



RANGER

**2015 BLACK ROCK RANGER
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

Contents

History, Mission, And Background	2
Becoming A Ranger.....	3
Ranger Responsibilities	6
Rangers Nomenclature	6
Social Capital.....	6
Ranger Equipment.....	7
Radio.....	9
Ranger Shift Operations.....	16
Shift Scheduling.....	18
Expectations on and Off Duty.....	21
Arriving On Scene.....	22
Must Reports.....	26
Situations You May Encounter.....	28
Noise.....	29
Lasers and Drones.....	30
Must Report Protocols.....	33
Vehicle Safety.....	43
Law Enforcement.....	48
Ranger Skills	49
FLAME.....	49
Communication.....	51
Conflict Resolution.....	56
Ranger Resources.....	61
Ranger Team Overview.....	64
Ranger Policies.....	61
Burning Man Policies	71
Glossary.....	74
Black Rock City Map.....	82-83



As used in this manual, the words “**MUST**” and “**MUST NOT**” indicate a **REQUIRED COURSE OF ACTION**, one in which Rangers have no discretion. In contrast, the words “*should*” and “*should not*” indicate a *recommendation* rather than an absolute requirement. In such cases there may exist valid reasons in particular circumstances to choose a different course of action, and Rangers are expected to use their best judgment in determining what to do.

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MISSION

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.

History

Traditionally, Rangers protect life and natural environments. They patrol an expanse of land, and are members of one or more regional communities. Historically, Rangers were an alternative to local or federal law enforcement who patrolled vast, scarcely-populated territories (e.g., the Texas Rangers, Arizona Rangers, etc.).



In 1992, Danger Ranger founded the Black Rock Rangers. The Rangers served a search-and-rescue function in the Black Rock Desert before Burning Man had fences or streets, finding lost participants and returning them to their camps. This search-and-rescue function expanded to include life-safety issues in 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 (especially around motor vehicles and 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.org.

Becoming a Ranger

Becoming a Ranger is a multi-step process that involves a training and a two-phase evaluative mentoring shift on the playa.

Before the Event

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

You are considered an “Alpha Ranger” once you have:

- Submitted a volunteer application through the Burning Man website (deadline for submittal is August 1 or when the Rangers have met their new-volunteer needs for the year, whichever occurs first);
- Successfully completed a full day of Ranger training;
- Received an approved Ranger handle/callsign (assigned by the Ranger Volunteer Coordinators with your input);
- Confirmed that you intend to pursue becoming a Black Rock Ranger

Once you become an Alpha you may sign up for your on-playa Alpha shift through the Ranger Secret Clubhouse scheduling system. Alpha shift sign-ups open around July 15.

Becoming a Ranger

On-Playa

On-playa Alpha shifts are conducted through Wednesday of the event. Do not attempt to do your Alpha shift immediately after arriving on the playa, but do try to complete it as early in the week as possible.

The Day of Your Alpha Shift

Alpha shifts start promptly at the designated time - you should arrive 30 minutes early to sign in at Ranger HQ located on the Esplanade near Center Camp. Come to your Alpha shift prepared, well rested after your long journey to the playa, and bring a lunch and everything you need for a long shift walking the city under your own power. The entire on-playa mentoring process takes about 10 hours. If you pass, you will be able to sign up for your Ranger shifts on-playa at Ranger HQ.

There are no walk-ins for Alpha shifts. You must be pre-registered in the Ranger Secret Clubhouse scheduling system. If you are signed up for an Alpha shift late in the week, but decide you want to do it earlier in the week, you may come to the earlier shift and ask if there is a vacancy (“flying stand-by”). If there is a last minute cancellation or no-show we may be able to fit you in but there are absolutely no guarantees.

TIPS FOR YOUR ALPHA 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!

The Alpha Shift

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

Phase One: During Phase One of the Alpha shift, you will spend approximately two hours completing an on-playa orientation. Small group instruction and evaluation will remind Alphas of basic Ranger communication, radio skills, and protocols. This is also an opportunity for Alphas to decide if Ranging is really something they are fully committed to pursuing.

Phase Two: Phase Two involves walking modified dirt shifts with a group of other Alphas and Mentors. These short shifts are designed for Mentors to get an idea of how Alphas interact, both with participants and with each other, and how Alphas orient and handle themselves within Black Rock City. At the end of Phase Two, your Mentors will meet as a team to discuss your shift. They will re-emerge after about an hour to inform you if you passed or not.

Possible Outcomes of Your Alpha 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” in Ranger jargon). Your Mentors should explain what led them to this decision.

Outcome 3: You realize, over the course of your Alpha shift, that working as a Ranger is not how you want to spend your time at Burning Man (sometimes called “self-bonking”).

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

If you pass, please stick around: you will be issued your Ranger shirt and hat and can sign up for shifts at the Ranger HQ window. You are also encouraged to attend the Rebar Ceremony, during which new Rangers are welcomed into the Ranger community.

If you did not pass, remember that Ranger Mentors are instructed not to pass someone unless they are absolutely sure they’re a good fit and are ready to Ranger immediately. Your Ranger Mentors 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. Finally, enjoy your time in Black Rock City! There are lots of ways to volunteer and participate, and we hope that going to a Ranger training and walking with a Ranger Mentor will add to those experiences.

If you have not passed Mentoring twice in back-to-back years and have been advised to receive additional training or experience on playa before coming back to Mentor again, you must take a year off from Mentoring altogether before making another attempt. Go enjoy being a Burner for a bit (it’s fun out there!) or explore other volunteer opportunities. If, after taking a year off, you return and do not pass Alpha-Mentoring again, you will need to take yet another year off before making further attempts to join the Black Rock Rangers.

UN-RANGERLY BEHAVIOR

- Any act of violence.
- Sexual harassment of other Rangers or participants.
- Knowingly neglecting Ranger responsibilities.
- Failing to report a must report situation.
- Being intoxicated while on duty.
- Misusing the community trust.
- Losing self-control.
- Knowingly misleading participants, staff or law enforcement.
- Failing to keep confidential information confidential.
- Abusing special privileges.



Ranger Responsibilities

Things Black Rock Rangers Typically Do on Shift:

- Mobilize medical, law enforcement, fire response, or other life-safety services.
- Assist participants in acclimating to the Black Rock City environment and community.
- Help out agitated and disoriented participants.
- Mediate situations and disputes between participants.
- Address and report any instances of non-consensual physical or sexual assault.
- Prevent vehicles from endangering pedestrians, bicyclists and campsites.
- Keep roads clear for pedestrians, bicycles and emergency vehicles.
- Inform participants of potentially hazardous weather situations.
- Observe interactions between participants and outside agencies.
- Maintain safety perimeters and scene control as needed.
- Provide other non-confrontational mediation and safety activities as needed.

Ranger Nomenclature

The Rangers have a unique vocabulary. This means you may come across acronyms, words, and phrases which may not be familiar. The glossary in the back of this text-book is a repository for such words and phrases. “If what you’re looking for isn’t there, find out by asking another Ranger with more dust on their hat. You will likely get an answer and an amusing anecdote.

Social Capital

Social Capital describes the trust and confidence that participants, staff, law enforcement, and medical personnel have in the Rangers, our “street cred.” Social capital is our sole source of authority in the city; it is what we run on. Without the



confidence of participants and staff, we would be unable to function effectively.

The Black Rock Rangers have cultivated our Social Capital with participants and staff through our reputation, credibility, and effectiveness. We do this by helping participants in trouble, treating everyone with respect, and acting professionally and with integrity, thus we have, over time, built up a lot of social capital.

Because of the Rangers’ social capital, participants and staff will listen to you in way

that they would not listen to a random participant offering advice or asking them to change their behavior. Additionally law enforcement, medical, and other departments will often seek your assistance and pay attention to your input.

When Rangers are perceived as helpful, effective, collaborative, professional, and impartial (i.e., high social capital), we will be listened to, taken seriously, and trusted.

When Rangers are perceived as authoritarian, uptight, entitled, unprofessional, or incompetent (i.e., low social capital), we will be ignored or resisted.

Adding or Subtracting from Our Social Capital

Social capital is like a bank account: every good interaction you have with a participant or staff member makes a deposit into our social capital account, and every bad interaction withdraws from it. Unfortunately, bad interactions with Rangers often make good stories, so participants will tend to tell all their friends when they've seen a Ranger acting unprofessional or authoritarian. When you do good, you make a small deposit in our account; when you do bad, you make a huge withdrawal. We expect every Ranger to act as an ambassador and an educator, both to participants and to other staff. When out in the city or on a call, talk to participants and staff about what we do and why we do it. Let them know that we're here for them, and show them by your actions that we are a resource they can trust.

Ranger Equipment

Ranger Handle

All Rangers have a radio handle that becomes their Ranger community nickname.

Appropriate handles should:

- Be 2-4 syllables long
- Not be your legal name
- Not conflict with any existing Ranger handles
- Not be confusing
- Not conflict with handles of leadership in other departments
- Be easily and obviously pronounceable
- Be easily understood in loud, windy environments or over a poor radio connection
- Be very unlikely to trigger a negative response from participants, staff, medical, or law enforcement personnel

Ranger Equipment

Ranger Handle *(continued)*

Prospective Rangers will be asked to submit several choices to the Volunteer Coordinators, who will either approve one of those choices or request more options. If you have a pre-existing nickname or “playa name” that you’d like to use as your Ranger handle, feel free to request it, but be aware that many playa names will not work as Ranger handles.

Ranger Uniform

In a city where clothing and costuming explodes with color and variety, the tan colored Ranger uniform stands out by blending with the playa. New Rangers will be issued a wide-brim hat, 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 uniform which serves to identify you

to the citizens of Black Rock City as a Ranger resource. Rangers must be in uniform (hat, logoed shirt, ID lam, and radio) while on duty.

REQUIRED EQUIPMENT

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

Feel free to add ornamentation such as patches, pins, cloth, and other objects to make your Ranger gear unique. Accessories that are utilitarian or display humor and/or art are encouraged. When adding ornamentation to your outfit, please avoid zebra stripes (LEAL) and leopard print (Mentors) as they denote special teams.

You are welcome to add your own items of clothing, as long as your hat and shirt (and jacket, if you’re wearing one) are khaki-colored and display the Ranger logo. Long-sleeved 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 comfortable and durable (and non-meltable) in the Black Rock Desert. If you are wearing a backpack or hydration pack you must modify it to display a Ranger logo when viewed from behind.

Clothing or accessories that send a message of hostility or aggression are discouraged. Any ar-

title of clothing or accessory that might cause participants to confuse us with law enforcement, military, or security personnel (e.g., camouflage) is not appropriate. Rangers on duty should not dress in a sexually provocative manner: it's not about you.

Radios

Rangers have radios to connect them with the Ranger Shift Command Team, with other Rangers, and with other Burning Man departments. Radios 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 callsign 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.

Dort Rangers always work in pairs, and no matter what the situation, at least one Ranger in a given pair (and preferably both) must 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 hold of Khaki s/he should say, “Khaki, Khaki -- Hubcap.” Khaki will respond, “Hubcap, go for Khaki.” If you do not hear that acknowledgement, it means that Khaki did not hear you, or is not ready to take your call. Wait a moment and try again before proceeding with your traffic.

Effective Radio Use: Think, Listen, Push, Pause, Talk



Five key steps to making a good radio call:

THINK Think about what you need before you push the talk button.

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 try to transmit when somebody else is talking, Khaki will not hear you. Don't interrupt emergency traffic with low priority messages.

Ranger Equipment

Radios *(continued)*

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

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.

The most important part of radio traffic is . . .
...figuring out what you want to say.



Khaki needs to know three things to be able to mobilize resources effectively:

- What do you need?
- Where do you need it?
- What do you need it for?

To get the maximum information across in a radio transmission in the shortest time, use your XYZs: "I need (X resource) at (Y location) for (Z issue)." If you can phrase your call in XYZ format, it pretty much ensures that you're about to make a good radio call.

Resource Request Protocol

In a situation where you have requested a resource or called in due to some extended situation, Khaki needs to know the situation has resolved, so remember . . .

1. Call for the resource you need
2. Call when the resource arrives

Khaki, medical is on scene at 4:30 and Esplanade

3. Call when you are clear

Khaki, medical has cleared us from the scene at 4:30 and Esplanade and we're resuming patrol.

Being Clear on the Radio

The sound quality of calls on the radios we use on playa is about as good as a really bad phone connection. It can be very hard to understand what the caller is saying, especially in windy or noisy conditions. Err on the side of over-enunderstanding whenever possible.



Never yell into your microphone. That just causes distortion, and makes it harder to understand your transmission. Speak loudly, but clearly. If it's windy, you may need to turn away from the wind or shield your mic with your body or your clothing. If you're in a noisy sound camp, you may need to walk a few feet away before transmitting.

When using the radio, it can be very hard to distinguish between street names: B, C, D, E and G all sound pretty much alike over a bad radio connection (as do A and H). Always use some kind of phonetic alphabet. The best is the NATO phonetic alphabet (Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, etc.; see glossary for the complete alphabet), but using any word that obviously starts with the letter you're trying to say is better than nothing (Avocado, Burrito, Carwash, whatever). If you can remember all the street names at this year's event, by all means use those.

When reporting numbers, be aware that many numbers (e.g., "3:15" and 3:50") are very difficult to distinguish on the radio. Call in numbers digit by digit (e.g., "five-one-five," rather than "five-fifteen," "seven-three-zero" rather than "seven-thirty").

Concentric street sides are either "man-side" (closest to the center of the city) or "mountain-side" (furthest from the center of the city). Radial streets should be called in as "between <letter> and <letter>" (e.g., "I'm on three o'clock, between Bravo and Charlie"). Esplanade is always called "Esplanade".

An excellent radio call location, then, would be "Four-two-zero and Charlie, man-side." Khaki will know exactly where you are, if additional resources are needed.

Ranger Radio Protocols

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..."

Ranger Equipment

Radios *(continued)*

Break Break Break: We 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. If you are not the breaking station, hold your call until the urgent communication is over and Khaki tells you it’s okay to proceed with non-emergency traffic.



Open Mic: If somebody accidentally keys his or her radio, nobody else can talk. Try not to do this. When it happens, you will 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 transmit 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.

Ranger-to-Ranger Calls: To speak to someone other than Khaki, wait for a pause in traffic, and use standard Ranger radio protocol: say the callsign of the person you’re calling twice, and you own callsign once. To avoid clogging up Control One, Ranger-to-Ranger calls should generally be taken to another channel (usually Ranger Admin).

“Hubcap, Hubcap - Bucket.”

“Bucket, go for Hubcap.”

“Meet me on Admin?”

“Copy that, Hubcap going to Admin.”

You do not need permission from Khaki to go direct to another Ranger, or to use the Admin channel.

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. That said, whenever possible we use plain English to improve the clarity of our communications.

Avoid saying any of the following on the radio:

- **Profanity** of any kind.
- **“Death” or “dead.”** Instead, request medical for a person who is “unconscious and not breathing” and request an immediate face-to-face with Khaki
- **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 as “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. SAY WHAT YOU SEE, ASK FOR WHAT YOU NEED, AND REQUEST AN IMMEDIATE RESPONSE AS APPROPRIATE.

Radio Channels

The primary channels for Ranger Operations are “Control One” and “Control Two.” 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. See Zoned and Unzoned Shifts on p. XX for more information.

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:

Ranger Equipment

Radios *(continued)*

BRC 911: BRC 911 is the dispatch channel for the Emergency Services Department, sometimes referred to as “Nine, which handles medical, fire, and emergency calls. (Prior to 2014 this channel was called ESD 911.)

As a Ranger, you should always report emergencies to Khaki on Control One, rather than calling ESD directly. However, if you have an emergency and are unable to reach Khaki on Control One for some reason you should switch to the BRC 911 channel and call for ESD Dispatch, which goes by the call sign “Black Rock.”

BRC 911 is also how departments call each other for non-emergency traffic. If another department wants to get hold of Rangers, have them call on BRC 911 and ask for Khaki. Do not call other departments on BRC 911 unless instructed to do so by Khaki.

Ranger Admin: Non-operational or other conversations that might tie up the channel for a while should take place on the Ranger Admin channel. You do not need permission from Khaki to use Ranger Admin.

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 and have a short physical range. Do not use these channels unless directed to do so by Khaki.

Ranger Common: Ranger Common is a channel that we switch to in special circumstances to hold longer conversations with other departments. This channel is not monitored, and it is not the way for other departments to reach Rangers: that’s BRC 911. Do not use this channel unless directed to do so by Khaki.

Placement: Placement is the department that handles theme camp locations. You may need to contact them on the CSD Placement channel in cases of land disputes. You do not need permission from Khaki to call for Placers.

DPW Dispatch: DPW can be reached on the DPW Dispatch channel. Do not use this channel unless directed to do so by Khaki.

Gate: Gate staff can be reached on the Gate channel. Do not use this channel unless directed to do so by Khaki.

AAA Lockout: If participants need lockout service, you can help them out by calling AAA on AAA Lockout channel. As noted elsewhere, Rangers do not provide any non-emergency lockout service.

When calling any other department on the radio, identify yourself as “Ranger <your handle>,” so they know what department you’re calling from.

Checking Out Your Radio From HQ

Radios are checked out from Ranger HQ. Prior to checking out your radio for the first time, 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. Always remember to return your radio at the end of your shift.

Certain Rangers are issued a single radio for the duration of the event. If you have an event radio, you do not need to return it to HQ when you go off-duty.

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.

Don't loan your radio to other people, but be willing to make a radio call on behalf of a Burning Man staff member if asked. 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 porta-potty. 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

Shift Structure

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 six 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.

Operational Teams on Playa

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. The following teams are those that Dirt Rangers will typically interact with on playa.

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.

Operators

The Operator team monitors and logs Ranger radio traffic and keeps track of open incidents. One or more Operators are always on duty to assist the Shift Command Team with their informational needs and follow-through on incidents.

Officer of the Day (OOD)

Daily operations of the Rangers are managed by an Officer of the Day, who is on duty for a 24 hour period. The OOD represents the Ranger Department 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.

Green Dots

Green Dots are Ranger peer counselors who help participants get through difficult emotional or psychological experiences. Green Dots typically get involved when dirt Rangers encounter a participant so altered or agitated that the usual FLAME skill-set is not producing the desired results. Requests for a Green Dot consult are called in to Khaki. See below for more info on handling Green Dot calls.



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Captain Hook

Captain Hook is the group call sign of the team that operates the Ranger tow truck. This resource is used when a vehicle is blocking access to roads or otherwise causing a safety hazard, and for removing repeat-offending mutant vehicles from the event. Captain Hook is never called for courtesy tows, jump-starts, or lockouts: these calls go to AAA (see page XX). Rangers requesting tows must stay with the vehicle and/or participants until released by Captain Hook or Khaki. Requests for tows are made to Khaki; do not go direct to Captain Hook unless Khaki advises you to do so.

Sandmen

Sandmen (and Sandwomen) maintain safety inside the inner perimeter of the Man and Temple burns. While the role is mainly one of prevention and dissuasion, Sandmen are on occasion called upon to subdue “runners.” Sandmen receive special training in minimally-harmful physical intervention. As with all Rangers, participant safety is their goal.

Theme Camp Liaisons

Theme Camp Liaisons (TCLs) work directly with high-profile theme camps, especially large theme camps along the Esplanade and sound camps along the 10:00 and 2:00 spokes. Large camps often generate many Ranger and ESD calls. TCLs work with theme camps before and during the event to ensure that they have optimal procedures in place to deal with situations that may arise in their camps and to assist in mediating repeated or serious complaints. TCLs work closely with other departments (especially Placers and ESD) to insure that theme camps have access to needed resources and open channels of communication when bad stuff happens.

Ranger Shift Operations

Shift Structure *(continued)*

Art Car Wranglers

Art Car Wranglers are a bike-mobile Ranger team that sets and maintains a safe perimeter for all art cars attending major burn events.

Rapid Night Response

RNR is a very fast bike-mobile team that works only at night. RNR's goal is to be on-scene more quickly than other Ranger or emergency personnel can arrive.

Leave No Trace

LNT deals with environmental compliance issues.

Gerlach Patrol

Gerlach Patrol leaves the event to FLAME and de-escalate situations in Gerlach

Shift Scheduling

Grave: 00:00 - 06:00

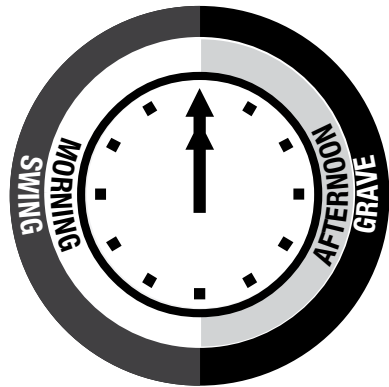
Morning: 06:00 - 12:00

Afternoon: 12:00 - 18:00

Swing: 18:00 - 00:00

Note: Graveyard and morning shifts are often hard to fill, while afternoon and swing shifts fill up easily. Also, shifts later in the week tend to be harder to fill than shifts earlier in the week. If you can work a graveyard or morning shift, or shifts later in the week, please do so.

We especially encourage Rangers to work at least one shift, and preferably more than one, during burn weekend.



Zoned and Unzoned Shifts

Usually, one shift lead team, "Khaki" will manage the entire city. Sometimes, we will need to split the city into two zones in order to handle radio traffic and command functions effectively. This often takes the form of a "split city," with two zones: 2:00-6:00 and 6:00-10:00. In this case, there will be two field leads: "Khaki 3" handling the 2-6 zone and "Khaki 9" handling the 6-10 zone. Dirt Rangers will report to one or the other. Your oncoming shift lead will let you know if this is going to be a zoned shift.

In such a case it is important to pay attention when you are being dispatched to (1) who are you reporting to and (2) what channel you should be on.

Signing Up for Shifts

Returning Rangers should sign up for shifts pre-event in the Ranger Secret Clubhouse scheduling system: <http://Rangeroffice.burningman.com>; ideally, your schedule should be finalized before you hit the playa. Of course, if you need to adjust your schedule or want to add some more shifts, you can do this on playa at the HQ window. Note that some shifts may already be filled, in which case you will be asked to choose other times when we have a greater need for your assistance.

Prospective Rangers can sign up for their Alpha shift in the Secret Clubhouse around July 1st, or later, once they have successfully completed training. (Alphas cannot sign up for regular dirt shifts until they have passed Mentoring, which means they will need to sign up for such shifts at the HQ window while on playa.)

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 two 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.

Once you have signed up for a shift, keep your commitment. You must be sober; well-rested; and have your food, water, and clothing needs for your shift met or planned for *before checking in for your shift*. Including check-in and check-out time, Ranger shifts are generally 6 1/2 hours long. **Show up at least 20 minutes before the scheduled start of your shift to check in, get a radio, find a partner, and attend the shift briefing. You should also expect to stay in the dirt 15-30 minutes after the shift is over while the next shift is briefed and sent out.**



Ranger Shift Operations

Shift Scheduling *(continued)*

When on shift, you are not off-duty until released by Khaki. Circumstances may dictate that you remain on shift for a short period beyond a scheduled shift change. 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, check out of your shift at the HQ window, and get a meal pog. HQ can also accept any written reports you've made on incidents you dealt with on your shift that you think the Shift Command Team needs to know about. This includes reports of non-urgent situations that you think might come up again later in the event. Reports should be legible and should include who/what/where/when -- i.e., your callsign, the location of the incident, the time it occurred, and a brief description of what happened.

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 Ranging 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 your specific time commitment so he or she can plan accordingly. Be sure to let Khaki know when you have gone off shift.

Rangers on Patrol

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

Partnering

Rangers always patrol in pairs, never alone. **Your safety and your partner's safety are always your top priority.** Use your time at HQ before shift to meet somebody new and partner with them for your shift; Rangers without partners will be assigned a partner by the Shift Leads.

Meet and Greet

While on patrol, meet and greet your fellow 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 get a better sense of 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. Keep in mind that every interaction is a chance to improve our social capital and educate participants about what Rangers do and why we do it.

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 - yours and the participants'.

In approaching any situation, a Ranger's initial default action is DO NOTHING. (The exceptions to this axiom are must-report situations [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 a mental overview 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. Practice listening to the radio while being aware of the city at the same time.

Patrol Deployment

Ranger teams will be deployed by Khaki. Stay on duty in your assigned area. Don't "re-assign" 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 s/he may need you to stay where you are.

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 Uniform: 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 shed your *visible* affiliation with the Rangers as well.

Ranger Shift Operations

Expectations While On Duty vs. Off Duty

Event Radios: Event radios are radios issued to certain Rangers for the duration of the event. Having an event radio carries with it 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 shift 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.

Arriving on Scene

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. Your safety and your partner’s safety are always your top priority. 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 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: is the scene safe? 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.



FOR YOUR OWN SAFETY AND THE SAFETY OF OTHER PARTICIPANTS, IF YOU SUSPECT THAT YOU ARE ENTERING A POTENTIALLY HAZARDOUS SITUATION, OR RESPONDING TO A VIOLENT ACT THAT HAS JUST TAKEN PLACE, YOU MUST REPORT TO KHAKI BEFORE ENTERING THE SITUATION.

First, do nothing. A Ranger's first response to any situation is to do nothing. In Rangering, "doing nothing" is a verb. It is not a passive acceptance of a situation unfolding. Rangers often see a situation and see nine 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 tenth resolution can be divined that everyone involved can agree to. The Ranger, who may look on the outside like they were "doing nothing" was actively engaged in reframing the situation by being aware, being empathic, 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.

Approach those involved in the incident slowly, visibly, and without getting too close. In most situations, one Ranger will stay back and monitor radio traffic while the other Ranger moves in to take the lead in interacting with the affected participant.

Stand slightly to one side rather than face-to-face. Introduce yourself. 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. When entering someone's camp, ask permission: "Hey, is it okay if I come in?", "Do you mind if I take a seat?", "Can I take my pack off and stay awhile?"

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.

Things To Ask Yourself When Arriving On Scene

- Is the scene safe? Will getting closer to what is happening put you in danger?
- Is there any obvious medical problem?
- What appears to be going on?
- Is this a must-report?
- What should our initial response be?
- How long is this likely to take?
- Are there resources we can use here to help make the situation better?
- If we need more resources, how should we call it in?

Ranger Shift Operations

Arriving on Scene *(continued)*

Slow down the pace: this will help to reduce feelings of being overwhelmed. Defusing tense situations is a core Ranger skill. Slowing the situation down is one of the best ways to help overwhelmed participants calm down.

Tips for Being on Scene in a Conflict

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 sight at all times.

Ask the person if s/he feels okay. If the answer is no, then ask them where they would like to go, or what they would need to feel okay. 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) 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.

One of the worst actions 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 escalating 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 ESCALATES, DON'T HESITATE TO CONTACT KHAHI FOR ASSISTANCE AND SUPPORT.

NEVER FORGET TO MAKE YOUR SAFETY AND YOUR PARTNER'S SAFETY YOUR TOP PRIORITY.

Special Circumstance: Law Enforcement

When approaching Law Enforcement Officers (LEO) who are involved with participants, it is generally better **not** to approach LE when they are involved with participants unless LE has invited you into the conversation. Why?

- You don't want to interfere with them doing their job. And,
- For your own safety. LE are trained to view everyone at a scene as potential threats.

You can remain in the general area of the scene, to be available for LE, if they want assistance or to wait for a good time to ask for their attention if you believe you have pertinent information.

Stay well back and be visible, so you are not too close, in case they get spooked by anything.

If you have concerns about an interaction between LE and participants, do not approach any officer(s) on scene. Instead, call Khaki and request advice. Depending on the situation, Khaki may call in LEAL (Law Enforcement Agency Liasons) Team members, Shift Leads, OODs (Officers of the Day who oversee 24 hours of operations), or the Ranger Operations Manager (who oversee all Ranger operations).



IF YOU WITNESS A LEO DRAWING A FIREARM, REPORT IT TO KHAHI IMMEDIATELY AND **TAKE NO OTHER ACTION.**

Any Ranger who encounters a situation where a law enforcement presence would be helpful should call Khaki and request LE at their location.

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 Ranging in order to arrive at an ending place.

If you have called the incident in, remember to advise Khaki when you are done and what the outcome was: call it in, call it out.

Ranger Shift Operations

Situations that Must Be Called in Immediately (“Must-Reports”)

Black Rock Rangers are entrusted with considerable flexibility in how they handle the situations they encounter in Black Rock City. Rangers are trained to 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 immediately.

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 only 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. It is not the individual Dirt Ranger’s responsibility to contact LE or medical.

Must-Reports:

- 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

How to Report

All reports begin by calling Khaki on the radio.

In the case of a medical emergency, request medical response and report patient information using LOGIC-B (see page XX). If you believe someone to be dead, call it as a medical for an “unconscious and not breathing” person and request an immediate face-to-face with Khaki.

In the case of a lost or found child, report the details per the lost child protocol (see page XX). In the case of a sexual assault or domestic violence incident, follow the appropriate protocol on page XX

In all other cases, use plain English to clearly explain what the situation is, and, if you know them, what resources you think you need. Khaki may send other resources as well, and may roll to your location for a face to face.

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.



FAILURE TO REPORT A MUST-REPORT SITUATION IS A SERIOUS INSTANCE OF UN-RANGERY BEHAVIOR AND CAN RESULT IN DISCIPLINARY ACTION, UP TO AND INCLUDING PERMANENT REMOVAL FROM THE RANGER DEPARTMENT.

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, there are legal reporting requirements that everyone is subject to under 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.

Ranger Shift Operations

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, for the record: 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:

- Maximum amplified sound power of 300 watts
- Sound must be less than 90 dBA when measured at 20 feet
- Speakers must be elevated off the playa
- 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.

Mutant vehicle sound systems can be classified into three levels:

Level 1: Normal car stereo / average living room (under 90dB at 30 ft)

Level 2: Dance Club or Theatre (90dB and up at under 100ft)

Level 3: Large Dance Club, Arena, Stadium (100dB or more at 100ft or more)

The important thing here is the impact of the sound itself. The numbers (dB) are guidelines: the important thing is the impact the sound is having.

Vehicles with Level 1 systems may play anywhere on the playa, but the operators will be told by to be mindful of their volume and surroundings, especially in quieter areas in the city or later at night.

Vehicles with Level 2 systems may only play at high volume on the open playa (not in or pointing right into the city streets) and must be mindful of where they are playing — e.g. around art pieces, burns, etc. — and turn it down when appropriate.

Vehicles with Level 3 systems may only play at high volume at 10:00 and 2:00 by the Large Scale Sound Camps, with speakers pointing out to the deep playa.

If the mutant vehicles gets more than two warnings about its sound system, it can lose its MV license and the right to drive it for the rest of the event. Please write down the DMV tag number and call it in to Khaki so we can track it.

Rangers will not (generally) be measuring the sound with dB meters. Nor will we be waiting for someone to make a complaint. If you encounter a mutant vehicle and the sound seems to be too loud for the circumstances, you should engage the operators in a conversation. If a Mutant Vehicle is playing sound near an art piece and it sounds pretty loud, go talk to the artist and ask if the sound is a problem. In other words, Ranger it! You should call this in to Khaki.

Ranger Shift Operations

Situations You May Encounter

Noise Complaints *(continued)*

Rangers strive to mediate sound conflicts to avoid extreme outcomes. 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. When in doubt, request a consult with a Theme Camp Liaison (see above).

Laser Protocol

Starting with the 2015 event, personal handheld lasers are not allowed in Black Rock City. If you encounter a participant with a handheld laser, engage the participant in a conversation. Education is key here: let them know about the policy, and WHY we have that policy. Get them to agree to put it away and not use it anymore. Do not confiscate lasers. If a participant resists your educational efforts and seems insistent on being an asshat with their laser, call Khaki.

Lasers mounted on art cars or at camps are still allowed, and will have been inspected by the Safety Team. If you have concerns about a mounted laser, by all means engage the operators in conversation.

Drone Protocol

All drones operated in Black Rock City must be registered with the Safety Team. Registered operators will be issued identifying bracelets. Operators who have not pre-registered their drones can do so at a location to be identified at a later date.

If you encounter a drone in the city, and it is operating safely and non-intrusively, let it go.

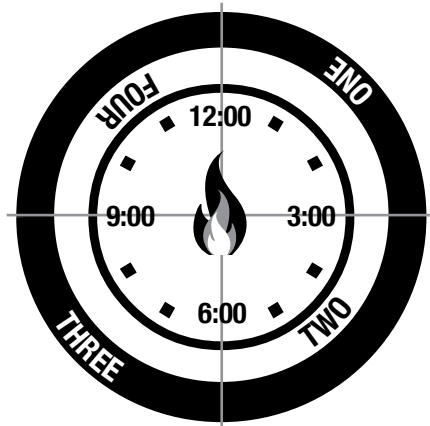
If you encounter a drone in the city and it is operating unsafely or intrusively, engage the operator in a conversation and find out what’s going on.

If you find out that there is a problem, call Khaki and request a Safety Team consult. Khaki will contact the Safety Team and have someone sent to your location. Stay

with the operator until the Safety Team member arrives, and remember to call Kha-ki to let them know what happened, so we can log the incident.

Burn Perimeters

All Rangers are 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.



BLACK ROCK RANGER BURN PERIMETER QUADRANTS

Basic Burn Perimeter Protocol

Preparation

- Bring a flashlight
- 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 with participants
- Educate participants about who we are and why we are holding the perimeter
- Try to get the front row to help in establishing the perimeter
- Try to get as many rows as you can to sit down
- Ask participants to leave bicycles far outside the perimeter



Ranger Shift Operations

Situations You May Encounter

Basic Burn Perimeter Protocol *(continued)*

Once the Festivities Start

- Crouch (rather than sit) so you can move quickly (and don't stand, so you 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.
- For major event perimeters (e.g., Man and Temple burns), radio traffic is limited to quadrant leads. Turn your radio OFF and check in with your quadrant lead if you need something.

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.
- If needed, signal the Sandmen with your flashlight. Keep the beam trained on the runner, not the Sandman.
- 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. If you fail to check in, your entire quadrant will be stuck until you are located.

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,

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

It is often said that nobody is really 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. Note that a child is anyone under the age of 18.

Protocol For Reporting A Lost Child

1. Immediately call in that a child is missing.
Use “**break 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 and slowly transmit essential information to Khaki.
5. Stay with the parents/guardians and stay available on the radio for Khaki.
6. All other Rangers should keep the channel clear except for emergencies.
7. All other Rangers should write down the info and look for the child.
8. After the child has been located, Khaki will arrange for Rangers with the child to meet with Rangers with the parents, and with law enforcement.
9. **Rangers may not release a child without the okay of a Ranger Shift Lead and Law Enforcement on scene.**

Found Children

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

Not every unaccompanied minor in BRC is a found child. Examples of situations that require intervention: the unaccompanied child appears to be lost, frightened, confused, or around something inappropriate for minors (sexuality, alcohol, etc).

Ranger Shift Operations

Situations You May Encounter

Found Children *(continued)*

Examples of situations that do not generally require intervention: children in groups, children who appear happy and healthy, children moving with clear purpose, children engaged in structured activities. Use your best judgment, and always err on the side of making sure younger participants are having fun at Burning Man.

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, but be sure to check with Khaki before you do this.

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

Sexual Assault

Sexual assault is any unwanted, forced, or coerced sexual act. It includes inappropriate sexual contact or fondling, acquaintance rape, date rape, stranger rape, child sexual abuse, and incest, whether or not there was penetration.

You may encounter situations in which:

- A participant informs you that they have been sexually assaulted,
- A participant reports that someone else has been sexually assaulted, or
- You have reason to suspect that someone has been sexually assaulted

Any of these are must-report situations. In such situations, after making sure the scene and victim are safe, you must follow these steps:

1. Ask if medical is needed.
2. Immediately call Khaki and report a sexual assault at your location. Request medical if needed. Khaki will activate CIT and LE (and medical if appropriate). A Shift Lead will roll to your location. (Note: we no longer use the codes "Sierra Alpha" or SA. Use plain English to report sexual assault.)
3. Stay with and care for the victim until help arrives.

4. Begin gathering information such as: victim's name, what happened, who the alleged perpetrator is, the alleged perpetrator's location, were any weapons used, shown or threatened, are there any potential witnesses, etc.
5. If you are at the scene where the assault occurred, do not touch or disturb the scene.

For reporting purposes, sexual assault is any unwanted, forced, or coerced sexual act. It includes inappropriate sexual contact or fondling, acquaintance rape, date rape, stRanger rape, child sexual abuse, and incest, whether or not there was penetration.

Signs of potential sexual assault that you might encounter on playa could include signs of physical abuse (bruising, cuts, pains) or torn or missing clothing.

When caring for the victim, some tips:

- Be sensitive and use appropriate language
- Be careful not to stigmatize the victim by speaking loudly or calling unnecessary attention to the victim in any way
- Offer the victim a blanket or something warm to wrap up in
- Make no comments implying that the victim “asked for it” or is lying. Let the victim know that she/he is believed, that the assault was not her/his fault, and that she/he did not cause it to happen.
- Reassure the victim that only the perpetrator is to blame for an assault.

Domestic Violence

You may encounter situations in which:

- A participant tells you that he or she is the victim of on-playa domestic violence
- A participant tells you that someone else is the victim of on-playa domestic violence
- You have reason to suspect that someone is the victim of on-playa domestic violence

Any of these are must-report situations. Once you have satisfied yourself that you are dealing with a domestic violence situation (see below), then, after making sure that the scene and the victim are safe, you must follow these steps:

1. Ask if anyone needs medical attention.
2. Call Khaki and report the situation and your location. Be sure to indicate whether medical is needed. Khaki will activate CIT, LE, and medical (if needed). A shift lead will then roll to your location. (Note: we no longer use the codes “Delta Victor” or “DV.”)
3. Stay with and care for the victim until help arrives.

Ranger Shift Operations

Situations You May Encounter

Domestic Violence *(continued)*

4. Begin gathering information such as: victim's name, what happened, who the apparent aggressor is, whether all parties are still present at the scene (if not, get names and locations of those absent), were any weapons used, shown or threatened, are there any potential witnesses, etc.

The two defining characteristics of domestic violence are:

- Violence or force has been used, and
- A domestic relationship exists, or has existed in the past, between the parties

The definition of domestic relationship is very broad. Two people are in a domestic relationship if they:

- Are or were ever married, living together, sleeping together, or even dating, or
- If they are family, or
- Are or have ever been room mates.

You will likely need to do some Finding Out to determine the above.

If you suspect a domestic violence situation but are not able to make a positive determination, call Khaki and say that in plain English. Likely this means a shift lead will come to you to help you make a determination.

Remember that ANY physical assault is a must-report situation, whether or not a domestic relationship exists.



ANY OF THESE ARE MUST REPORT SITUATIONS REGARDLESS OF WHETHER OR NOT THE PARTICIPANT WANTS YOU TO CALL IT IN.

Medical Emergencies

Rangers who encounter participants having medical difficulties on playa should engage the participants and call Khaki to request medical response.

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 participant? (rough estimate is fine: toddler, child, 20s, 50s, elderly, etc)

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 Delta 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. Stand so that you can easily see the crowd, the medics, the patient, and your partner. Recruit participants to help you with your perimeter: two Rangers is a weak perimeter, but two Rangers plus five participants is a strong one.

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).

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. In any situation involving medical response, there are three points at which you should call Khaki:

1. When you arrive and assess that medical is needed on scene.
2. When medical arrives.
3. When medical has released you and you are ready to continue your patrol.

Ranger Shift Operations

Situations You May Encounter

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 situations must report them to Khaki, who will refer them to CIT.

Situations Where Khaki Will Call 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, call Khaki and explain what is going on.



Green Dot Calls

In your travels as a Ranger, you will probably encounter participants who are in some sort of emotional or personal crisis, or are not sharing the same reality as you. In Ranger jargon, these are usually known as "Green Dot" calls.

This is what we mean:

- You might get called into the Center Camp Cafe for a participant who is incoherent and babbling. You walk in to find a very happy and friendly young woman who keeps fixating on things that don't make sense, and seems unaware of boundaries in space. She doesn't appear to be bothering anybody, and seems amazed that you came and found her.
- Or maybe it's 3 am on Saturday night, and you and your partner find a 30-something year old man sitting near his camp, sobbing wildly, and looking desperately unhappy. He keeps repeating that his world is falling apart.
- Or maybe it's the middle of the day shift, and you and your partner come across a woman walking around in circles in the street. As you round the block, she nearly walks into an oncoming art car, which avoids her by swerving. She yells obscenities at it, and then screams "I hate this place!"

There may be any number of underlying causes for situations like this

- Emotional distress
- Mind-altering substances
- Underlying psychological issues (e.g. schizophrenia, depression)
- Someone who is off their prescription medication
- Underlying medical issues (e.g., diabetes, dehydration)

Most Dirt Rangers can handle most “Green Dot” calls. Sometimes they will present an opportunity to slowly work through your FLAME skills. When dealing with these participants, use the Ranger FLAME skills. Finding out and Listening become incredibly important.

Here are a few things that are particularly important to find out:

- What is causing their distress?
- Is it emotional? Drugs or alcohol? Psychological issues? Something medical?
- If they are coherent, ask them if they have any underlying medical conditions or if they are taking any prescription meds.
- Maybe ask if they are actually taking the meds they are prescribed.
- If they’ve taken recreational drugs, try to find out what kind, when, and how much.

We don’t expect you to be a drug expert. Still, it’s handy to know what they think they took and be able to pass it on to medical or the mental health branch if the situation escalates. Many drug experiences last fewer than 12 hours, so if someone has been acting like they’re “on drugs” for longer than that, that may be reason to suspect something more serious. You may want to also ask their campmates to see if you can get a more coherent perspective.

Distressed and Disoriented Participants

One of the most powerful things you can do for someone in a crisis is to let them know they are not alone. Your compassionate and attentive presence can make a world of difference to someone in emotional pain. This is just like what we do in “normal Rangering” except that we may have to do more of it with a disoriented or distressed participant. Through your FLAME skills determine if the participant is in an okay place, or if you can get them to one. Are they in a safe place with folks who can take care of them? Are they bothering anybody? Do they have a support system back at their camp? Finding out the answers to these questions will likely present you with the best resolution for the participant. Of course you can always call Khaki and request a Green Dot if you need help.

Ranger Shift Operations

Situations You May Encounter

Green Dot Calls (continued)

One thing that is really useful to do when dealing with the severely distressed is “holding space.” Holding space for someone just means:

- Being with them - and making it clear that you want to be there
- Creating a safe space for them
- Not judging them
- Allowing them to have whatever experience they are going to have

Another important concept is “being grounded” Participants in crisis often reach out to anything they see as “solid” in order to reorient themselves in the world. By being attentive, calm, genuine, and present, you become that person’s solid object or anchor, which is all that many people in emotional crisis need. Be patient. All of this listening and holding space and being grounded will take time. These calls often necessitate spending more time than you might normally expect to. Let Khaki know if it looks like you’re going to be dealing with a situation for more than 30 minutes or so. Remember that someone who is distressed or disoriented might not perceive reality or boundaries the way that most people do. Be friendly and kind, yet be aware. If you don’t feel safe, or if after trying, you don’t feel like you are able to handle the situation, we have your back. Get on the radio and tell Khaki that you would like Green Dot support at your location.

Khaki will send a couple of more experienced Rangers called Green Dots who are experienced in dealing with situations like these. These Rangers may give you some advice, work with the participant at your location, or walk him/her back to a dome behind Ranger HQ called Sanctuary that provides a quiet space to distressed and disoriented participants. If the situation seems to be something that time and kindness won’t fix, for example if you’re facing medical issues or mental health issues that won’t “just go away” in a few hours - the emergency services department is there to support you. Call Khaki and request ESD.

- Use LOGIC-B
- Don’t say “drugs” over the radio. Use “disoriented.”
- However - remember, if it’s an emergency, just say it like it is.

The Green Dot Team and Green Dot Support

The Green Dot team is a resource available to Dirt Rangers who are dealing with participants in extreme psychological or emotional distress. Green Dots are those Rangers who self-identify as being suited to this work, have completed the Green Dot training module, and have been vetted by experienced Green Dot Rangers;

however, ANY Ranger is capable and empowered to begin peer counseling of distressed participants. “Green dotting” can happen anywhere: in a participant’s own camp, in Sanctuary, in medical, or out on the open playa.

When to call for Green Dot support:

- A participant is in intense psychological distress or is so disoriented/altered as not to be able to function
- The core problem appears to be more internal/emotional/psychological than interpersonal/environmental/physical
- The participant is not responding to the standard FLAME skill-set
- The situation does not meet criteria for any must-report (DV, SA, assault, suicidality, or homicidality)

If you feel like Green Dot support would be helpful, call Khaki to request it.

Property Issues: Theft and Theft Prevention

Our primary responsibility is to people, not property. 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 the Law Enforcement Substation trailer (next door to Ranger HQ) to make such a report. Significant property thefts reported by participants should be reported 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.

Ranger Shift Operations

Situations You May Encounter

Lost and Found Items

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

Participants with found items should be directed to Playa Info, except for bicycles which should remain (or be returned to) where found. The only exception to this is when participants have found items that may be of critical importance to another participant (e.g., medication, passports, etc.). In this case, direct the participant to Ranger HQ. Rangers should not transport found items to HQ or Playa Info - have the participant deliver it themselves.

Encourage people to get to know their neighbors and look out for each other. This is the best way to prevent property crime.

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.

Blocked Streets and Intersections

All streets in Black Rock City are fire lanes and need to be clear at all times for emergency vehicles. Vehicles and piles of bicycles blocking the street need to be moved. This has been a particular problem with some of the larger theme camps and sound camps, where participants often drop their bikes in the street outside before entering. It is the responsibility of participants to stow their bikes appropriately, and of theme camps to ensure that the streets outside their camps are clear. If you come upon a street blocked with bicycles, FLAME the situation to determine how best to proceed. In most cases, education of participants is all that is needed. In the case of theme camps, also politely educate the theme camp leaders about their responsibility to keep the streets clear. If the theme camp has a sound system, getting the DJ or camp mayor to use it to request participants to clear the street is a great strategy.

Vehicles blocking streets may be subject to towing (see Captain Hook, p. XX).

When dealing with blockages, always call the Operators and ask them to log the incident, so we can track repeat offenders.

Breakdowns and Lockouts

We are often asked by participants to assist with broken down vehicles (e.g., flat tires, jump starts) and lockouts. Generally speaking, Rangers don't provide these services. Instead, use your radio to request assistance from AAA for the participant (see Captain Hook section below). Since AAA can take some time to respond, we may be able to make an exception if it's an emergency, e.g., if a participant has locked critical medicines inside his or her vehicle. In such situations, call Khaki and explain what's going on.

Vehicle Safety

Our most common vehicle safety interactions generally involve speeding vehicles and those driving out of place (e.g., driving on the Esplanade or open playa). 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

Ranger Shift Operations

Situations You May Encounter

Vehicle Education and Escalation

Vehicle interactions typically go through a three-step process of escalation:

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

Escort For repeat offenders or bad excuses, 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. Instead, 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.

Remember that nobody likes to be pulled over by a cop. To maintain our social capital, try to be polite and good-humored when dealing with vehicles operating unsafely. Emphasize education and assume good intentions; the participant may be a noob and not be aware of the rules, or may simply have gotten distracted by something shiny.

Intercept is a Ranger special team that focuses on vehicle safety on the inner playa and is on duty from 1600-0400 hours. Still, all Rangers are expected to address vehicle safety concerns.

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.

Ranger AND ESD VEHICLES WITH LOGOS A staff vehicle displaying Ranger or ESD logos does not need an additional staff sticker to drive at the event, but should only be used for official business and should obey all BRC driving rules.

GOVERNMENT AGENCY VEHICLES WITH LOGOS Vehicles from government agencies (including law enforcement agencies, BLM, Nevada Health Department, and others) also do not need an additional staff sticker to drive at the event. While we hope and expect such vehicles to abide by BRC driving rules, Rangers should not interfere with law enforcement vehicles. Instances of unsafe driving by such vehicles should be reported to Khaki.

Copies of this year’s stickers are posted at Ranger HQ for your familiarization and reference.

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.

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.

Ranger Shift Operations

Situations You May Encounter

Camera Tagging And Personal-Use Agreements

The 2015 camera tagging and personal-use agreement rules from Media Mecca are summed up in this handy table:

	Still Images	Motion / Video Images
Personal Use (showing to your friends and family only)	No camera tag required. Personal Use Agreement required if taking video.	No camera tag required, but participants are asked to complete a Personal Use Agreement, downloadable from the Burning Man website.
Professional Use (anything other than personal use)	Camera tag required. Available from Media Mecca.	Camera tag required. Available from Media Mecca.

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. In the event of extraordinary or on-going violations or blatant disregard of community standards, Khaki should be notified.

Khaki may mobilize a special team of Rangers called “007s”, who are the only group in Black Rock City empowered to evict participants. (Evictions of staff members, vendors, or volunteers go through separate processes involving their own department managers.)

Some examples of such situations in the past have included repeated instances of vending, or participants repeatedly losing their children. 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 Ranger Shift Command Team will work with the Rangers on scene to re-evaluate the situation. If the RSC team decides that all normal medi-

ation efforts have been exhausted and the situation may require that a participant be evicted, two 007s will be called to FLAME the situation.

007s being called does not mean that an eviction is in progress. When 007s arrive on a scene, they FLAME 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.

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 Burning Man Project and the Black Rock Rangers have historically had a good working relationship with law enforcement on the playa.

The agencies you are most likely to encounter during the event are:

- Federal Bureau of Land Management (BLM)
- Pershing County Sheriffs (PCSO) and law enforcement personnel from other counties under contract with Pershing County. These should all identify as PCSO officers.

We may also interact with:

- Nevada Highway Patrol (not active in BRC, but active on the highway)
- Washoe County Sheriffs (not active in BRC, but active in Gerlach)
- Nevada State Health Department (enforces food safety issues)

Law enforcement often defers to the Rangers to handle situations on playa that they might otherwise handle themselves, due to the relationship that Rangers and LE have developed over the years. To maintain this relationship and allow us to manage aspects of our event as we feel appropriate, we need to keep our relationships and interactions with LE positive and constructive. Thus, when you encounter LEOs in Black Rock City, always greet them in a friendly manner. Make them feel that interacting with a Black Rock Ranger is a positive 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.



Ranger Shift Operations

Situations You May Encounter

Law Enforcement

If you have concerns about an interaction between LE and participants, do not approach any officer(s) on scene. Instead, call Khaki and request advice. Depending on the situation, Khaki may call in LEAL (Law Enforcement Agency Liaisons) Team members, Shift Leads, OODs (Officers of the Day who oversee 24 hours of operations), or the Ranger Operations Manager (who oversees all Ranger operations).

If you witness a LEO drawing a firearm, report it to Khaki immediately and take no other action.

Any Ranger who encounters a situation where a law enforcement presence would be helpful should call Khaki and request LE at their location.

The Law Enforcement Agency Liaison (LEAL) team (aka “Zebras”) is the Ranger team that provides response and support for any situation that has law enforcement implications. They are experienced Rangers who are on duty 24/7, have specially marked vehicles, and are ready to interface with Law Enforcement at any time.

If you see LE on scene with participants, do not approach. They are trained to keep a scene under control and treat anyone approaching as a potential threat. Stay away from the scene, and if they need your assistance, they will approach you.

If you believe you have information that could be useful, or if you feel there is something about the situation that triggers your “Spidey Sense” (i.e., something doesn’t seem quite right), call Khaki and report the situation. Do not request LEAL directly, just report what you see or advise that there is a LE situation that you have information regarding and suggest that either Khaki or LEAL response would be helpful.

If you believe that you are about to have a negative interaction with LE, politely excuse yourself 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.

During the event, the Rangers need as much positive and negative information regarding interactions with LE as we can get. Make sure your Shift Lead or OOD has any pertinent information during your shift, or fill out a Law Enforcement Feedback form yourself and give it to your shift lead or the LEAL on duty.

Found Animal

We field a surprising number of “found animal” calls every year, and we have specific staff resources to deal with them. Please note that not all animals need rescuing: there are a number of critters native to the playa, and flying animals (e.g., birds and bats), unless they are in distress, are quite capable of relocating themselves. Animals

that have been captured by participants can be taken to HQ if they are in a secured container. If you are not currently vaccinated for rabies (and you would not usually be, unless you are a veterinarian or an animal researcher), do not handle any wild mammals. Found animals should be called in to Khaki before taking any action.

Ranger Skills

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 mediate an encountered problem.

F.L.A.M.E.

F stands for **FIND OUT**. First, stand back, and observe. Be aware of safety issues, both your own and the participant's. 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. 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 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 and de-escalating conflicts but also for establishing a general rapport and social capital with your fellow citizens of Black Rock City.

Ranger Skills

F.L.A.M.E.

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 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 when you **MEDIATE** 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 figure telling them what to do.

E stands for explain. E is the explanation, and completes your “flaming” of the situation. **EXPLAIN** the outcome of the mediation process to everyone involved, ensuring that all parties have come to a consensus that they can live with (... or at least live with for a week).

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.

Notify Khaki of the what/where/when/how of conflicts and their outcomes during or immediately after your shift (you can drop written reports off at HQ at the end of your shift).

Always be sure to find out first: flame without “F” is just lame.

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.

Communication

Communication is a complex process. Differing perceptions may cause difficulties in the communication of ideas and information. Here are common problems in 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?

“Yes, But...”

Try to avoid using “yes, but...” It can negate everything that came before it. Instead, try using “Yes, and...” to connect ideas.

Ranger Skills

Communication *(continued)*

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 is clear and unambiguous.

Wrong Timing

In effective communication, timing is critical. For example, a message of praise and recognition should not come too late after the fact, or it will lose its effectiveness. “Better late than never” 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,” try, “Tell me how we can make this idea work.”

Active Listening

Listening is the L in fLame. It’s the first thing we do once we determine that a situation needs Ranger intervention. The goal of active listening is twofold:

1. To focus your attention as clearly and carefully as possible on what is being said, so that you understand what’s going on
2. To convey to the person talking that you are listening to and understanding what they are saying

Tips for active listening:

- When listening, keep eyes on the speaker’s eyes (or in the case of someone who’s angry, the lower face, since too much direct eye contact can be perceived as a challenge).
- Nod as appropriate.
- Use what are referred to as “minimal encourager” noises. These are the little words and noises you make to indicate that you’re listening: uh-huh, okay, right, mmmm, etc.

Paraphrasing

Paraphrasing is a critical skill that helps with active listening, paraphrasing is restating and summarizing what the speaker is saying, without adding anything, this gives the speaker a chance to correct you if you’ve misunderstood something.

Open and Closed Questions

Open-ended questions invite more participation and detail from speaker

- Example: “What are you up to today?”
- Example: “How’s your Burn going?”

Closed-ended questions invite a yes/no or factual answer

- Example: “Do you understand?”
- Example: “How old are you?”
- Both are useful in the right context
- Open-ended encourages free communication

Closed-ended questions can decrease the level of engagement, which can be useful if you want the person to focus, slow down or be less chatty.

Ranger Skills

Physical and Emotional Self Care

Empathy and Empathic Attunement

Empathy means understanding someone else’s emotions without experiencing them yourself.

Empathic attunement means understanding somebody else’s emotions and then communicating to them that you understand them.

This is important because feeling understood can be calming/de-escalating for an upset participant and they are more likely to be open to your intervention if they feel understood

Empathy is different from sympathy. Sympathy means you are feeling the same feelings as the person you’re dealing with. Empathy does not mean that you’re feeling the same feelings, but rather connecting with the feeling without getting involved in it.

Empathy is not:

- Agreement: you don’t have to agree with someone to understand what they’re feeling
- Liking: you don’t need to like or love them to understand what they’re feeling
- Placating: letting them know you understand them is not the same as telling them what they want to hear

A great way to build empathic attunement with another person is this three-step process:

Ranger Skills

Physical and Emotional Self Care

Empathy and Empathic Attunement (continued)

Step 1: notice the emotion the person is expressing.

Step 2: look for the cause of the emotion.

- Try to figure out what thoughts / beliefs are underlying the emotion.
- With angry people, look for perceptions of unfairness.
- With sad people, look for perceptions of loss.
- With anxious people, look for perceptions of danger.

Step 3: validate the feeling (without necessarily agreeing with the assessment).

The point of empathy is not to talk someone out of how they're feeling, it's to tune in to how they're feeling so you can connect with them and thus deal with them better.

Trigger Issues

A trigger issue is something that you react to from a place of deep emotion instead of from reason. Triggers are not minor annoyances or "pet peeves." Rather, trigger issues are things that make you lose objectivity and self-control, and therefore prevent you from Rangering effectively.

You can be triggered by:

Words (e.g., "bitch," "stupid," "cop")

Actions (e.g., physical violence)

Situations (e.g., lost children, animal abuse)

Learn to recognize when you're being triggered and to acknowledge that you're losing objectivity. If you are aware of the kinds of words, actions, and situations 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 team through Khaki.

Self-Care and Responder Trauma

As a Ranger, you will see a side of Black Rock City that you never knew existed. Some of it is really cool, and some of it is very ugly.

Mostly, we do nothing.

Often, we do something.

Rarely, we do very, very intense things. For example, we might deal with injuries, injury, sexual assaults, violence, even death.

Mostly, that's not a problem for the Rangers involved; sometimes, it can have unpleasant psychological effects. Having a very strong response to intensely stressful situations is common in people who deal with emergencies (EMTs, firefighters, ER docs, etc.) This is called "responder trauma."

Be aware of the warning signs of a traumatic response:

Re-experiencing:

- Intrusive, vivid memories of the situation ("flashbacks")
- Nightmares about the situation

Avoidance:

- Avoiding things/places/people that remind you of the situation
- Inability to remember important aspects of the situation

Hypervigilance:

- Unexplained anxiety, irritability, or anger
- Being easily startled, or having trouble calming down after being startled
- "Fight-or-flight" response that doesn't go away: sweating, shaking, nausea, increased heart rate

Responder trauma symptoms may be immediate, or you may only notice them after a few days or weeks.

What do you do if you're noticing these signs or symptoms?

- Practice self-care: eat, sleep, exercise, meditate, have a beer, whatever works for you.
- Talk it out (partner, friends, Rangers, Green Dots).

If it's not resolving, contact the OOD or one of the Personnel Managers, or request assistance directly from ESD. If you need help after the event, contact one of the Personnel Managers (Easy or Peaches). There is no stigma attached to responder trauma in the Rangers: you will not get in trouble, and no one will think less of you as a result of talking about what happened. Intense situations are rare, and even very intense situations do not usually result in responder trauma. Most traumatic responses resolve on their own with time. However, if it's not getting better, there are simple, effective counseling interventions that can help. If things get weird, we're here for you.



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 the problem 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. There may be another Ranger better suited to handling that particular situation.

Intervention and Escalation

We talked about “first do nothing.” But sometimes we need to do something. In general, we start with the least intrusive intervention (unless it’s an emergency) and move to more direct interventions if/when it becomes necessary.

There is a spectrum of intervention techniques, from less intrusive to more intrusive like this:

- Do nothing, say nothing, quietly observe
- Say hi and/or introduce yourself. (This can be a very subtle intervention; just by calling attention to your presence you can influence things.)
- “Sorry to bother you, are you doing ok? Do you need any help?”
- “Hey, could you do me a favor?” (A very polite request; makes it clear it’s strictly optional for them to comply. It’s a favor, after all.)
- “You should know that if you do this. . .” (Explain consequences)
- “Please don’t do that.” (Directly request action)
- “I need you to stay back / slow down / not drive here.” (Demand action)
- “STOP!” (Urgently demand action in a dangerous situation)
- Physical intervention for safety if all else fails (what’s the one job in Rangers where this is actually part of the job description?) (Answer: Sandmen.)

Conflict Resolution Tips

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

Remember that everyone thinks they have a good reason for what they do.

- Use active listening skills.
- Never tell someone to “calm down,” calm them down by your presence and performance.
- When body language and words come into conflict, words will lose every time.

- Use “we” and “us” to generate connection with people.
- Separate arguing people if possible, so you and your partner can talk to them individually.
- If you have separated participants, be sure to keep your partner in sight at all times.
- The less ego you bring to the table, 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.
- 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.
- Let involved citizens or passionate observers have the last word, as long as you have the last act.
- Always keep our social capital in mind when dealing with participants, staff, and outside agencies.
- A useful follow-up: “If you need anything, come find us.” Assuring folks that we are, after all, on their side and that help is available if something important comes up.

Interest versus Position

One of the most useful conflict resolution concepts is the difference between interests and positions.

An interest is someone’s underlying need or want. For example:

Say I’ve been up all night because the neighbor camp is playing loud music.

My underlying interest is in getting to sleep.

A position is somebody’s stated requirement of how they want to get that interest satisfied. For example”

“I need you jerks to turn off your stereo right now!”

Positions are not always unreasonable, just a difficult place from which to negotiate. Identifying underlying interests can be powerful because it helps people generate more options, and thus makes it more likely that the conflict can be resolved. Focusing on positions leads towards an “I win or you win” situation,” focusing on underlying

Ranger Skills

Conflict Resolution

De-Escalation

We've already discussed two very powerful de-escalation techniques: listening and empathy. Here are some other tips:

- Start by de-escalating yourself.
- (“Am I feeling overwhelmed or charged by this? Did I just get a jolt of adrenaline?”)
- When things get heavy, slow down instead of rev up.
- (“Let me breathe for a second and figure out what I want to do here.”)
- Separate arguing people.
- Ideally, get them out of each other's sight (while maintaining sight of your partner).

Calm people with your presence and actions and example, not by telling them to calm down. It's hard to get people to calm down if you're acting anxious or angry. Never tell anyone to calm down. Ever. Srsly. A useful warning sign you may need to kick it sideways, or call another Ranger pair is if you or the participant are starting

to repeat yourselves. This may indicate something has gone wrong in the communication cycle. The speaker may feel misunderstood, or you may be getting overwhelmed or over-involved. If this happens, slow down and ask more questions, or kick it sideways to another set of Rangers.



Body language:

Never underestimate the importance of body language. We are social creatures and as such have evolved skills to effectively communicate with our body, we accomplished this long before we had language. Therefore be aware of how you are physically communicating, and also be observant of what is being communicated to you.

- 45 degrees vs. face-to-face, leaving sufficient personal space
- Easy rule: can I see your feet? If I can't, I'm too close.
- Touch: be very cautious and use your best judgment.
- Touching a participant can calm them down or can make things much, much worse.

- Leave them an out: Never block someone's escape route. In an enclosed space, do not stand between an agitated person and the exit.
- Mirroring/matching: use the speaker's tone, body language, and words (careful to avoid this turning into mocking)
- Pacing and leading: match speaker's speed/energy, then gradually slow/calm down
- Break state: do anything else (go for a walk, smoke a cigarette, eat something, ask irrelevant questions)
- Eye contact: enough to show you're paying close attention, not so much that you seem threatening (especially with an angry participant)
- Writing down: keeps your facts straight and lets participant know you're taking it seriously

Responding without contradicting is the verbal equivalent of a "45-degree stance:" it avoids confrontation without conceding the point. Here are some tips for doing this:

- "Yes, but . . ." will lead to argument. Try "Yes, and . . ." or just "Yes."
- "I love you but I'm upset with you" vs. "I love you and I'm upset with you"
- "I'm not going to do that" vs. "You're right, and I can't figure out how to make that work" vs. "You're right. Can you show me how it could work?"
- Don't contradict.
- "Wait, I think I might have misunderstood you" works better than "No, you're wrong."
- "Hang on, maybe I wasn't being clear" works better than "No, that's not what I said."

Finally, help create more options. Often, when people get riled up, options seem to disappear. Offering more options (or helping them think of options themselves) can calm someone down. People without options can feel trapped. (. . .and this is why interests vs. positions is important).



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 you as-

pired 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 tool box.

Ranger Resources

Ranger HQ

HQ is the base of Ranger operations. It comprises 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 is 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

- Debrief with the Shift Command Team after your shift· Fill out and turn in your radio and/or vehicle paperwork
- Sign up for shifts or double check your schedule
- Sign in and out of your shifts
- Check out and return radios
- Turn in any notes you've taken during your shift that the Operators should know about
- 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
- If something intense happened on your shift, talk it out with your colleagues

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 there.

Ranger Resources

Sanctuary

Sanctuary is a safe haven 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. Sanctuary's services are confidential and its staff are happy to help all participants and Rangers who need a friendly ear.

If you think a participant could benefit from some time in Sanctuary, call Khaki and request a Green Dot consult. 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. Sanctuary should not be used as a "drunk tank."

Year-Round Ranger Teams

Various teams within the Ranger Organization require year-round coordination 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. What follows is a brief description of Ranger teams and a listing of their year-round leadership groups. If you want to learn more about a team or want to get involved in the Rangers' year-round operations, feel free to contact the team leaders directly, or get in touch with the Ranger Volunteer Coordinators to see what opportunities are open. Team leaders all have <handle>@burningman.org email addresses.

Logistics

The Logistics Team ("Echelon") supports the logistics of Ranger field operations. These Rangers attend to Ranger infrastructure and support needs 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. Logistics is comprised of three sub-teams; Echelon HQ, SITE (set-up, infrastructure, tear-down, and egress), and Field. The 2015 Logistics Team is led by Wavelet and Bourbon.

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. The 2015 HQ Team is led by Nuke.

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 2015 Site Team is led by Santa Cruz.

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 2015 Field Team is led by Boiler.

Green Dots

Green Dots are Rangers who ride the edge of “inner” chaos. When the counseling required exceeds your Dirt Ranger training and comfort zone, Khaki can dispatch a Green Dot Ranger to assist you with the situation. Some Green Dots 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 who are distressed or disoriented. Green Dots, like other Rangers, do their 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.

Green Dots are also available to support individual Rangers' internal work even when they aren't in crisis.

The Green Dots are led by the Green Dot Cadre. For 2015, the Green Dot Cadre is, BlackSwan, Duney Dan, Kamshaft, Mockingbird and Saturn. Contact Duney Dan with questions or comments.

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 (4 pm until 4 am). 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 its 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.

Ranger Resources

Year-Round Ranger Teams

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 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.

Mentors

Mentors are responsible for the assessment and selection of new Black Rock Rangers. 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. The final step in the road to becoming a Ranger 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 2015 Mentor Cadre is Carbon, Chameleon, and Chyril. Contact Chameleon with questions or comments.

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 represent the Rangers to other departments and outside agencies. The OODs also have responsibility for organizing the 007 group. The OODs for 2015 are Beast, CC Sallie, Crow, Peaches, Safety Phil, and Splinter. Contact CC Sallie with questions or comments.

Shift Command

The Shift Command team is comprised of several different roles (Khaki, Shift Leads, OOD, Envoys, Operators, and RSCIs) that are responsible for the smooth running of on-shift operations and supporting Rangers in the field. 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 2015 Shift Lead Cadre is, Scoutmaster, Judas, TaoSkye, Foofurr, and Librarian. The OODs and Operations Managers are consulting members of the Cadre. Contact Scoutmaster with questions or comments.

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. Providing quick emergency responses, or even just being aware of where you left your beer, over a large area of intense activity like BRC is a unique challenge. 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 2015 is Silent Wolf, Tigereye, Farmer, and Fable. Contact Silent Wolf with questions or comments.

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 2015 Tech Team Cadre is Stonebeard, El Weso, and Tinkerbell. Contact El Weso with questions or comments.



Ranger Resources

Year-Round Ranger Teams

Trainers

Trainers deliver 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 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. In addition to basic training, the Training Academy develops Advanced Ranger Trainings (ARTs) on specific subjects relevant to Rangers. The Ranger Training Academy also produces various training materials, including this manual. The 2015 Training Academy is Fuzzy, Peaches, Keeper, Saturn, SciFi, and Roslyn. Training Academy logistics are handled by Bourbon and Kimistry. Contact Fuzzy with questions or comments.

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 connecting volunteers with off-playa tasks. VCs are usually the first people 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 cadre for 2015 is, Fuzzy, Maybe, and Diver Dave. Contact Fuzzy with questions or comments.

Ranger Operations 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. Contact Creech with questions or comments.

2015 Ranger Ops Team

Ops Team Chair.....	Creech
Art Safety.....	Judas
Green Dots	Duney Dan
HQ.....	Nuke
Intercept	Buzcut
Logistics.....	Boiler
Mentors.....	Chameleon
Officers of the Day	Splinter
RNR.....	Silent Wolf
Shift Command Team	Scoutmaster
Tech Team	El Weso
Training Academy.....	Roslyn
Volunteer Coordinators	Kiote
Scribes.....	SciFi

Ranger Council

The Ranger Council is the governing body of the Black Rock Rangers. Its mission is to make strategic decisions, craft policy, manage the budget, and represent the Ranger Department and community to the Burning Man Organization. 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, consensus-driven body. Contact k8 with questions or comments.

2015 Ranger Council

Department Manager	Tool
Operations Managers	Crow and Peaches
Logistics Manager	Bourbon
Communications Manager.....	k8
Personnel Manager.....	Easy E
Special Consultant.....	Safety Phil

All Ops Team reps and Council members have a Burning Man email address:
<handle>@burningman.org

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.

Constructive feedback should follow the SAFE-T model: it should be specific, actionable (i.e., something the recipient can change), factual (don't make stuff up), empathetic (give your feedback out of a sincere desire to help the other person, not to belittle him or her), and timely (ideally as soon after the incident as practical). An effective way of delivering feedback is to break it up into three chunks: (1) "Here is what I observed you do...", ideally reporting the incident factually and without judgment, much as a video camera would have observed it; (2) "Here is the impact that your actions had on me or others..."; and (3) "In the future, here's what I'd like you to do differently..."

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. Resist the urge to argue or become defensive. Instead, just say "thanks" and take some time to reflect on the feedback. Appreciate the courage it takes to deliver a difficult message.

Escalating Feedback: Sometimes, you may not wish to deliver your feedback directly. Did your partner engage in some un-Rangerly behavior (see page 59) 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 the Personnel Manager too!

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

All Rangers must be sober while on duty. When off duty and in costume, there is no specific policy regarding indulging in intoxicants. 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 5) while identifiable as a Ranger (coming on or off shift, while at HQ/Outposts, anytime you are in uniform or wearing a Ranger laminate, or in a Ranger logoed vehicle) very seriously and the Shift Lead Team and Ranger Personnel Manager will follow up on any reported incidents.

Ranger Status \ This section is still under review.

Ranger Policies

Ranger Status *(continued)* **This section is still under review.**

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 (see above) 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 ("compassionate de-shifting"). 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 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 a department falls under the purview of the Ranger Council and occurs off playa.

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 here: <https://lists.burningman.com/mailman/listinfo/Rangers-announce>.

Rangers Allcom List

Allcom is an opt-in email list for Rangers to keep in contact during the off-season. To subscribe to Allcom, go here: <https://lists.burningman.com/mailman/listinfo/Rangers-allcom-list>

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 race, color, national origin, age, religion, disability status, gender, sexual orientation, gender presentation, genetic information or marital status or the perception of any of these.

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.

Burning Man Policies

Harassment *(continued)*

Gender Diversity

“Transgender” (or “trans”) is the preferred term for individuals who may not identify with the gender assigned to them at birth. In interactions with transgender Burners, Rangers should follow standard community best practices:

- Always try to be respectful by using the preferred pronoun of the person you are talking to or about (the pronoun they use for themselves, whether “he,” “she,” “they,” or something else). When in doubt, it’s okay to ask. (FLAME it!)
- “Transsexual” is a specific subcategory of transgender, and it should not be assumed that someone who is transgender is transsexual. The term “tranny” is considered offensive by many trans people, and should be avoided.
- If you’re not sure how to handle a trans issue, it is always better to ask than to guess. (FLAME 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. If you are working a dirt shift, request a face-to-face with Khaki. 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 addressing the situation directly with the Ranger involved, report it to Khaki. If you are not comfortable addressing the situation directly with the Ranger involved, report it to Khaki. If you are not comfortable reporting it to Khaki, contact the Officer of the Day or the Personnel Manager.

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 you are not comfortable addressing the situation directly with the Ranger involved, report it to Khaki. If you are not comfortable reporting it to Khaki, contact the Officer of the Day or the personnel manager.

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 workplace 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.

The full text of the Burning Man Project's organization-wide conflict resolution protocol may be found here at <http://Rangers.burningman.org/bmocrp>.

Glossary

Despite our fondness for plain English on the radio, the Rangers have a rich history of colorful slang. Below is a brief compendium of Ranger jargon, as well as a guide to some useful terms frequently used by Rangers and other departments.

Admin: Ranger radio channel used for lengthier, less-urgent conversations. “Take it to Admin.”

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: [1] 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”) [2] a mailing list used by Rangers during the off-season.

Alpha: A prospective Ranger who has passed training but has not yet gone through Mentoring.

Art car: A highly decorated car, truck, or bus. Also, mutant vehicle (q.v.)

Art of Rangering: The set of mental awareness & behavioral skills that enable one to function as a black rock Ranger.

Agency: [1] Law enforcement or other government organizations; [2] the ability of an individual to make his or her own choices.

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.

Bio-break: (also, bio) A trip into a **blue room** (q.v.), During which one will be off-com.

Black Hole: Gate, Perimeter, and Exodus’s headquarters, bar, and camping area on playa, located near the commissary at 5:45 and D. See lighthouse.

Black Rock: [1] A large dark rock formation north-east of BRC [2] callsign for Emergency Services Dispatch, operated by ESD and available on channel 911 (almost always contacted through Khaki).

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.

BLM Bureau of Land Management (BLM), the federal government agency which administers public lands, including the Black Rock desert.

Blue Dot: Member of ESD, sometimes used to request medical assistance over the radio when discretion is required. (Archaic: a Ranger with medical training, before ESD split off from the Rangers.) See also: yellow shirt.

Blue room: Porta-potty; a small, blue, pre-fabricated shelter containing toilet facilities.

Bonked: Did not pass mentoring process.

BRAF: Black Rock Arts Foundation, a non-profit supporting community-based art that generates social participation off the playa.

BRARA: Black Rock Amateur Radio Association, a non-profit that provides year-round ham radio access on the playa.

BRC 911: Radio channel used to contact ESD.

Burn, The: [1] The burning of the man (q.v.), Usually taking place on Saturday night, with one notable historical exception. [2] The Burning Man festival as a whole (see also TTITD).

Center Camp: Large circular area and structures located in the center of Black Rock City, extensively marked with colorful flags. It is considered impolite to laugh when people ask for directions to find it.

Cheetah: Member of the Mentor team who helps evaluate Rangers returning to active duty after a hiatus.

Chooch [1]: The entropic tendency for things to break, decay, or become disordered, which is often accelerated by conditions in the Black Rock desert: “My bicycle chain got chooched.” [2] A jerk, especially one who is narcissistic or entitled: “Don’t be a chooch.”

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

Com: (sometimes plural: coms) communication, or the radios by which such communication is transmitted.

Commissary: The central cafeteria where burning man staff eat, usually unmarked and located on the 5:30 spoke. Meal pogs (q.v.) Are used here to get food.

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.

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.

Depot: DPW’s material & vehicle staging area and home of DPW dispatch. Located at the end of the 5:30 road.

Dig, The: The morning-after ritual of excavating smoldering Burning Man artifacts.

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

Donner Award: Annual award given to the individual or group who pushes the limits of personal survival through stupidity, inattention or just bad luck during the Burning Man event.

Double Hot: A boiling hot springs located in the mountains beyond the north end of the playa.

Deep Freeze: A cool, dark, quiet place for Rangers to sleep during the day.

DPW: Department of Public Works, the Burning Man department that builds the city’s physical infrastructure.

DPW Ghetto: Where many of the DPW camp during the event, located at 5:45 & f.

DV: (or delta victor) domestic violence.

ESD: Emergency Services Department.

ESD911: [1] Synonym for Black Rock, the call sign for the ESD Dispatcher on duty. [2] Prior to 2014, the name for the radio channel used to reach ESD Dispatch.

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

Esplanade: Innermost road facing the man in BRC.

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 members of the LLC and some senior staff members camp, located in center camp behind the bone tree. First Camp is unmarked and not listed on maps available to the general public.

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.

F.O.L. (“Friends of Larry”): Participants who use (real or alleged) connections to senior staff to try to access perks (see above, chooch).

Gate (also, colloquially, “gayte”): [1] the entrance to Black Rock City [2] the department that staffs that entrance.

Glossary

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 four 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: [1] A member of the Ranger peer-counseling team. Also used generically for “mental health problem” over the radio, to avoid freaking out participants (e.g., “I’ve got a green-dot situation here.”) [2] A cocktail made with vodka and limeaide frequently served at the 10-7 Lounge (q.v.).

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.

HGH: Humboldt General Hospital, the former contractor that staffed Rampart, the main medical tent.

ICS: Incident command system, an action plan to be used by the Rangers and other departments in the event of serious emergency. See <http://www.Fema.Gov/incident-command-system>

Intercept: Ranger team that focuses on vehicle safety.

Jackrabbit Speaks: Internet-based newsletter produced by Burning Man organization.

Khaki: [1] a member of the Ranger Shift Command team acting as dispatcher; monitors communications and coordinates Ranger activities throughout Black Rock City. [2] (Sometimes plural) the tan-colored clothing Rangers wear when on duty.

Khaki Dot: 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: Lamine, 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 two lanterns; this is the most common style of lamppost.

Lighthouse: Perimeter’s radar tower, located within the Black Hole. Useful as a landmark, since the rotating thingy up on top of it is quite distinctive.

LLC: Limited liability company; Black Rock City, LLC is the legal entity that produces the Burning Man event and is now owned by the non-profit burning man project.

Man, The: The large, wooden, humaniform statue located at the center of Black Rock City.

Meal pog: see pog.

Mentoring: The process by which alphas are coached and evaluated prior to being invited to join the Rangers.

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 camp near Center Camp (M for middle).

NATO Phonetic Alphabet

A - alpha	N - november
B - bravo	O - oscar
C - charlie	P - papa
D - delta	Q - quebec
E - echo	R - romeo
F - foxtrot	S - sierra
G - golf	T - tango
H - hotel	U - uniform
I - india	V - victor
J - juliet	W - whiskey
K - kilo	X - x-ray
L - lima	Y - yankee
M - mike	Z - zulu

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.

Operators: Rangers who monitor and log radio traffic during the event.

Outposts: Ranger stations located at 3 o'clock and 9 o'clock plazas.

Outpost Zero: Intercept's command center, a khaki-colored shipping container located a few hundred feet off the promenade, halfway between the man and the temple, on the 10 o'clock side.

OOD: Officer of the Day.

Participant: Everyone in BRC (cf. Spectator).

Personnel Manager: The Ranger Council member who is responsible for personnel issues, including harassment.

PG&E: Perimeter, Gate, Exodus.

Playa: Spanish word for beach; refers to the black rock desert upon which BRC is built.

Playa Chicken: A rare species of vicious, carnivorous chickens reputed to live in the Black Rock Desert. Strange or inexplicable phenomena are sometimes attributed to 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 entitles the bearer to a meal at the commissary; each Ranger is entitled to

one meal pog after completing a shift.

Points 1-5: Coordinates that describe the corners of the pentagonal trash fence around the city; used (especially by Intercept and Perimeter) to describe locations on 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: Nickname for the old van that used to be Outpost Zero.

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") that are just as brief.

Radio handle: A nickname 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 base of operations for the Rangers, located at Esplanade & 5:45.

Ranger Outpost: A general, publicly accessible complex and base of Ranger operations; see Berlin and Tokyo.

Rampart: Main medical tent at 5:30 and Esplanade.

Razorback: see Old Razorback.

Repeater: A radio system that rebroadcasts the transmissions from your radio so that 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: (or “sierra alpha”) sexual assault.

SAT: Sexual Assault Team, a special mental health branch team that deals with sexual assaults.

Sandman: A Ranger who is positioned behind the main perimeter line of a burn to stop 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 issues at the beginning of a shift.

Shift debriefing: 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: the team that builds and tears down Ranger Outposts & HQ before and after the event.

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.

Spectator: A derogatory term for someone who has come to Burning Man to see things, rather than participate in the community (cf. Participant).

Speed bump: A darkwad (q.v.) asleep on the open playa.

Stick, the: A large, wooden effigy at the cen-

ter of the city, usually burned on Saturday night (often referred to as “The Man” [q.v.]).

Stick duty: Rangering the area immediately around The Man.

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

Swordfish: see above, “Larry Harvey.”

Ten-code: see above, “radio codes.”

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 backhoe in the 1950s.

The Way It Is: (“TWII”) [1] annual staff meeting at BMHQ; [2] a document distributed at that meeting that describes how things will work at the event that year. Available at HQ.

Trigger words/Trigger issues: Any word or situation that may result in a heightened emotional state (e.g., Bitch, stupid, lost child, etc.).

Tokyo: Ranger outpost on the north side of Black Rock City (T for top).

TTITD: The Thing in The Desert (i.e., the entire Burning Man Event).

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, either affectionately or derisively, for ESD personnel.

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 net-

works, 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

Commissary

The Commissary is located at 5:30 & D. Commissary is open 24 hours with snacks and drinks available; mealtimes are set by Commissary and posted there. A meal POG (available from HQ after you complete your full 6 hour shift) and your laminate gets you a meal.

Deep Freeze

Deep Freeze is located at Ranger Outpost Moscow and available for Graveyard Shift Rangers to get some sleep in a quiet cool place during the day.

10-7 Lounge

The 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 and 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

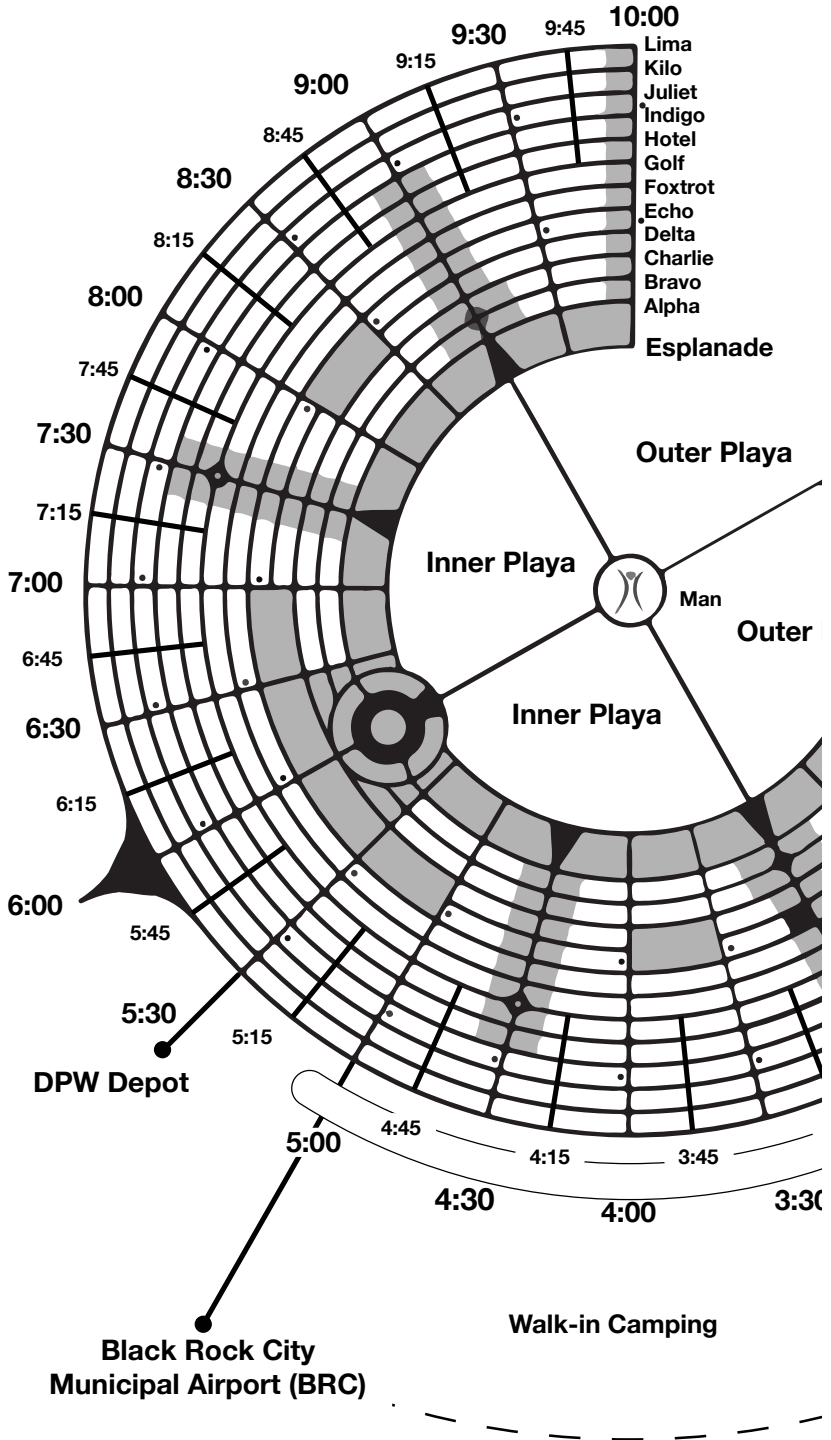
Tongue Fu! by Sam Horn

Throwing the Elephant: Zen and the Art of Managing Up by 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 Arbinger Institute



Black Rock City Resources

3:00 Medical	3:00 and C
9:00 Medical	9:00 and C
4:30 Medical	4:30 Plaza
7:30 Medical	7:30 Plaza
Rampart	5:15 and Esplanade
Ranger HQ.....	5:45 and Esplnade
Ranger Outpost Berlin.....	3:00 and C
Ranger Outpost Tokyo	9:00 and C
LE Substation.....	5:15 and Esplande
The Artery.....	6:35 and Esplnade
Media Mecca.....	10:00 on Center Camp Plaza
DMV	5:35 and Esplnade
Playa Info	2:00 on Center Camp Plaza

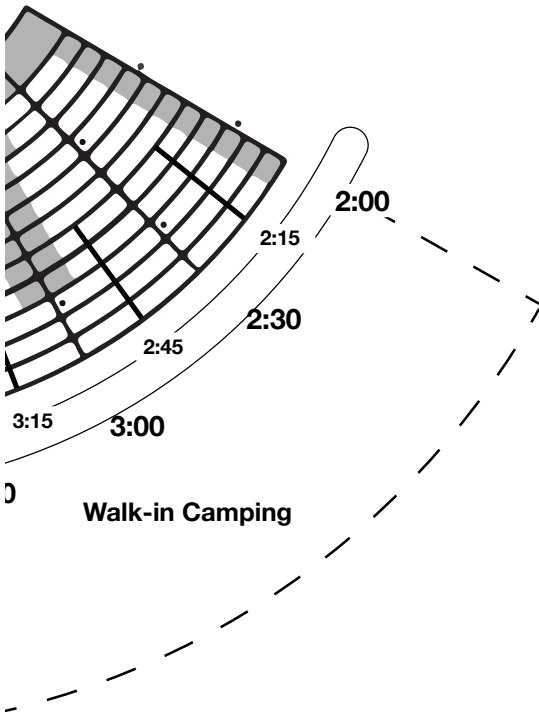
Deep Playa

 Temple



Deep Playa

Playa



“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