nothing, you decide that your presence would be helpful, engage by helping participants solve their own problems. If they are unable to do so, try to solve the problem for them. If the situation still needs attention, call Khaki.

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 pay attention to radio traffic. Learn to listen and be aware of the city and the radio at the same time.

PATROL DEPLOYMENT

Ranger teams will be deployed by Khaki. Stay on duty in your assigned area. Don't "reassign" yourself or chase calls that are outside of your designated area of the city. 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.

ARRIVING ON SCENE

THINGS TO ASK YOURSELF WHEN ARRIVING ON SCENE

1. Is the scene safe? (I.e., safe for the Rangers and anyone else in the area.)
2. Is there any obvious medical need?
3. What appears to be the basic situation? What do I need to Find Out first?
4. Is it one of our must report situations?
5. What should our initial response be?
6. How long are we going to be involved here?
7. Does there appear to be good camp support for the situation, e.g., if it's a person freaking out, do they have friends who can support them?
8. If we need to call for additional resources or to advise Khaki, what should that call be?

REPORTING/RADIO CONTACT

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.

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.

TIPS FOR BEING ON SCENE IN A CONFLICT

Approach those involved in the incident slowly, visibly, and without getting too close. In most situations, one Ranger

FOR YOUR OWN SAFETY AND THE SAFETY OF THE OTHER EVENT 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 BEFORE ENTERING THE SITUATION.

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. **Introduce yourself.** Realize that not all participants know who Rangers are or what we do, so you may have to explain this.

Explain all of your actions before you take them. Asking permission may be appropriate in many cases. For example: "Do you mind if I take a seat?" or "May I take my pack off and stay a while?"

Respect the participant's personal space. Feeling trapped evokes a stress response. Be aware that entering their personal space could cause an uncomfortable or violent response. 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 unable to cope.

Slow down the pace—this will help

to reduce a feeling of being overwhelmed. You have time, defusing situations is what Rangers do and slowing the situation down is one of the best methods to help overwhelmed participants feel calm.

If two participants are yelling at each other, consider **asking them to separate**; you can talk to one, and your partner can talk to the other. Once separated, keep your partner in visual sight at all times.

Ask the person if he/she feels OK. If the answer is no, then ask them where they would like 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 most 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.

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 and by their Ranger name. Keep bystanders away, especially from behind the participant involved.

The worst action a Ranger can take when entering a situation, whether on first contact or as back up, is to run in and try to take over. **Also counterproductive is multiple 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 experienced Ranger or a Shift Command Team member if requested. They are there to help; we are all on the same team with the same goals.

Whenever dealing with a naked participant in a crisis or compromising situation, a Ranger of the same gender as the participant should be present; if you need a Ranger of another gender, 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, **don't hesitate to contact Khaki** for assistance and support.

Never forget to make your own safety a priority.

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.

FIRST, DO NOTHING

A Ranger's first response is to do nothing.

In Rangering, "do nothing" is a verb. It is not a passive acceptance of a situation unfolding.

Rangers often see a situation and see 9 different ways that it might be resolved right off the bat. However, based on the way the situation unfolds, dictated by the participants involved, a 10th resolution can be divined that everyone involved can agree to.

The Ranger, who may on the outside look like they were "doing nothing," was actively engaged in reframing the situation by:

BEING AWARE

BEING EMPATHETIC

BEING CREATIVE

BEING HONORABLE

"DON'T UNDERESTIMATE THE VALUE OF DOING NOTHING, OF JUST GOING ALONG, LISTENING TO ALL THE THINGS YOU CAN'T HEAR, AND NOT BOTHERING." —WINNIE THE POOH

ARRIVING ON SCENE: DUTY TO REPORT

MUST-REPORT SITUATIONS

Rangers must report the following to Khaki:

Lost or found child

Child or elder abuse

Domestic violence

Sexual assault

Non-consensual physical violence

Death

Medical emergencies

Psychiatric emergencies

Any situation that is likely to put a Ranger in harm's way

Any situation that is likely to put a participant in non-consensual grave danger

If you are not sure whether something falls into the above categories, go ahead and report what you see. Let your Shift Leads figure out whether any followup action is required.

Black Rock Rangers are entrusted with considerable flexibility in how they handle the situations they encounter in Black Rock City. Rangers are trained to initially rely on their own judgment and abilities, and to escalate matters (generally to the Shift Command Team) for assistance when appropriate. There are, however, situations in which the Ranger Department requires that Rangers report what they observe to the Shift Command Team. In those situations, Rangers retain the same flexibility in regards to how they act, but they must report what they know to a Shift Lead as soon as is feasible.

The requirement to report is in place to ensure that the Burning Man organization is aware of events that are critical to maintaining agreements we have in place with other departments and agencies, our internal reporting metrics, or legally required or advisable record keeping and reporting.

It is important to note that this policy simply requires that a Ranger escalate required information to the Shift Command Team. The Shift Leads will then follow up with appropriate actions, which may be as simple as noting the event in the shift log, or may include further escalation.

HOW TO REPORT

All reports begin with initiating a call for Khaki on Control 1.

In the case of a medical emergency, request medical response and report patient information using LOGIC-B (see page 27).

In the case of a psychiatric emergency, request CIT and a face-to-face with Khaki (see p. 27).

In the case of a lost or found child, report the details per the lost child protocol (see page 26).

In all other cases, if time is not critical, call Khaki and request a face-to-face.

In an emergency, call Khaki and clearly explain what the situation is; do not be vague or merely request a face-to-face with Khaki in such situations.

LEGAL REQUIREMENTS

Black Rock Rangers are volunteers, and the Ranger Department is not a licensed organization with a special legal relationship with local, state, or federal government agencies. As such, Rangers are not subject to reporting requirements that security guards, medical practitioners, lawyers, and others must observe.

However, it is worth noting that there are legal reporting requirements that all citizens are subject to by Nevada state law. Specifically, it is a misdemeanor for any person witnessing an act of violent or sexual abuse against a child not to report that incident to law enforcement [NRS 202.882].

Additionally, although not mandatory for volunteers like the Black Rock Rangers, Nevada law provides a procedural framework for reporting incidents such as abuse of the elderly or mentally disabled [NRS 200.5093, NRS 200.50935], missing children [NRS 432.190], and certain injuries suggestive of domestic disputes [NRS 629.041, NRS 629.045].

Note that legal requirements listed here are not meant to be exhaustive. Although some of the above laws do not apply directly to Rangers, Rangers may encounter these situations more than others, and it is worth being aware of what the state expects of some classes of professionals as a framework for making the decision of whether to report a particular incident.



EXPECTATIONS WHILE ON DUTY VS. OFF DUTY

Reporting requirements apply at all times to any Ranger while on duty in any role within the department.

It is not the intention of the Ranger department to control the behavior of our staff while they are not on duty, but we do have some expectations of off-duty Rangers even so.

WHILE IN COSTUME

A Ranger in uniform, visibly displaying Ranger logos on their person or property (e.g., vehicle), or otherwise representing themselves as a Ranger, has a duty to act in a manner consistent with Ranger Department policies, including these reporting requirements. If you wish to shed your responsibilities, or know you will be unable to meet the expectations of being a Ranger (for example, if you are intoxicated), be sure to also shed your affiliation with the Rangers as well.

EVENT RADIOS

Similarly, an event radio (a radio issued to a Ranger to use, even while off-duty) carries with it some additional responsibility. The intended purpose of issuing these radios is to extend the capabilities of the Rangers to provide assistance to the community by utilizing the “eyes and ears” of off-duty Rangers to inform the Shift Command Team when something warrants Ranger attention.

A Ranger unable or unwilling to provide assistance while off duty should decline an event radio if offered, and simply check out a radio while on duty. This frees that radio up for another Ranger to assist where able.

It is worth noting that Rangers are chosen in part for their character, and their desire to help the community. While they are not required to act while off duty, we do hope that Rangers will, within their discretion, act appropriately.

NOTES

SITUATIONS YOU MAY ENCOUNTER

OH, THE PLACES YOU'LL GO! You will come upon many different situations as you wander Black Rock City as a Ranger. The following pages describe some of them and offer guidelines for how to handle them. Please remember that these are, for the most part, only guidelines: we cannot give you a cookbook or flowchart on how to handle every situation. Rather, we expect Rangers to use their creativity and best judgment in any given situation. Moreover, two different Rangers might handle the same situation differently, and that's a good thing: our diversity is our strength.

“WHERE ARE THE PORTA POTTIES?”

Despite the impression you might get from Ranger Training and this manual, the reality is that life as an on-duty Ranger is often pretty mundane. You will do an awful lot of walking or bicycling around Black Rock City, meeting and greeting colorful characters, checking out fabulous and not-so-fabulous artwork, and answering lots of questions—the most common of which will be, “Where are the porta-potties?” Enjoy this time! Give a hand to folks who need help setting up camp. Feel free to ask if you can join participants and borrow some of their shade. This is a huge part of our job as Rangers, functioning both as Ranger ambassadors as well as the eyes and ears of the community.

And to answer the question: porta-potties are located on every radial street, as well as off the 10 o'clock and 2 o'clock arms, and out on the open playa.

PARTICIPANT DISPUTES

Burning Man is intense. Tempers often flare. Some of the most common situations you will find yourself Rangering are arguments, disputes, even fights among camp mates or between camps. In some sense this is the classic Ranger scenario, the bread and butter of what we do.

As background on how to handle these kinds of situations, refer back to the earlier sections in this manual—the parts on “FLAME,” “Conflict Resolution,” “Communications,” and “Arriving on Scene” are particularly relevant.

NOISE COMPLAINTS

Shockingly, Burning Man can be noisy. Loud music is a common source of friction between camps. To minimize this, Burning Man has some policies regarding amplified music in camps:

- (1) Maximum amplified sound power of 300 watts;
- (2) Sound must be less than 90 dBA when measured at 20 feet;
- (3) Speakers must be elevated off the playa;
- (4) Speakers must be backed by truck, RV, or large, solid object to reduce sound going backwards.

Mutant Vehicles are subject to similar standards. All vehicles must be mindful of their volume and surroundings, especially in quieter areas of the city or later at night. Vehicles with larger sound systems (greater than 90 dBA at 100 feet) may play at high volume only when out on the playa, and must turn it down when appropriate, e.g., around art pieces or burns. Vehicles with the largest sound systems (greater than 100 dBA at 100 feet) may

play at high volume only near 10 o'clock and 2 o'clock by the large-scale sound camps, with speakers pointed outwards towards the playa.

As the Survival Guide puts it, if a problem with sound levels continues after sufficient requests and warnings, the source of power for such device or system may be disabled; Mutant Vehicle operators receiving more than two sound complaints may lose their license and not be allowed to operate their vehicle for the rest of the event.

Thankfully, these outcomes are very rare—Rangers strive to mediate sound conflicts to avoid them. As with mediating any dispute, compromise is usually required from both parties.

Rangers may need to educate sound camps and vehicles about amplified sound policies and being good neighbors, and they may also need to educate the complaining camp(s) about the fact that Burning Man is a noisy place.

Rangers should avoid coming across as the “noise police.” Some Rangers have been known to carry spare earplugs to gift to participants so that they can solve their own noise issues without conflict with the neighbors.

If you have reason to believe that a noisy camp has turned down its sound system in your presence but is likely to turn it up again after you leave, call Khaki

and report the situation. This will allow the Ranger Shift Command team to keep track of problematic camps.

BURN PERIMETERS

Any Ranger can, and is encouraged to, participate in burn perimeters. For 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

- + Check in at HQ and pick up a radio if you do not already have one
- + 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 to with participants
- + Enroll the front row in helping you establish the perimeter
- + Try to get as many rows as you can to sit down
- + 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!

SITUATIONS YOU MAY ENCOUNTER: MISSING PERSONS

MISSING ADULTS

Rangers may receive reports from worried participants that an adult campmate has gone missing or “didn’t come home last night.” While this may be upsetting to the participant, adults are not considered lost in Black Rock City and Rangers will not search for missing adult campmates. Search and Rescue missions are only conducted in the outlying desert by the BLM and other public agencies.

If a participant reports that a missing adult campmate has seriously diminished mental capacity (e.g. Alzheimer’s) or suffers from a medical condition that would result in serious harm if they do not return to camp and take their medication, Rangers should report this information to Khaki. Khaki may decide to make an announcement to Rangers on shift requesting them to keep an eye out for this person during the normal course of their shift.

LOST CHILDREN

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. While Khaki is notifying other departments on different radio channels, 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 and their camp location (if known)

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, and stay available on Comm for Khaki

6. All other Rangers should keep the channel clear except for emergencies.

7. All other Rangers should write down info and look for child.

8. After the child has been located, Khaki will arrange for Rangers with the child to meet with Rangers with the parents.

9. Rangers may not release a child without the OK of a Shift Lead and Law Enforcement on scene.

FOUND CHILDREN

A found child is a less serious but still urgent incident. Rangers encountering a child who is unsure of where their parents or guardians are should call in the incident to Khaki.

Try to gather the following information from the child:

Names of parent/guardians

Description of parent/guardian

Name and location of their camp

Location and time they last saw their parents

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. Unaccompanied minors are not a problem in BRC, unless they seem distressed and want your help, are in an adult-themed camp or area of the city, or your spidey sense is otherwise triggered. Observe and ask if you’re unsure.

If you determine that a child not accompanied by adults is having a less than perfect instant at Burning Man, you can call in a Found Child. What might that look like? The child could be lost, confused, or perhaps involved in or near something inappropriate for minors (nudity, alcohol, etc). Use your best judgment. Err on the side of making sure younger participants are having fun at Burning Man.

When handling a Found Child episode, a Ranger must never be alone with the child. Make sure that a child is always with a pair of Rangers; if you don’t have a partner (are off shift, separated from partner momentarily, etc.), enlist a nearby participant to hang out with you until you can get a Ranger partner.

There will be an extended childcare facility at Station 3 that is state licensed and operated by ESD. However, do NOT, upon identifying a Found Child, run them over to Station 3. This resource is to be used at the discretion of Khaki, most likely in situations that last longer than an hour.

SITUATIONS YOU MAY ENCOUNTER: MEDICAL or MENTAL HEALTH EMERGENCIES

MEDICAL EMERGENCIES

Rangers who encounter participants having medical difficulties on playa should engage the participants and call Khaki to request medical response. Rangers with medical certification can operate up to their own scope of practice, but must call ESD to the scene if the injury is any more serious than injuries that might normally be treated at home by Mom (band-aid etc.). In such situations, Rangers cannot terminate care, but must release the scene to ESD upon arrival, (again; except in cases where the injury is something that a mother would treat as home (band-aid, etc) Use the LOGIC-B protocol to call in necessary information for each patient:

L = Location: where are you? (address, identifying landmarks)

O = How old is the affected participant? (estimate is OK)

G = What is the **gender** of the participant?

I = Illness/Injury: what is the chief complaint of the participant?

C = Conscious: is the participant conscious, semi-conscious, unconscious?

B = Is the participant breathing? Is the breathing labored, super fast, etc.?

Example: “Khaki, I need medical at **4:20** and **Charlie** for a **50-year-old man** who is complaining of **chest pain**. He is **semi-conscious** and his **breathing is labored**.”

Once you have called for medical, you **MUST** stay with the participant until help arrives and you are cleared from the scene by both ESD and by Khaki. At night, wave a flashlight in a circle to help ESD find you. Inform Khaki when ESD arrives on scene.

Medical personnel may request that Rangers on scene provide a perimeter to keep onlookers at a distance while they work. Much like a burn perimeter, face the crowd, not the center. Stand so that you can maintain situational awareness of the crowd, the medics and the patient, and your partner.

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. 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).

Be sure to let Khaki know when medical has released you from the scene.

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

“Green dotting” can be and is performed by all Rangers and can happen anywhere—in a participant’s own camp, in Sanctuary, in medical, or out on the open playa.

Green Dots are those Rangers who self-identify as being suited to this work, have completed the Green Dot training module, and who have been vetted by experienced Green Dot Rangers; however, ANY Ranger is capable and empowered to begin peer counseling of distressed participants.

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
- + Involves more Kleenex than duct tape

SITUATIONS YOU MAY ENCOUNTER: PROPERTY ISSUES

THEFT AND 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.

Reporting theft directly to law enforcement is the best option available to participants, and participants may visit Ranger HQ or the Law Enforcement compound to make such a report. Significant property thefts reported by participants should be referred by radio to Khaki; examples might include stolen vehicles, art projects, art cars, or incidents in which Rangers have eyes on the alleged thief.

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; point out to participants that they are the people most likely to be aware of and present for incidents in their neighborhood. The time of highest risk for theft is Saturday night through Monday morning. On Sunday and Monday, when people are packing and leaving, be particularly alert for suspicious activity.



LOST AND FOUND ITEMS

Rangers do not deal with lost property. Individuals who have misplaced necessary medicines should be directed to the medical tent. Any questions about lost bikes, keys or other items should be directed to Playa Info.

Found items should be turned in at the Playa Info in Center Camp, except for bicycles which should remain (or be returned to) where found. Rangers should not take found items from participants for delivery to Playa Info.

ENCOURAGE PEOPLE TO GET TO KNOW THEIR NEIGHBORS AND LOOK OUT FOR EACH OTHER—THIS IS THE BEST WAY TO PREVENT PROPERTY CRIME.

SITUATIONS YOU MAY ENCOUNTER: VEHICLE ISSUES

All Rangers should watch for vehicles operating unsafely in Black Rock City and attempt to Ranger such situations. While we have a special team, Intercept, which is focused on vehicle safety in the inner playa, all Rangers are expected to address vehicle concerns within our bike- & pedestrian-focused city. Intercept is available to assist if needed for vehicles on the inner playa between 4 pm and 4 am.

VEHICLE EDUCATION

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.

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.

Use your best judgment in determining whether a vehicle is posing a safety hazard; the guidelines, as published by the Department of Mutant Vehicles, are:

- + Only drive vehicles licensed or allowed to drive in Black Rock City
- + Abide by all applicable federal and Nevada state laws, including all open container laws (no open containers within reach of the driver)
- + Drive at a speed of 5 mph or less (less if kicking up dust, or in hazardous situations such as tight crowds)
- + Give the right of way to pedestrians, bicycles, and emergency services vehicles
- + Follow the reasonable and applicable vehicle laws for road safety
- + Stop immediately upon being hailed by any BRC Staff member,

Black Rock Ranger, or law enforcement officer

+ No driving under the influence of drugs or alcohol

+ No driving on pedestrian-designated streets (see your map for details)

+ No driving during whiteouts

+ No driving on wet or freshly-watered roads

+ Any additional guidelines set forth by Burning Man

+ Obey sound policies

In addition to adhering to the driving rules indicated above, Mutant Vehicles must:

+ Create a clear field of vision for the operator, including rear and side mirrors

+ Have ground guides (walkers) if the vehicle is large, has a limited field of vision or is dangerous to pedestrians

+ Have a safe access area and procedures for loading and unloading passengers

+ Clearly display the Mutant Vehicle license in a location specified by the DMV

VEHICLE STICKERS

The Department of Mutant Vehicles (DMV) issues stickers to vehicles which permit them to operate on the playa.

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) permits open playa driving 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 EVERY trailer; all trailers need a separate license

STAFF For staff vehicles.

DISABLED Person holding disabled registration does not have to be driving the vehicle but must be in the vehicle when it's being driven.

ART SUPPORT The Artery issues paper permits to artists so they may service their art. These are designated either by days of the week or for all week operation. Artists are only permitted to drive to and from art installations (no joy-riding).

VENDOR Permitted vendor vehicles are marked with a number in the upper corner of the windshield and on the back of the vehicle.

SITUATIONS YOU MAY ENCOUNTER: MEDIA AND CAMERAS

You can't help but see cameras everywhere on the playa—from cellphones and point-and-shoots to expensive and sophisticated digital recording equipment. Burning Man has separate standards for individuals recording images (both moving and still) for personal use and for members of the press or other commercial media.

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. Personal-use video cameras need to be registered at the Greeters Station, Playa Info, or Ranger HQ/Outposts and not Media Mecca. Personal-use still cameras do not need to be registered.

Photographers do not have the RIGHT to take photographs at the event, but they do have the PRIVILEGE. And with that privilege comes responsibility. Photographers should not harass subjects. If an individual does not want to be photographed, it is the participant's responsibility to ask the photographer to respect their privacy. Rangers should mediate the situation only if it grows into a conflict.

CAMERA TAGGING

Professional motion cameras (video or film): must register at Media Mecca and be tagged

Professional still cameras: must register at Media Mecca and be tagged

Personal-use motion cameras (video or film): must register by completing a Personal Use Agreement at Greeters, Playa Info, or Ranger Outposts but are NOT tagged.

Personal-use still cameras: do NOT need to be registered and are NOT tagged



SITUATIONS YOU MAY ENCOUNTER: EVICTIONS

Occasionally, a situation arises in which participants are removed from the event. This occurs only when a participant acts in a way that directly contradicts or blatantly disregards the community standards. An eviction is a last resort and is not undertaken lightly.

Dirt Rangers should never threaten a participant with eviction (or with calling for 007's). Ever. In the event of singular or on-going violations or blatant disregard of the community standard, Khaki should be notified. Some examples of such situations in the past have included repeated instances of vending, or participants repeatedly losing their children. Further there have been instances of individuals and groups attending the event with the sole purpose of trying to see how long they can act against the community standards before getting evicted.

Once Khaki is notified, the members of the RSC team will work with the Rangers on scene to re evaluate the situation and if necessary take appropriate action. When a member (or members) of the Ranger Shift Command Team have decided that all normal mediation efforts have been exhausted, both by the Rangers on scene and members of the RSC team that have become involved, and the situation may require that a participant be evicted s/he calls for two 007's to FLAME the situation.

007's are a special team of Rangers charged as the only group in Black Rock City that can evict participants. Evictions of staff members, vendors, or volunteers go through separate processes involving their own department managers and the BM Org.

The calling of 007 Rangers does not mean that an eviction is in process. When 007's arrive on a scene, they are charged with FLAME ing the situation with a fresh perspective. Should the 007 team be unable to craft any other workable solution to the issue and they both agree that the only (or best) solution is eviction from Black Rock City, the participant will be evicted.

SITUATIONS YOU MAY ENCOUNTER: LAW ENFORCEMENT

The Law Enforcement Officers (LEOs) and other agencies you may encounter in Black Rock City wear various uniforms. Some may be undercover and do not wear uniforms. The following agencies are the most likely you'll encounter during our event:



Federal Bureau of Land Management (BLM)



Nevada Highway Patrol (not active in BRC, they are, you know, on the highway)



Nevada State Health Department



Pershing County Sheriffs (PCSO) and law enforcement personnel from other counties under contract with Pershing County. These should all identify as PSCO officers.



Washoe County Sheriffs (not active in BRC, but they'll be in Gerlach.)

The Burning Man Project and the Black Rock Rangers have historically had a good working relationship with law enforcement on the playa. The Law Enforcement Agency Liaison (LEAL) team are Ranger response and Ranger backup on playa in any situation that has Law Enforcement implications. LEAL members are experienced Rangers, are on duty

24/7, have specially marked vehicles, and are ready to act as the interface between Law Enforcement, the Rangers, and the rest of the citizens of Black Rock City.

If you see a LEAL Team member (called Zebras on the radio) at a scene, and you have timely information, make sure you brief the Zebra as to what has occurred.

The LEAL Team needs all of the significant positive and negative information from the last 24 hours to share at the Daily Agency Meetings, which are held at 15:15 every day. 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.

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 Khaki immediately. Do not try to "take on" LE even if you feel they may not be observing protocol or law.

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 and Shift Command Team members. Many of these Rangers 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.

If you witness a LE interaction with participants that somehow triggers your "Spidey Sense" (i.e., something doesn't seem quite right), call Khaki and report the situation. Don't tell Khaki you need a LEAL response, instead say something like: "I see BLM officers talking to a participant and I get the feeling they could use LEAL assistance."

You do not need to report every action of Law Enforcement. We trust you to identify when it might be something with which LEAL can assist.

It's better to not call it in than to over-call-in.

RANGER RESOURCES



RANGER HQ

HQ is the base of Ranger 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.

HQ is the first and last place you'll visit during a shift. For participants, HQ is a convenient place to find Rangers. HQ is located on the Esplanade, near Center Camp.

THINGS TO DO AT HQ

Sign up for shifts or double check your schedule

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

RANGER OUTPOSTS

Tokyo and Berlin are Ranger outposts. These are places where participants can go to find Rangers without going all the way to Ranger HQ. Each Outpost consists of a public lounge area, shade structure, burn barrels and a water supply. Outposts also have a supply of fresh radio batteries and copies of personal-use camera agreements, law enforcement feedback forms, and incident reports.

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. Both Outposts are across the street from an ESD facility. Rangers, on patrol or off, are always welcome to stop in at Tokyo or Berlin to hydrate or get some shade.

Outposts also contain camping areas. Rangers should treat these Ranger camps as they would any theme camp and should respect the private space of participants camped in Ranger camps.

SANCTUARY

Sanctuary is a 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 limited resource and, in most Green Dot calls, not a necessity. Use your discretion when suggesting or accessing Sanctuary as a resource.

RANGER TEAMS

TEAMS ARE DYNAMIC PLACES FOR RANGERS TO CHANNEL ENERGY AND TALENTS INTO THE RANGER DEPARTMENT.

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. These 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 and Ranger Council (see pages 35 and 36) apprised of developments within their team through monthly reports. Communication travels in all directions between teams, Ops, and Council. One of the goals of these leadership groups is to train newer members of a teams 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. What follows is a brief description of Ranger Teams and a listing of their year-round leadership groups; these Rangers are a great place to start if you want to learn more about a team or want to get involved.

LOGISTICS The Logistics Team ("Echelon") supports the logistics of Ranger field operations. These Rangers volunteer their time to attend to the minutiae of Ranger field operations, before the event, during the event, after the event, and in the year-round planning season. The tasks performed by Echelon are time-sensitive, behind-the-scenes, fun, chaotic, and sometimes surreal. 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 2012 Logistics Team is led by Crow.

Logistics is comprised of three sub-teams; Echelon HQ, SITE (set-up, infrastructure, tear-down, and egress), 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 costing for the year. The 2012 HQ Team is led by Mere.

ECHELON SITE TEAM 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. As of 2011, Rangers need to volunteer for tear-down 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 2012 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: 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 2012.

GREEN DOTS Green Dots are Rangers who ride the edge of "inner" chaos. In those times when the counseling required exceeds your Dirt Ranger train-

ing and comfort zone, when attending to a participant will take much longer than usual, 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 feeling like themselves. It is in these moments when Khaki dispatches a Green Dot Ranger.

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 are present for participants emotional 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 participants safe. Green Dot Rangers patrol in the field, working as Dirt Rangers with a Ranger partner, until a situation which calls on their additional skills arises. Green Dot Rangers also staff Sanctuary. Finally, Green Dots are available to support individual Ranger's internal work even when they aren't in crisis.

The Green Dots are led by a group

RANGER TEAMS

called the Green Dot Cadre. For 2012, the Green Dot Cadre is Bayou, Black Swan, and Duney Dan.

INTERCEPT Intercept addresses vehicle safety concerns within Black Rock City. Intercept's patrol focus is on inner and outer Playa during Swing and Grave shifts (4pm until 4am). Intercept Rangers frequently come across situations where they are a first responder on Playa; it's often a lot more than just directing Grandma's RV off the Esplanade!

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

Intercept works closely with Khaki, Dirt Rangers, other Ranger Teams and the DMV on vehicle safety issues.

The 2012 Intercept Cabal includes Buzcut, Buick, Haggis, Sir Bill and TomCat.

LEAL LEAL is the acronym used to identify Rangers who work as Law Enforcement Agency Liaisons (LEAL). On the radio, the on duty LEAL member is referred to as "Zebra 2." As Black Rock City has grown in size and 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.

LEAL Team members work 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. The LEAL Manager chairs the Daily Agency Meeting, at which informa-

tion collected by the Rangers and concerns of the Law Enforcement agencies are exchanged.

LEAL Manager for 2012 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.

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 2012 Mentor Cadre is Haiku, Answergirl, Action Jack, Chameleon, and Chyral.

OFFICERS OF THE DAY The Ranger Officers Of the Day [OODs] are experienced rangers who advise the Shift Command Team on complex issues and keep the Operations Managers informed of relevant information during the event. OODs have 24 hour-long shifts and are responsible

for understanding the larger context of Ranger operations on that day and making sure the operations of the Rangers as a whole stay consistent. The OODs also have responsibility for organizing the 007 group. The OODs for 2012 are Beast, CC Sallie, Crow, Peaches, Splinter, and Zeitgeist.

SHIFT COMMAND

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 on-shift 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 2012 Shift Lead Cadre is Gemini, SlipOn, and Strobe. The OODs and Operations Managers are consulting members of the Cadre.

RAPID NIGHT RESPONSE (RNR)

Rapid Night Response's role is to get qualified Rangers to serious situations fast, amidst the challenging and complex night-time environment of Black Rock City.

Receiving quick emergency responses, or even just being aware of where you left your beer, over a large area of intense activity like BRC is often a unique challenge for the citizens. In 2000, a team of Dot-qualified Rangers calling itself Rapid Night Response found that by incorporating the skills of the city bike messenger in coordinated patrols, they could respond faster, and with an amplified degree of organization, filling a niche between the wandering Ranger and the wait for resources. Members of RNR are required to exhibit a high level of teamwork, endurance,

and commitment. RNR kicks the helpful Ranger ethic into high gear when it is needed most desperately, concentrating the wide vision and light touch of the Rangers on situations that are quickly becoming "SITUATIONS!".

The roving wheels and intuitive perceptions of the RNR team is embodied in the motto: "We were there ten minutes ago."

RNR's Guiding Core for 2012 is Silent Wolf, Tigereye, Quicksilver, and Fable.

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 2012 Tech Team Cadre is Stonebeard and Hawthorn.

TRAINING The Black Rock Ranger Training Team delivers a curriculum designed to teach both 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 basic Ranger training covers topics such as the history and operations of the Black Rock Rangers, listening and mediation skills, and special situations that we encounter on the playa. 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 in 2012 includes Keeper, Peaches, Safety Phil, and Bourbon. Training Academy Logistics are handled by Kimistry.

VOLUNTEER COORDINATORS

Volunteer Coordinators field inquiries from prospective Rangers and get them placed in training sessions and oriented to the process of becoming a Ranger. The VCs work year-round to ensure that individual Rangers' opinions and suggestions are considered and that Rangering continues to be a rewarding activity. VCs are tasked with assessing recruitment 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 2012 is Chameleon, Fuzzy, Kiote and Shiho.

RANGER OPS TEAM

The Ranger Ops Team is comprised of representatives from each Ranger Team. The mission of the Ops Team 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 to maximize effectiveness, ensure transparency, allow for checks and balances, and ultimately foster a sense of teamwork through information sharing and mutual support.

2012 RANGER OPS TEAM

Ranger Council
Ops Team Chair—Easy E
Art Safety—Judas
Green Dots—Bayou
Headquarters—Nuklear
Intercept—Buzcut
LEAL—Big Bear
Logistics—Ebbtide
Mentors—Answergirl
Officers of the Day—CC Sallie
RNR—Silent Wolf
Shift Command Team—SlipOn
Tech Team—Stonebeard
Training Academy—Bourbon
Volunteer Coordinators—Shiho
Special Consultant—Splinter
Scribe - Ice Cream

Ops Team representatives are the best place to start if you have interest in or a question about a specific operational team. All Ops Team reps have an email address that is their handle @burningman.com (e.g. ebbtide@burningman.com)

RANGER TEAMS

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. The Council works as a collaborative entity with a consensus model for decision making; no single member has any more or less voice, although each member is tasked with specific areas of focus. 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.

COMMUNICATIONS: K8

Facilitates transparency within the Ranger organization and between other departments. Attends Ranger Council and Ops Team meetings and reports back to keep the Rangers apprised of the actions and decisions of those bodies. Moderates Allcom and Announce. 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 Burning Man Leadership Forum 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. Functions 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 the Burning Man Leadership Forum, to outside agencies and to other departments. The number one priority of the people holding this position is Rangers and the systems we have for their support on the playa.

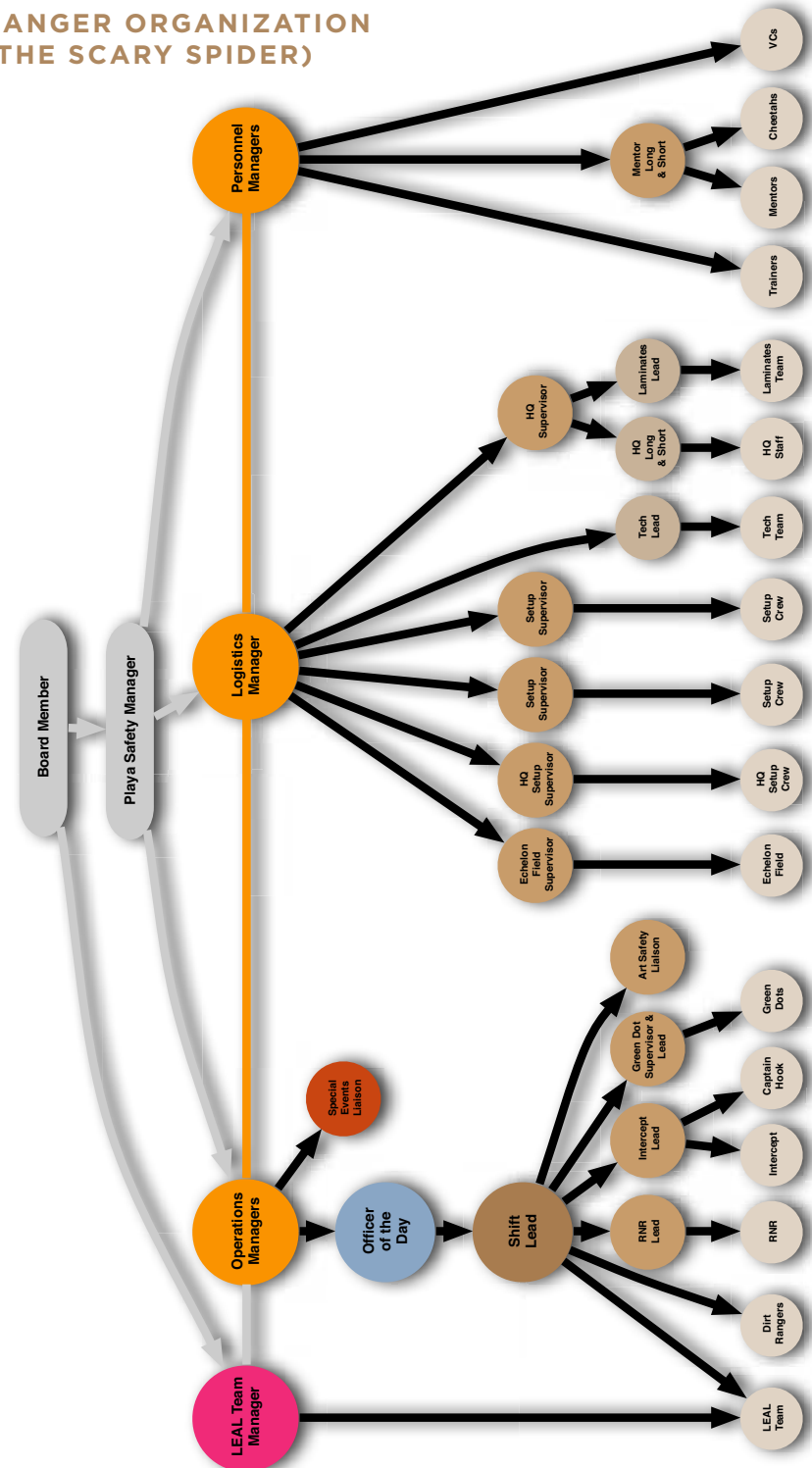
PERSONNEL: K8 & EASY E

Oversees recruitment, training, mentoring, ticketing, team staffing and development, appreciation, welfare, and morale. Works with teams 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.

CONSULTING MEMBERS: BEAST & FLINT

The role of 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 ORGANIZATION (THE SCARY SPIDER)



RANGER POLICIES

A FEW IMPORTANT POLICY SUMMARIES ARE LISTED BELOW. FULL TEXT OF RANGER POLICIES ARE AVAILABLE ON THE ULTRANET IN THE RANGER WORKSPACE.

CULTURE OF FEEDBACK

The Ranger Department strives for open and honest communication and a culture of feedback. This applies to both how we learn from each other and how we interact with the rest of the community.

GIVING FEEDBACK

If you have either positive feedback or constructive critique for another Ranger, you are encouraged to tell that other Ranger directly. Did you enjoy the way he or she interacted with a participant? Do you have suggestions for improving his or her approach? Speak up and speak straight.

RECEIVING FEEDBACK

Positive feedback is easy to hear and appreciate. Critique is sometimes more difficult. Be open to critique and ask questions if you have any. Appreciate the courage it takes to deliver difficult news.

ESCALATING FEEDBACK

Sometimes, you may not wish to deliver your feedback directly. Did your partner engage in some un-Rangerly behavior (see page 7) and you're uncomfortable discussing it with him or her? Is your shift over and now you feel that some act or behavior was inappropriate? It is always acceptable, for any reason, to seek out a Shift Lead or a Personnel Manager to give your feedback. These discussions are taken very seriously and are kept confidential. Of course, it's always great to give good news to Shift Leads and Personnel Managers too!

If, after the event is over, something occurs to you, whether positive or negative, you can always turn to your Volunteer Co-

ordinators for advice or to give feedback. For matters specific to a team, contact the Ops Rep for that team, or the Ranger Council for more confidential or policy-related issues.

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.

INTOXICANTS IN COSTUME

There is no specific policy regarding indulging in intoxicants while in Ranger costume. However, it is important to remember that the Ranger costume is a key identifier to participants that you are there to help; if you are unable to help, then it is time to change your shirt. We trust your judgement. We admire your discretion.

UN-RANGERLY BEHAVIOR

The Ranger Department takes incidents of un-Rangerly behavior (see page 7) while identifiable as a Ranger (coming on or 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.

RANGER STATUS

ACTIVE Has volunteered in the Rangers some time in the last three years. Eligible for membership on Allcom.

INACTIVE Last year of volunteer time was 3-5 years ago. Inactive Rangers keep their handle reserved, but need to attend the full day of Ranger training in order to return to the Rangers. May require a Cheetah shift (see below) at the Personnel Managers' discretion. May retain membership on Allcom.

RETIRED Last year of volunteering was more than 5 years ago. The handles of retired Rangers are put back into the pool of available handles. Retired Rangers who wish to return to the department need to attend the full day of Ranger training and walk a Cheetah shift. May lose membership on Allcom.

VINTAGE To recognize outstanding service to the Rangers. The handles of Vintage Rangers never go back into the pool of available handles and they have perpetual membership on Allcom.

UBERBONK A person who, through their behavior, has demonstrated that they are so unfit for the Ranger department that they are flagged as unable to try the Ranger Mentoring process.

RETURNING TO THE RANGERS AFTER AN EXTENDED ABSENCE

The Rangers have implemented the Cheetah program to review Rangers who wished to return to active volunteering 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, functions much like Mentoring, and occurs 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.

REMOVAL FROM A SHIFT (DE-SHIFTING)

There are a variety of reasons to remove a Ranger from shift duty. Being relieved from duty can occur when a Ranger is told to take a break 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 shift duty. 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 duty is not in the best interest of that inquiry. Removal from a single shift need only involve the Shift Command Team.

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. De-lamming requires 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 (page 37) to determine the appropriate Manager. For incidents that may also require the Ranger be removed 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.

REMOVAL FROM THE RANGERS

The removal of a Ranger from the department falls under the purview of off-playa Ranger management and the Burning Man organization.

RANGERS ANNOUNCE LIST

Annual ticket policies, etc. are announced annually on the Ranger Announce list. All Rangers must be subscribed to Rangers Announce, and can do so by going to <https://lists.burningman.com/mailman/listinfo/rangers-announce>.

BURNING MAN POLICIES

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, 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 Team Lead/Shift Lead.

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.

CONFLICT RESOLUTION PROTOCOL

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, 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 discretion 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,

BURNING MAN POLICIES

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 Burning Man. As a general rule, the Director of Burning 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.

BURNING MAN DEPARTMENTS

Burning Man departments 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).

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

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

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

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

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

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 1998 event, the DPW, hand-in-hand with other departments, has instituted the City Plan. After the event, the DPW strikes the set, stores gear for next year and makes sure that Black Rock City will truly Leave No Trace.

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

Burning Man organizers work together year-round to ensure the conservation of the Black Rock Desert's unique biological, cultural, and historical resources. The Earth Guardians are in the desert on weekends throughout the year to assist the BLM and other desert users with clean-up and conservation efforts. The Earth Guardians also educate, inform, inspire and encourage the citizens of Black Rock City to apply the Leave No Trace principals to life in our temporary desert home.

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

COMMUNICATIONS: The technical aspect of the communications department is a team of people who provide the infrastructure of all communication resources on site. The primary function of this sub-department is providing the Burning Man staff with reliable two-way radio and paging systems.

MENTAL HEALTH BRANCH (MHB) (AKA CRISIS INTERVENTION TEAM/CIT): This team is a resource of licensed mental health providers with various specialties. The MHB deals with psychiatric emergencies on site, critical incident stress management, sexual assault, and domestic violence victims. MHB's primary mission is to deal with psychiatric emergencies. MHB works closely with Ranger Green Dots during the event.

DISPATCH: ESD Dispatch coordinates responses for ESD, law enforcement, and paging for Burning Man staff. Khaki and



Black Rock frequently coordinate joint responses.

EMERGENCY MEDICAL SERVICES (EMS)—Provides a first response resource for medical emergencies. This branch also provides service and staffing to the medical stations at the 3 and 9 o'clock plazas. Humboldt General Hospital is being contracted 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.

PERIMETER/GATE/EXODUS (PG&E)—The Perimeter Team ensures the safety of the Burning Man community and Black Rock City by keeping the fence line secure and ensuring that all entry is done properly through the Gate.

The Gate is the initial entry point to 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 sure people read their survival guide, and listen to BMIR as they make their plans and to leave BRC.

GREETERS—The Greeters are the face of the event and form a newcomer's first impression of Black Rock City. Their mission is to orient and educate arriving citizens while spreading wit, whimsy, and infectious enthusiasm to carloads of people. Greeters explain the "Don't let it hit the ground!" principle, clarify the concept of community, register personal video camera and answer all questions in offbeat yet helpful (or endearingly hostile) ways. Enlightening new and returning participants alike, they fulfill a vital role.

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." Their 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 "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. Do not accept found items, especially items of "value," from participants; instead, direct them to Playa Info to turn the item in themselves.

CAMERA REGISTRATION: Personal-use videographers must register their cameras at Playa Info (pros need to go to Media Mecca).

DIRECTORY: The Directory is a computerized listing of camps,

VENDORS

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

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.

MISSING PERSONS: Playa Info tries to handle messages from participants that have left the playa.

THE BLACK ROCK DESERT

The Black Rock Desert is part of the Black Rock Desert/High Rock Canyon/Emigrant Trails National Conservation Area (NCA), which encompasses 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, stretching from Gerlach to the Black Rock. 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 and accessed from inside the city through Point 1) is used by vendors, law enforcement, and the DPW for City access. Rangers vehicles with a logo can also use this road if needed. All other traffic through Point 1 requires a credential/wristband.

Black Rock City's 12:00 generally points northeast. 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 months for getting around the desert. Great care should be taken when traveling on, and 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. The East Track runs nearly parallel to the railroad in this part of the desert.

On the other side of the railroad 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 playa, and if you are going to Gerlach or Empire, it 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 winding, bumpy, and tire-popping, and there have been many fatal accidents there.

THE GRANITES: The range to your left (west) is the Granites, and the road running along that side of the playa is called the West Track. Take your time when traveling onto the Playa as you cross the West Track. It is an old wagon trail that the pioneers used and is a very historically significant rut.

The tallest peak in the area is located at the southern (Gerlach) end of the Granites and is called Granite Peak, with an elevation over 9000 feet. Granite Peak cannot be seen from the town of Gerlach because of other smaller mountains in the way. There is another smaller mountain range that is north-by-northwest from the playa called the Calicos, named for its incredible swirled colors of orange, yellow, white, gold, etc.

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; they indicate the location of Frog Pond, one of the local hotspots. 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 and you'll see a range of mountains. In the foreground, there is a shorter, smaller, darker mountain. 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 during the late 19th century. In fact, next to the hotspots 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 often use this site for the 4th of July ROM. Dog Camp is easily identifiable by the striped hillside behind it. The stripes (three major stripes are easily visible) run horizontally and appear purple in color.

STEAMBOAT: Further north than Dog Camp also along the west side of the playa is a free-standing hill called Steamboat Mountain, named for its resemblance to 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.

BASIC DESERT SURVIVAL

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 to operate effectively. Rangers need to meet a higher mark for survival skills than most.

It's easy to love the desert sunset and the desert dawn. As Rangers, we often end up active in the worst conditions—learn to treasure 3 pm and 4 am in the desert. The harshness of these extremes 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 downplaya (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. But the key there is an ample supply of water. 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; good hydration is marked by light or clear pee (hard to evaluate in the blue water of a porta-potty, but still...). B-vitamins usually dye pee golden, but it should still never be dark. You won't feel thirsty until you're far behind on hydration, so take sips of water often even if you don't feel thirsty. Your body can only absorb water slowly, so 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 mixed 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 volunteers. Taking a bag in the med-tent because you 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 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 participants who need your help; be aware of these basic needs as you evaluate why a conflict may be happening.)

Getting sleep in Black Rock City is a challenge. Plan for it—schedule time to sleep 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. Plan your shelter accordingly.

CREATURE COMFORTS: After water, sleep, and shade, it's all about the little things. Always carry a little nutrient-dense food, for yourself or to share. Cashews, jerky, or energy bars are good, easy 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.

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.

SELECT RANGER JARGON

ADOPT-A-GRAVE Started in 2008, program where sub-groups of Rangers agree to staff a graveyard shift (e.g., 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. E.g., "Allcom, allcom, we have a lost child"; also the name of the Rangers' 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); city in Germany.

BLACK HOLE Gate/Perimeter's camping area. Near Commissary at 5:30 and D.

BLACK ROCK 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.

BRARA Black Rock Amateur Radio Association, a non-profit that provides ham radio communications to the playa

BLACK ROCK HOT SPRINGS Natural Hot Springs located near the Black Rock

BMIR Burning Man Information Radio, 94.5 FM, Burning Man's public service and emergency broadcast system

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

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 (see page 39)

CHOOCH 1. The tendency for things to break, decay, or become disordered, which occurs faster than usual in the Black Rock desert: "My bicycle chain got chooched." 2. A jerk: "Don't be a chooch."

CIT Crisis Intervention Team, the radio call sign of ESD's Mental Health Branch (MHB)

COM Abbr. for communication

CONFLICT RESOLUTION A set of skills and strategy to defuse emotional situations

CRUISE DIRECTOR Member of the Ranger 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

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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

DEEP FREEZE A cool, dark, quiet place for Rangers to sleep during the day; located behind HQ

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.

DV Domestic violence

ESD Emergency Services Department

ECHELON Ranger team responsible for HQ, set-up/infrastructure/tear-down/egress (SITE), and field support

ESPLANADE Innermost road facing the Man in BRC; there is a North and a South Esplanade

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 behind the Bone Tree.

FROG POND A warm water artesian pond where frogs were raised in the 1950s; also known as Bordello Springs by Burners and the Gerrit Ranch by locals. 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." Also, the specialty of the house at the 10-7 Lounge.

HARVEY, LARRY Founder & director of Burning Man, radio call-sign "Swordfish"

HAT RACK Ranger chill space located at HQ

HEAT EXHAUSTION A more serious form of dehydration

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

INTERCEPT Ranger team that focuses on vehicle safety

JACKRABBIT SPEAKS Internet-based newsletter produced by Burning Man organization

KHAKI 1. Member of the Ranger Shift Command team acting as dispatcher; monitors communications and coordinates Ranger activities throughout Black Rock City 2. Durable, tan-colored clothing which has become the standard costume of the Rangers

KHAKI DOT, THE A mental point at which a Ranger understands the philosophy and concepts of being a Black Rock Ranger, i.e. "gets it."

KIDSVILLE 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. Kidsville is not a drop-off daycare center!

LAM Laminate, i.e., your Ranger ID badge

LE Law enforcement

LEAL Law Enforcement Agency Liaison; 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; located within the Black Hole.

LLC Limited Liability Company; 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.

MHB Mental Health Branch

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

NOTEBOOK Important tool in Rangering a situation. Use it!

OLD RAZORBACK Distinctively shaped mountain closest to BRC on the east side of the playa, and a handy landmark for navigation after the Burn when the signs are gone

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

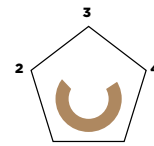
PG&E Perimeter, Gate, Exodus

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 A 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.



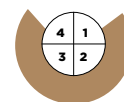
POINTS 1-5 Coordinates that describe the corners of the trash fence around the city; used (especially by Intercept and Perimeter) to describe locations within the outer playa.

POINT 1 Base of operations for Perimeter; staff exit controlled with exit wristbands.

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 OUTPOST A general, publicly accessible complex and a base of Ranger operations; see Berlin and Tokyo

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

RAZORBACK See Old Razorback

REPEATER A radio system that rebroadcasts the transmissions from your radio so that all other Rangers on playa can hear you

RNR Rapid Night Response, a bicycle-mobile Ranger team specializing in getting qualified Rangers to serious situations fast, amidst the challenging and complex nighttime environment.

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

RSL Ranger Shift Lead

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

SA Sexual assault

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 BRIEFING A chance for patrol Rangers and the Shift Command Team to check in and communicate about city-wide

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issues at the beginning of a shift.

SHIFT DE-BRIEFING A chance for patrol Rangers and the Shift Command Team to check in and communicate about shift issues after a shift is over.

SITE TEAM Set-up, infrastructure, tear-down, egress

SOLIFUGE A swift, non-poisonous, nocturnal insect which thrives on the playa during the dry season, taking refuge in the larger cracks during the day

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

TEN-SEVEN LOUNGE Bar at Ranger Outpost Tokyo; name originates from the radio code for "out of service."

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 Ranger outpost on the north side of Black Rock City (T for top); city in Japan.

VC Volunteer coordinator

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.

THE 10 PRINCIPLES OF BURNING MAN

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.

ON-PLAYA 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 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.

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
OUT OF PRINT

Managing from the Heart by Bracey, Rosenblum, Sanford, Trueblood

Getting to Yes: Negotiating Agreement Without Giving In by Roger Fischer, William Ury, and Bruce Patton

Tongue Fu! — Sam Horn

Throwing the Elephant: Zen and the Art of Managing Up — Stanley Bing

Where There is No Doctor by David Werner

Blink: The Power of Thinking Without Thinking by Malcolm Gladwell

Leadership & Self-Deception: Getting Out of the Box by the Arbing Institute

ON-PLAYA RANGER EVENTS

REBAR CEREMONY TO WELCOME NEW RANGERS Thursday at 16:20 @ Ranger HQ

PIN CEREMONY TO HONOR ALL RANGERS 14:00 Sunday afternoon @ Ranger HQ

TUESDAY NIGHT RANGER SOCIAL 19:00 @ Outpost Berlin

SUNDAY NIGHT RANGER SOCIAL 19:00 @ Outpost Tokyo

MENTORS INVADE THE 10-7 LOUNGE Thursday, 19:00 @ Outpost Tokyo. Graduation party for new Rangers hosted by the Mentor Cadre.

CORE BURN Thursday, 21:00: A whole mess of 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 at 16:00 on the day of the burn (look for info at HQ), show up ready for the Burn at HQ at 17:00.

RANGER WALK TO THE MAN Like a kinder, gentler DPW parade. But without beer. Rangers walk together up the 6 o'clock promenade in preparation for the burning of the Man.

NOTES

**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, 2001

