

# DPW 2022



photo by Cobra

## THE 2022 DPW HANDBOOK

BY LOGAN MIRTO AND DOMINIC TINIO



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# ON 25 YEARS OF DPW



## **CHIPPING HALFWAY THROUGH MY THIRD DECADE OF DPW,**

one might think I would have some existential questions. It's ok. People ask them for me all the time. "Did you ever think you'd still be out here banging Black Rock City together 27 years later?" "Gettin' jaded yet?" "Do you miss the old days?"

"You gonna do this until you croak?"

Gotta admit - the last one stung a bit. Over the years I have watched yet another shining star Burning Man employee make the morning meeting "bittersweet" announcement about a career opportunity of a lifetime that "fell from the sky" and it was time for them to move on. And here I still sit. Was it because my ship never came in? Was I stuck in purgatory forever paddling down the River Styx? Not even close. The truth is I had found a home. I need not look beyond my own backyard as Dorthy had said. The Department of Public Works is not just in my blood as is readily apparent, but is now an approach to life. It has become a cooperative philosophy of building and collaborating. We all get skin in the game.

Around mid-July when I got here with my family, my twin boys at age 14 reached a significant rite of passage and got their first jobs. They got their first taste of the "W" part of DPW — the WORK! After chopping onions, tomatoes, and lettuce all morning at Bruno's restaurant in Gerlach, we all went to Bruno's for dinner. Salads were served. My son Atticus looked at his salad and quickly realized he had chopped those onions! He quickly pinched one of the onion slices, held it high, and announced to the table and actually to the entire restaurant, "I CHOPPED THIS ONION!" My son has entered the realm of a worker's pride.



“WE BUILT THIS CITY!” has always been our battle cry. One of the most difficult parts of the season is to tell the crew that we actually built it for others.

It's hard to let go of the things you craft. But the true satisfaction of building lies in the gifting of our skills. It becomes a selfless act — the noblest of them all. The truth remains that the better we do our jobs the less attention we get. Sure the folks know and appreciate that there's a hard-hitting desert crew that slams an entire city onto the surface of Mars in record time each year, but all too many times it is just a floating image of vague work. The only real way to appreciate it is to be it. No wonder such a solid family is forged each year. At the end of the day when it's beer-thirty and we're sitting in the lap of accomplishment, the builder's pride swells as we know for certain that we're making something truly amazing. Not only Black Rock City but a culture of creation and the spine of community itself.

Having two seasons off tested the resolve of our spirits and of the temper of our continuity. It challenged the heart of what we spin on. And here we are roaring back for the triumphant return. It may sound cliché but you really can't keep a good thing down. Like my buddy Jason said to me over two decades ago about Black Rock City: “You can't hold back shit like this. This is a full-on social crusade! It's what revolutions are made of!”

So would I ever take that new fancy job and leave this all behind? Probably not. It sure looks as though I'll be riding this maker wave all the way to the crashing shore! Because there's no place like home, and always more waves to surf.

To quote the late great Betty White: “Still here bitches!”

See you all in the dust!  
Coyote





# THE DPW MISSION

We are the workforce dedicated to building Black Rock City. We survey the land, set the stage, and lay the groundwork for Burning Man to happen each year.

We work with all departments within the Burning Man Project, as well as with outside agencies, artists, participants, and the worldwide burner community, to ensure that Burning Man becomes a reality, and that we leave the Black Rock Desert without a trace.



# THE BURNING MAN MISSION

Our mission is to produce the annual event known as “Burning Man” and to guide, nurture and protect the more permanent community created by its culture. Our intention is to generate society that connects each individual to his or her creative powers, to participation in community, to the larger realm of civic life, and to the even greater world of nature that exists beyond society.

We believe that the experience of Burning Man can produce positive spiritual change in the world. To this end, it is equally important that we communicate with one another, with the citizens of Black Rock City and with the community of Burning Man wherever it may arise.

Burning Man is radically inclusive, and its meaning is potentially accessible to anyone.

The touchstone of value in our culture will always be immediacy: experience before theory, moral relationships before politics, survival before services, roles before jobs, embodied ritual before symbolism, work before vested interest, participant support before sponsorship.

Finally, in order to accomplish these ends, Burning Man must endure as a self-supporting enterprise that is capable of sustaining the lives of those who dedicate themselves to its work.

From this devotion spring those duties that we owe to one another.

We will always burn the Man.

# THE 10 PRINCIPLES

## **RADICAL INCLUSION**

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

## **GIFTING**

Burning Man is devoted to acts of gift giving.  
The value of a gift is unconditional.

Gifting does not contemplate a return  
or an exchange for something of equal value.

## **DECOMMODIFICATION**

In order to preserve the spirit of gifting, our community  
seeks to create social environments that are unmediated  
by commercial sponsorships, transactions, or advertising.

We stand ready to protect our culture from such exploitation.  
We resist the substitution of consumption for participatory experience.

## **RADICAL SELF RELIANCE**

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

## **RADICAL SELF EXPRESSION**

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

## **COMMUNAL EFFORT**

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

# THE 10 PRINCIPLES

## CIVIC RESPONSIBILITY

We value civil society.

Community members who organize events 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.

We make the world real through actions that open the heart.

## 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 the 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.







**THE FOUNDERS,  
THE PROJECT,  
THE COMPANY,  
AND THE COUNCIL**

# THE BURNING MAN FOUNDERS



**JACK RABBIT**  
MARIAN GOODELL  
FOUNDER,  
CHIEF EXECUTIVE  
OFFICER (CEO)



**DANGER RANGER**  
MICHAEL MIKEL  
FOUNDER,  
HISTORIAN AND  
ARCHIVIST



**HEADY**  
HARLEY K. DUBOIS  
FOUNDER,  
CHIEF TRANSITION  
OFFICER (CTO)



**MR. KLEAN**  
WILL ROGER  
PETERSON  
FOUNDER,  
NEVADA RELATIONS  
DIRECTOR  
FOR BLACK ROCK  
CITY



**ROSIE**  
CRIMSON ROSE  
FOUNDER,  
ART TRANSITION  
OFFICER  
(ATO)



**SWORDFISH**  
LARRY HARVEY  
FOUNDER,  
CHIEF PHILOSOPHY  
OFFICER (CPO)

# THE COMPANY, AND THE PROJECT

## YOU WORK FOR BURNING MAN.

Technically you work for The Burning Man Project, the latest iteration of a company founded in the late 90's by the folks on the preceding page.

The non-profit Burning Man Project was created in August 2011 and received its 501(c)3 status in May 2012. On December 27, 2013, the Burning Man Project Board of Directors voted to make Black Rock City LLC a subsidiary and is now the sole shareholder of the LLC. The transition became official January 1, 2014. All Burning Man LLC Employees now work for Burning Man Project.

Burning Man Project (a non-profit) builds Black Rock City (the event space in the desert) to host Burning Man (the Event).

Internally, though, the whole thing is just considered to be “Burning Man”...  
so for simplicity's sake, if anyone asks:  
You work for Burning Man.

The Department of Public Works is our team.

The entire department is overseen by Chris Neary aka ChAos.

ChAos reports to Charlie Dolman, Burning Man's Event Operations Director, who in turn reports to Marian Goodell, Burning Man's CEO.

The whole thing is run out of our office in San Francisco, our office in Gerlach, and our newest office in Reno - pictured below. It's a lot like a regular office job most of the time, which is still really weird after all these years.



# THE DPW COUNCIL (OF DARKNESS)



**CHAOS**  
ASSOCIATE  
DIRECTOR  
OF THE  
DPW



**HAZMATT**  
BUSINESS  
SERVICES  
MANAGER



**COYOTE**  
BLACK ROCK CITY  
SUPERINTENDENT



**D.A.**  
RESTORATION  
MANAGER



**LEEWAY**  
PERSONNEL  
MANAGER



**WELDBOY**  
NEVADA  
PROPERTIES  
MANAGER



**GOATT**  
MAN PAVILION  
MANAGER



**TWIN PEAKS**  
DPW PROJECTS &  
CONSTRUCTION  
MANAGER



**HOTSPOT**  
DPW UTILITIES  
SUPERINTENDENT



**SHANANIGANS**  
DPW STAFF SUPPORT  
MANAGER

The DPW Council of Darkness works year-round to plan all aspects of DPW's operations. They plan, manage, and staff all DPW projects, and lead the charge as we build Black Rock City. "Who is running this thing?" you may well ask. It's these people.



# DPW MANAGEMENT ORGANIZATIONAL CHART



**CHAOS**

DPW Council  
Heavy Equipment  
Transpo



**D.A.**

Playa Restoration  
Waste Stream T.S.A.  
Highway Cleanup



**LEEWAY**

Roustabouts  
Personnel Coordinator



**GOATT**

The Man  
The Man Pavilion



**COYOTE**

Survey  
Roadworks  
Spires  
Signs  
Fence



**WELDBOY**

Ranch Operations  
Auto Shop  
Specialty Construction  
Mobile Housing



**HOTSPOT**

Fuel  
Power  
Plumbing  
Waterworks



**HAZMATT**

Logistics  
Purchasing  
OSS Program  
Golf Carts  
OSS  
BXXB / BXA  
Airport



**SHANANIGANS**

Yellow Bikes  
DPW Ghetto  
Fluffers  
Dispatch  
Commissary  
DPW Rangers  
The Wet Spot



**TWIN PEAKS**

Arctica  
Center Camp  
Shade  
First Camp  
Special Projects  
Artery Construction  
Depot  
Metal Shop

# WHAT THE HELL IS A DPW COUNCIL, ANYWAY?

Since our founding in 1998, Will Roger had managed things. Will and Flynn Mauthe and Rod Garret and Coyote. Things were different then. Feral, Ranch-centric times. Those “Old Days” of DPW you may hear folks talking about? That was it.

Will stepped down from managing the DPW in 2003, and Flynn left shortly after. DPW stopped living at the Ranch for pre-event, and that we would start staging out of Gerlach instead. Marian Goodell was put in charge of the DPW, and there was talk of hiring someone from the outside to take Will’s place. Playground, HazMatt, Dago Bay and Coyote had a different idea... They formed a group to do the job that Will had done, and started DPW down the path of consensus-based leadership.

## THE DPW FOUNDERS



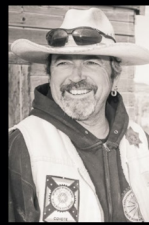
**WILL ROGER PETERSON**  
**AKA MR. KLEAN**



**FLYNN MAUTHE**  
**AKA BOBBY WAYNE**



**ROD GARRETT**  
**AKA RAMROD**



**TONY PEREZ-BANUET**  
**AKA COYOTE**

# 1998

Consensus, in this case, doesn’t mean that everyone has to agree, but rather that everyone has a chance to weigh in before a decision is made. Much of what the Council does as a leadership body is centered around that process. We do have a hierarchy, and we all have our domains and our decisions to make. That said, we try not to make any decisions above a certain level of impact without checking in with each other, so that no big changes happen in the DPW until everyone on the DPW Council has had a chance to weigh in.

Every year, the direction that DPW takes all comes from this process. While some decisions do come down from the Burning Man board, for the most part it’s the DPW Council making the decisions that shape our world. Any time a team is changed, or created, or dismantled, any time a role is created, or someone is let go or asked not to return, any time we change a staff policy, or decide what time breakfast is going to be, it’s all of us, weighing in, and making the decision as a group. We don’t always agree, but we always get to have our say, and we are all dedicated to backing the decision once it’s been made. It’s a great model for decision making, and it creates a considerate and respectful body of leadership.

# THE FIRST DPW COUNCIL



ERIN MACCOOL  
AKA PLAYGROUND



MATT MORGAN  
AKA HAZMATT



ADA CHESTER  
AKA DAGO BAY



TONY PEREZ-BANUET  
AKA COYOTE

## 2004

### WELL, OK, GREAT... BUT WHAT DO YOU GUYS ACTUALLY DO?

Most DPW Council members are all year-round Burning Man employees. This is their job, all year long. HazMatt is on the Budget Committee and helps to manage 38 different DPW budgets, as well as representing us in too many meetings to name here. D.A. works with the BLM and with the Government Relations teams on our environmental compliance, as well as doing art production and graphic design for Burning Man throughout the year. We do all the hundreds of little things it takes to organize this production, and to help it all come together with the other parts of Burning Man's infrastructure, to make Black Rock City a real, albeit temporary, city on the Earth.

But really what we do is MEETINGS. So many meetings. Burning Man is made of meetings, and DPW is no exception. We meet to discuss policy, and to determine how DPW, as a department and as a culture, moves forward. We meet with other departments and teams to make sure it all comes together smoothly. We meet to discuss how much beer to buy, and how many portapotties need to be in the middle of nowhere out by the Temple. We meet - sometimes with no agenda at all - just to talk about DPW.

For better or worse, we talk about DPW constantly, with each other and to anyone else who will listen. We spend all year thinking and discussing this thing, from the processes that make it work to the philosophy behind it all. Between us, we have decades of combined DPW experience. We all love Burning Man, and DPW, and we spend all the time and energy it takes every year to make it the best it can be.

So that's who we are. We are people, too, with interests outside of this thing... but out here "DPW Council member" is the part we are playing. Hopefully this explains why we all look so busy all the time, and why we are always in the middle of something. There's a hell of a lot to do, always, and we are all dedicated to making sure it gets done. We're the DPW Council, and it's on us to make it work out, even if it means that we don't get to go to squaw, or our dancing, or to watch something cool blow up. We love it, though, and we love that we get to make it happen, year after year. It's an honor, and one that we all choose to be a part of, every day.

Thanks for joining us, and for helping us make this all happen.

# A BRIEF, POLITE HISTORY OF THE DPW COUNCIL

## **THE FIRST DPW COUNCIL - 2004: PLAYGROUND, HAZMATT, COYOTE, DAGO BAY**

These four people were the first to try and wrangle the DPW after Will, in a consensus based way, and as a team. It was a brand new world, and growing fast. Coyote had years of institutional knowledge, even then. Playground brought the first Gantt chart to Burning Man, and started to actually project manage things in the DPW for the first time. HazMatt and Dago Bay started down the long road of organizing and keeping track of things, like a real job would. It all started to come together.



## **DPW COUNCIL 2005-2006: PLAYGROUND, HAZMATT, COYOTE, COBRA COMMANDER, SUPER DAVE**

2005: Dago Bay leaves. Cobra is hired on as DPW Crewmaster, and to help with logistics. That same year, "Super" Dave Pedroli was hired on as Nevada Properties Manager, and added to the DPW Council's roster.



**DPW COUNCIL 2007-2008:  
PLAYGROUND, HAZMATT, COYOTE, COBRA COMMANDER, GHOST DANCER**  
Super Dave leaves, and Ghost Dancer, his Ranch Manager and second in Command, steps up to take his place, and run Nevada Properties.

## **DPW COUNCIL 2008-2010: PLAYGROUND, HAZMATT, COYOTE, COBRA COMMANDER, GHOST DANCER, BIG STICK, JOE THE BUILDER**

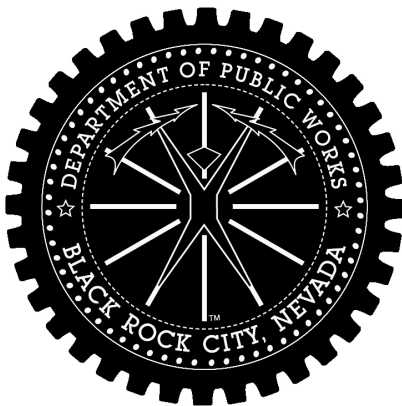
As Burning Man - and with it DPW operations - continue to grow, Big Stick (Heavy Equipment), and Joe The Builder (Construction) are added to the roster for consultation. They soon become regular members of the Council.

## **DPW COUNCIL 2010-2012: PLAYGROUND, HAZMATT, COYOTE, COBRA COMMANDER, GHOST DANCER, JOE THE BUILDER, CHAOS**

Big Stick leaves in 2010, and ChAos, his second in command, steps up, and swiftly hires 11 people to replace himself.

**THE DPW COUNCIL OF DARKNESS**  
**2013 - 2015: PLAYGROUND, HAZMATT,**  
**COYOTE, COBRA COMMANDER, JOE**  
**THE BUILDER, CHAOS, D.A.**

Ghost Dancer leaves the Council. D.A. is hoodwinked into a promotion by Burning Man CEO Marian Goodell. During this period we start publishing our names and pictures in the DPW Handbook, because it comes to light that nobody in DPW really knows who we are, or what we do. Also, at some moment now lost to history, we rebrand ourselves as the DPW Council “of Darkness”.



**THE DPW COUNCIL OF DARKNESS 2016**

**CHAOS, COBRA COMMANDER, HAZMATT, COYOTE, FIREBALL, D.A.**

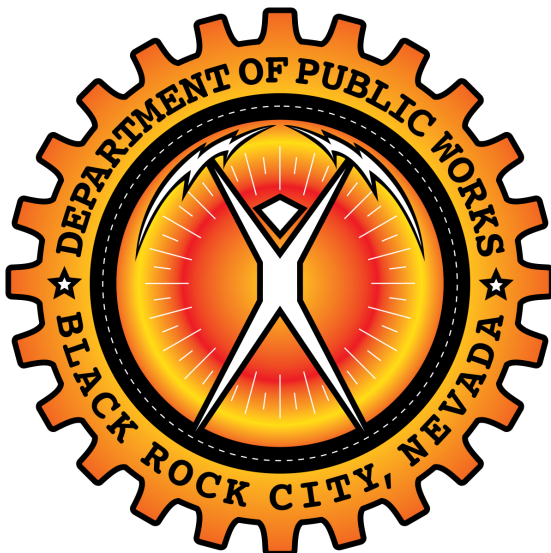
Change! It comes to all things. Playground gets a promotion! ChAos Takes the Helm! Joe leaves the Council! Fireball steps up to the DPW Council! Change!

**THE DPW COUNCIL OF DARKNESS 2017-2021**

**CHAOS, COBRA COMMANDER, HAZMATT, COYOTE, FIREBALL, D.A.**  
**KIMBA, WRENCH**

The last of the old days... and then the whole world changed. During the long strange Pandemic Gap, Wrench and Fireball felt called to move on, and Cobra moved up, taking on the role of Cultural Development Specialist for the People Operations team.

**NOW. 2022. OUR GLORIOUS REBIRTH AND EXPANSION:**



**THE DPW COUNCIL OF DARKNESS**  
**CHAOS • HAZMATT • COYOTE • D.A.**  
**LEEWAY • WELDBOY • GOATT • TWIN PEAKS**  
**HOTSPOT • SHANANIGANS**





# **DPW CREWS & MANAGEMENT**

## ARCTICA CONSTRUCTION

Whether you're live streaming your favorite feather headdress from a Segway or blasting Freebird at Temple burn you'll want ice, and boy howdy we've got you covered! Arctica's intrepid Black Ice construction crew build the three ice distribution stations that serve Black Rock City, located at the 3:00 plaza, the 9:00 plaza, and Center Camp Ring. Feel free to stop by one of our job sites and ask for ice, we specialize in sending DPW Crews to the Commissary Fluffer station. Unless you'd rather pay for ice; in which case we accept unicorn tears, Malort, and banana hammocks.



**PIGPEN**  
ARCTICA  
CONSTRUCTION  
MANAGER



**GIETER-DONE**  
ARCTICA  
CONSTRUCTION  
ASSISTANT  
MANAGER

## ARTERY BUILD: DARK ARTS

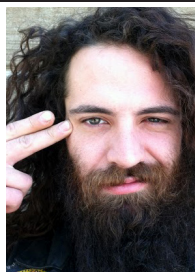
The Dark Arts is the crew that builds the main structure for the ARTery/Everywhere Pavilion - a crucial hub for artists and others on Playa.

The ARTery's goal is to be an artist resource center that facilitates the placement and display of art on Playa during the event. The Dark Arts crew builds the structure that ARTery inhabits!



**JOB SECURITY**  
ARTERY BUILD  
CONSTRUCTION  
MANAGER

## BLACK ROCK COMMUNITY TRANSIT: AKA YELLOW BIKES



**TONY  
DOLLAR\$**  
YELLOW BIKE  
MANAGER



**GIULIANI**  
YELLOW BIKE  
ASSISTANT  
MANAGER

Black Rock Community Transit, AKA the BRC Yellow Bike Project, builds 1,000 bicycles each year and deploys them for free, communal use in Black Rock City. Black Rock Community Transit also provides bicycles and related services specifically for DPW use, in addition to overseeing abandoned bike clean-up efforts.

Black Rock Community Transit is here to encourage human-powered transportation within the Burning Man community.

If you want to get involved, contact Manager Tony Dollar\$!

## BUSINESS SERVICES

The Business Services team coordinates, tracks and monitors the fulfillment of all rental equipment requested through the DPW for all of Black Rock City's infrastructure. They work as the vendor liaisons for the DPW and Black Rock City support departments, including Vendor camps and the BLM Compound.



**RIPCORD  
BUSINESS  
SERVICES  
MANAGER**



**SHELLSEA  
LOGISTICS  
MANAGER**



**ROUGH START  
LOGISTICS  
ASSISTANT  
MANAGER**

Working between the Gerlach Office and the Playa, they facilitate delivery, placement, maintenance and removal of all rented assets for the event. From UTVs to porta potties, modular buildings to fences, vehicles to firewood, they are the ones tracking it all.

## CENTER CAMP CONSTRUCTION AKA OCULUS



**AUSTINTATIOUS  
CENTER CAMP  
CONSTRUCTION  
MANAGER**

Oculus is the construction crew that builds the Center Camp. They are a motley collection of riggers, carpenters, and equipment operators who push hard to have the superstructure ready for the Center Camp staff consisting of lighting, decor teams, and stage managers. The Center Camp is a many-layered union of crews who work together to turn it into a colorful, buzzy hub of art, performance, and community. It all starts with DPW's Oculus.

## COMMISSARY

Unless you inexplicably hate both sustenance and convenience, you'll likely be visiting the Commissary every day. Our friends from Spectrum provide three hot meals per day, along with drinks and various other goodies, while the Commissary infrastructure and operations are the responsibility of DPW's dedicated Commissary Crew. You might get up for breakfast at 6:30 am, but we are there long before you are, and we remain long after you leave, ensuring that you have a clean and healthy mess hall in which to dine. So remember, if we sound a little contemptuous when you won't wash your hands because you "just did ten minutes ago", it's only because we love you and want what's best for you. Probably. Really, though. Wash your god damned hands.



**TOP SHELF  
COMMISSARY  
MANAGER**

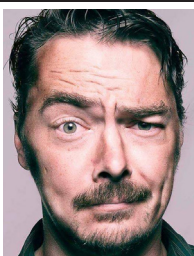


**SNY-ACK  
ASSISTANT  
MANAGER**

## DPW DEPOT



**ALIPATO**  
DEPOT  
MANAGER



**MIKE HART**  
DEPOT  
ASSISTANT  
MANAGER

The Depot is DPW's on-playa base of operations, located at the very end of 5:30. It is home to DPW Dispatch, the Supply Yard, the DPW Common Shop (complete with Fire Extinguishers), Trailer Row, The Wet Spot, Spires Construction, The DPW TSA, the Purchasing Office, the Receiving Container, and most importantly... The DPW Morning Meetings!

## DPW DISPATCH



**ODIN**  
DISPATCH  
MANAGER



**KING LOUIE**  
DISPATCH  
ASSISTANT  
MANAGER

Dispatch is the eyes and ears of DPW, monitoring all radio traffic on DPW channels and other event ops channels.

Dispatch operates out of the Depot 24 hours a day, 7 days a week. They listen to our radio chatter all day long, so be mindful of that when you're on comm.

Interested in Being a Dispatcher? Find a lost Radio? Want to know what words are completely inappropriate to say on the Radio? Go for Dispatch!

## DPW GHETTO



**JUICY JAKE**  
DPW GHETTO  
MANAGER



**FLIP**  
DPW GHETTO  
ASSISTANT  
MANAGER

The DPW Ghetto is the official staff camp home of DPW on-playa, where you will enjoy water, shade, electricity, port-o-potties, burn barrels, a stage, music, food, recycling, our world-famous bar, and much much more!

Assigned to the Ghetto Crew?  
Wanna know where you can set up your tent or trailer? Want someone to turn that crappy music down at 2am? Talk to Juicy Jake!



## DPW POWER CREW



**CRITICAL  
BITCH**  
DPW  
OPERATIONS  
MANAGER



**GENIE  
POWER**  
TECHNICAL  
MANAGER

Electrical power flows wherever electric and magnetic fields fluctuate together.

The DPW Power Crew builds and maintains over 30 discrete networks of equipment that generate and protect these precious fields, including the layout of OVER FORTY MILES of rubber-jacketed cable across the burning desert floor. This is the infrastructure that lights the Man, keeps the ice cold at Arctica and the AC flowing at ESD... and allows you to play Free Bird on repeat in the Ghetto Bar.

## DPW ADMINISTRATIVE ASSOCIATE



**CAN I WATCH?**  
DPW  
PRODUCTION  
ASSISTANT

Shayna Reich AKA Can I Watch? is the DPW Council's tireless right hand. She works remotely, in Gerlach, and on Playa to support the needs of the DPW Council of Darkness.

She is involved in everything from getting you hired to listening to us shout in meetings to getting her hands dirty in the Gerlach office and on the Playa

## DPW PERSONNEL COORDINATOR



**DUCHESS**  
DPW  
PERSONNEL  
COORDINATOR

Hailing from a history of volunteerism as a means of creating community, education through apprenticeship, and a desire to be part of something bigger than herself, Duchess has claimed a position of encouragement and support among the ranks of our fine DPW. Working closely with Leeway, she helps to process and facilitate the ebb and flow of people-power as this living city is built under our strength of hands, heart, and will. She is an ear when you don't know how to find yourself, a guide when you need direction on process or protocol, a change in perspective when you want to see a new horizon, and a shepherd of little wolves and big words.

## FENCE CREW

A proud DPW tradition, Black Rock City's Perimeter/Trash Fence is our one and only all-hands-on-deck operation. 9.2 miles of T-stake pounding, fence rolling, string cutting, and tying until the fence is complete, then our perimeter is up, and Black Rock City is recognized as an official city in Nevada! We do this thing old-school, the way that real cowboys do it... with our bare hands.

Gloves, knives, medical tape, and guts are recommended. Ready to pound some fence? Report to Just George!



**JUST GEORGE**  
FENCE  
MANAGER

## FIRST CAMP CONSTRUCTION

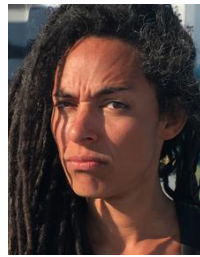
The First Camp Construction Crew builds Burning Man's on-Playa Base of Business Operations, and looks damn good doing it. Most of us will never have any reason to go to First Camp. If only they hosted some sort of dance party. Maybe they should.

Working on this team will make you strong and proud.

Think you have what it takes? Want in?  
Look to the skies for Mary Poppins!



**MARY  
POPPINS**  
FIRST CAMP  
CONSTRUCTION  
MANAGER



**KENTUCKY**  
FIRST CAMP  
CONSTRUCTION  
ASSISTANT  
MANAGER

## FLUFFER TEAM INDUSTRIES



**MILE HIGH**  
FLUFFER TEAM  
MANAGER



**CROWBAR**  
FLUFFER TEAM  
ASSISTANT  
MANAGER

Behold the Glory of our Fluffer team - the very life-blood of the DPW engine. Hard at work making sure that you take care of yourself and get quality break time. They Fluff Survey. They Fluff FENCE. They Fluff the work season. They keep on Fluffing during the Event. They Fluff Tear-Down. They Fluff Resto. I can't stop them from Fluffing. They want to fluff it all. Everyone. Forever. Are you new to Fluffer Team Industries? Get your guns ready for heavy lifting, and report to MILE HIGH!

# FUEL TEAM AKA PETROL



**BRADY**  
PETROL  
SUPERINTENDENT



**COSMIC**  
**SHERIFF**  
LIQUID FUEL  
OPERATIONS  
MANAGER



**PATRICK**  
ASSISTANT  
MANAGER  
HELL STATION  
OPERATIONS



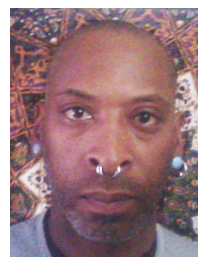
**POISON IVY**  
ASSISTANT  
MANAGER  
DEPOT FUEL  
OPERATIONS



**METROID**  
PROPANE  
MANAGER



**LIL CAPRISUN**  
MOBILE  
OPERATIONS  
MANAGER



**COACH**  
PETROL  
OPERATIONS  
LEAD

PETROL combines liquid fuels and propane to serve all of your petroleum needs on playa. The PETROL Department handles on-playa fuel deliveries to infrastructure, theme camps, mutant vehicles and art projects as well as off-playa deliveries to Gerlach, Fly & Black Rock Station Ranch. PETROL will be Powering Everything That Runs on Location, by way of numerous DPW propane and fuel trucks, as well as vendor equipment.

Don't forget to say hi at the Staff PETROL Depot on the 5:30 road or at the HELL Station at 10:00 & L. The PETROL Depot will be open from 8:00 am-4:00 pm daily 8/7-9/8, with fueling capabilities from Fence to De-Fence. The Hell Station will be open from 10:00 am-5:00 pm daily from 8/19-9/1.



## GOLF CARTS

The Golf Carts Team maintains Burning Man's Golf Cart fleet! You'll roll past the Golf Cart Service Center on your way in to Commis-sary. Bring your Golf Cart in for service every day to keep them race car-ready. All Carts are in Tuesday after the event for our final run to the depot. Check in at our Service Center for details. At the end of it all, this crew follow Leave No Trace and deep clean these carts inside and out before returning them re-blackened and ready for the air races in three days! Do your part and take care of your Cart!



**RABBITFIRE**  
DPW GOLF CART  
MANAGER

## HEAVY EQUIPMENT & TRANSP0 AKA HEAT



**CUERVO**  
HEAT  
DEPARTMENT  
MANAGER



**CHILLI**  
HEAT  
OPERATIONS  
MANAGER



photo by John Curley

Dropping loads, punching holes, cutting trenches in the playa. Crane lifts, boom assists, forking anything that moves. Big art, we help build it, rig it and watch it burn. If you sleep in it, work in it, build it, chances are HEaT had something to do with it. Dust storms? We shit em! 24/7 we bring HEaT to the Playa Making it safe and keeping the dream alive. Drinks at the roll up but never before five. Think you have what it takes stop by and say Hello. Don't have the skills? But have the work ethic, We can help. Sense of humor required.



**DEARIE**  
HEAT OFFICE  
MANAGER



**CUT N SHOOT**  
HEAVY  
EQUIPMENT  
DISPATCH  
MANAGER



**JANKY LOAD**  
TRANSP0  
MANAGER



**BRUISER**  
CRANE  
OPERATIONS  
& RIGGING  
MANAGER



## HIGHWAY CLEANUP



**BARBARELLA**  
HIGHWAY  
CLEANUP  
MANAGER



**VELVEETA**  
ASSISTANT  
MANAGER



**JUPITER ROSE**  
ASSISTANT  
MANAGER

The Highway Cleanup Crew takes to the highways post-event, cleaning up all matter out of place that may have fallen from the loads of vehicles departing Black Rock City.

Interested in keeping the highways beautiful? Talk to Barbarella.

## MAN PAVILION



**GOATT**  
MAN PAVILION  
PROJECT  
MANAGER



**OPA**  
MAN PAVILION  
CONSTRUCTION  
DESIGNER



**GREASED PIG**  
MAN PAVILION  
PRODUCTION  
SUPERVISOR

The Man Pavilion branch of DPW is tasked with turning conceptual art based upon each year's theme into a physical structure in the desert (with a wooden Man on top!). It's different each year and as such, provides a unique DPW experience. We work with artists, engineers, builders, carpenters, metal fabricators and vendors of all sorts to pull together a massive art project in a ridiculous time frame. We make sure it's staffed and cared for while participants interact with it during event week - and then we get to put on a firework show and burn it down. It's totally nuts and a complete honor and privilege to do. We're grateful.

## METAL SHOP

The Metal Shop works on everything from t-stake pounders to structural steel aspects of the man. They fabricate, augment, and maintain a million things metal for a wide range of crews, as well as support honorarium artists. They have a hand in nearly every DPW construction project. Hot, sexy Metal Shop, working all day in the desert sun. God damn.

Interested in joining the metal shop?  
Talk to Metal Heather.



**METAL  
HEATHER**  
METAL SHOP  
MANAGER

## PAYROLL



**CARD LADY**  
PAYROLL  
COORDINATOR

We're tracking hours these days, and someone has to manage that biz. It's the intrepid Card Lady, working with her number magic. She will help you understand the complexity and nuance of tracking hours in a high desert environment where we run our 24/7 high stakes event production. She will also periodically remind managers to get their hours in. Get your hours in!

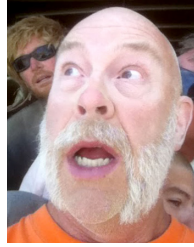
## PLAYA RESTORATION AKA RESTO



**DA**  
PLAYA  
RESTORATION  
MANAGER



**TURA**  
ADMINISTRATIVE  
ASSISTANT



**BUBBLEGUM**  
GPS  
ADMINISTRATOR

Resto is the last line of defense in maintaining Burning Man's reputation as the Largest Leave No Trace Event in the World. Starting in late September and ending in early October, Resto culminates with the Moop Map, Golden T-Stake, DPW Talent Show, and then the BLM Site Inspection. Do you have what it takes to make it to the Bitter End? Talk to D.A. or Tura. Burnouts need not apply.

## PLUMBING PROGRAM

Water in the desert. Pretty important, right? The Plumbing Team sure thinks so. Much like the Spice Melange - the water must flow...When it's supposed to, at least. The Plumbing Team strives to make sure that plumbing in Black Rock City is the best that it can be. The Plumbing Team installs, maintains and removes all the potable water and gray water containment and delivery systems that are used at the Center Camp, the Commissary, The Wet Spot, and throughout the city. What a bunch of awesome folks.



**RIAUNNA**  
PLUMBING  
ASSISTANT  
MANAGER



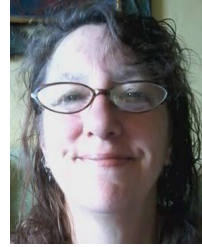
## PURCHASING

Close your eyes, pray to the dust devils of playa plenty, and poof! your wish is our command.

Resourcing is a magical undertaking in the hot, dry desert in the middle of nowhere. Yet we remain at your humble service, buying your shit, and manifesting goods out of thin air. Behind the veil lies the practicals, like submitting your request on time, being clear in your needs, and trusting it will all come together.



**BE-RAD**  
PURCHASING  
MANAGER



**PAPER TRAIL**  
PURCHASING  
BUYER /  
DATA AGENT

We are here to help build the city with you every step of the way. PS – our department moonlights behind the scenes as DPW party facilitators.

## RECEIVING

All the stuff we have to order? This is who gets it, and who gets it to you. Don't try to get it from them. They will get it to you. Don't do it. Don't.



**SGT. SLAUGHTER**  
DELIVERY  
DRIVER



**RUSTY**  
RUNNER



**BOBTUSE**  
RUNNER

## ROADWORKS



**MUSCLE TITS**  
DPW  
ROADWORKS  
MANAGER

Roadworks creates and maintains BRC's roads from the pavement throughout our fair city.

We pound stakes and pegs, unfurl miles of banner flag, and deploy hundreds of cones. We also direct the water truck drivers to keep us wet in all the right places.

Assigned to Roadworks? Talk to Muscle Tits!

## ROUSTABOUTS



**LEEWAY**  
DPW  
PERSONNEL  
MANAGER



**DUCHESS**  
DPW  
PERSONNEL  
COORDINATOR

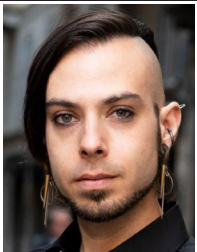
The Roustabout Crew is DPW's general labor pool. They go where the work is. Many folks start off as a Roustabout which allows them to try on many crews, meet 'n' greet and get the lay of the land. Often they find a team that feels like home and ask to stay, but some folks like the variety and excitement of not knowing what tomorrow's work day will bring and choose to keep on keepin' on with the Roustabouts.

Are you a Roustabout? Check in with Leeway after the Morning Meeting to see what's on the docket for the day!

## SHADE CREW



**FIREYIRIE**  
SHADE  
MANAGER



**RUIN**  
SHADE  
ASSISTANT  
MANAGER

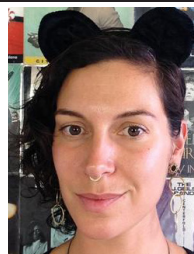


**MARCUS**  
SHADE SURVEY  
ASSISTANT  
MANAGER

Shade makes living in Black Rock City possible.

Our legendary Shade Crew builds nearly 200 shade structures throughout Black Rock City. They work in the sun all day, so you don't have to. Assigned to Shade Crew? Talk to FireyIrie.

## SHOWERS AKA THE WET SPOT



**KARI BELL**  
SHOWERS  
MANAGER

You want a shower? Of course you do. It's fucking dusty out here. Kari Bell and her crew are here to make sure that you can get clean after a hard day in the sun.

If you have a DPW BMID, you have access to the Showers.

What to bring: Rubber duckie, shower flip flops (no Playa shoes in the showers please!), soap, shampoo, towel, bathrobe, Q-tips.

What not to bring: Your dog, cameras, hair dye, sexy time

The Wet Spot is CO-ED. Want to keep your privates private? Wear a bathrobe and hang it outside the shower stall curtain.

## SIGNS



**BULLWINKL**  
SIGNS  
MANAGER



**SWEET PEACH**  
SIGNS  
ASSISTANT  
MANAGER:  
INSTALLATION



**DARK SPARKLE**  
SIGNS  
ASSISTANT  
MANAGER:  
PRODUCTION



**JENERATOR**  
SIGNS  
INSTALLATION  
CREW LEAD

SIGNS creates the signage for all of Black Rock City, making it one of the biggest installations on the Playa with over 1000 individual signs. DPW Signs: “You’d be lost without us.”



photo by John Curley

## SPECIAL PROJECTS



**BAR-FIGHT**  
SPECIAL  
PROJECTS  
MANAGER



**ARGLE  
BARGLE**  
SPECIAL  
PROJECTS  
ASSISTANT  
MANAGER

Special Projects build things for every department at Burning Man and roam the Playa taking care of any special carpentry needs. Beginning with specialty construction at the Ranch, once on Playa, Special Projects also oversees the installation of vertical shade panels, information kiosks, bike racks and solar lights throughout the city.

Assigned to Special Projects?  
Talk to Bar-Fight.



## SPIRES CREW AKA THE SPIRATES

SPIRES are 15' tall wooden sculptures that accentuate the design of Black Rock City. Facilitating the romantic oil lamp Illumination of the city by the Lamplighters, SPIRES help guide burners to the MAN and back home again, even during intense dust storms. BRC's SPIRES are an institutional art project that was designed by Larry Harvey himself, and first installed by Will "Mr. Klean" Roger.

Assigned to INSTALL Spires? Report to Blackthorn. Assigned to BUILD Spires? Talk to Trainwreck!



**BLACKTHORN** SPIRES  
INSTALLATION  
MANAGER



**TRAINWRECK** SPIRES  
CONSTRUCTION  
MANAGER

## SURVEY

From dusk til dawn, The Survey Crew walks the Playa, pinpointing measurements for miles and miles. By the end of the blazing hot week, thousands of measurements have been marked, resulting in Burning Man's largest art sculpture of all— Black Rock City itself.



**COYOTE**  
SURVEY MANAGER



# TSA: TRANSFER STATION AUTHORITY



**BLUE**  
WASTE STREAM  
LOGISTICS  
MANAGER



**PYNECONE**  
TRANSFER  
STATION  
MANAGER



**DUMPSTER  
MUFFIN**  
ORGANICS  
COLLECTIONS  
MANAGER



**CAPTAIN  
PLANET**  
RECYCLING  
COLLECTIONS  
MANAGER

Mr. Blue and the TSA are responsible for properly managing the stream of waste generated and collected by the Staff and infrastructure of Black Rock City.



photo by John Curley

## WATERWORKS



**SNACK ATTACK**  
WATERWORKS  
MANAGER

The Waterworks department handles all potable water logistics for DPW infrastructure, art honorarium camps, and theme camps participating in the Civic Water Program. This all-star team handles the impossible daily by coordinating quality control, vendor schedules, inventory tracking, and high-volume requests for several hundred sites across Black Rock City!

Wanna get involved? Talk to Snack Attack!



# THE DPW EXPERIENCE







# THE DPW MORNING MEETING



## 7:30AM MONDAY-SATURDAY

IN GERLACH AT THE OASIS • ON PLAYA AT THE DPW DEPOT

**THE DPW MORNING MEETING IS THE CORNERSTONE OF THE DPW EXPERIENCE.** For as long as there has been a DPW, there's been a DPW Morning Meeting. This meeting is optional but your attendance is encouraged. We attempt to inform and inspire, but we will settle for getting you all out of bed to start the your day. There's work to be done.

Time is the most precious thing any of us have on this Earth, and the DPW Morning Meeting is founded on a single, crucial, Golden Rule: **DON'T WASTE OUR TIME.**

Mornings can be hard, and meetings can be awful, so please, for the love of all that is good, don't make things worse by wasting our time.

### ATTENDING A MORNING MEETING

1. We may or may not have a PA system, so we encourage you to do two things: Move Close & Be Quiet. Do those things.
2. We start at 7:30 sharp. Show up on time. It shows respect for the rest the crew, and it lets everyone know you are ready to get to work.
3. Raise your hand to ask a question, or if you need clarification.

## **SPEAKING AT A MORNING MEETING**

1. Don't waste our time. Don't waste your time. Don't waste my time.
2. Speak concisely. Get your message down to as few sentences as possible, while making sure your point is clear.
3. Know what you are going to say before you begin. Don't just start talking and making it up as you go. That's what our host is most likely doing and one person doing that is plenty.
4. Know your audience. It's not just DPW, not just workers, not just our friends. Make sure your topic is relevant to this audience before you speak.
5. No Lost and Found announcements. Not even one. That is, in (former DPW Morning Meeting Host) Cobra's words "an endless slip down an infinite slope". Don't do it. No. Don't.

## **MORNING MEETING FAQ:**

Q: Do they have to be at 7:30?

A: Yes they do. For many reasons. The DPW Morning Meeting is designed to be an info out for the largest number of people, and this time is the best time to hit the largest audience.

TL;DR: Earlier is too early, Later is too late.

Q: Hey, so you handed out this cool thing at the Morning Meeting, and I missed it... Can I get one of those cool things?

A: No. We ran out of those cool things.

Q: I just want to ask real quick if anyone has seen my water bottle.

A: No, no. Please no.

Look, we know it's early and it's hot and most meetings are crap. We know. But this is how the whole thing gets done. This is when the whole crew comes together to get the news and get back to doing what we came here to do. Wake up, show up, and make the most of it. It's gonna be another kick ass day of DPW.



photo by Cobra

# DPWFAQ

## **HOW DO I GET PAID TO DO THIS?**

DPW has always been a volunteer based organization, and some positions will always be volunteer positions. That said, DPW does have some paid positions for skilled labor, responsibility, leadership, and management. If you are interested in a paid position, talk to your Manager about moving up the chain, and taking on some more responsibility for your project.

If a position is available, they will let you know. Open positions are also posted to the DPW mailing lists, and to the Burning Man job board. If you are looking to change roles or projects, or to talk about how you can get more involved with other aspects of DPW or Burning Man, talk to the DPW Personnel Manager.

## **AM I EXPECTED TO START WORKING AS SOON AS I ARRIVE?**

No! Gerlach is located at over 4,000 feet elevation and temperatures are extreme. Your first day should be spent setting up your living space, acclimating by drinking lots of water, and attending the Morning Meeting. If you will be working in a contracted role please plan to arrive and acclimate such that you will be ready to work on the first day of your contract.

## **WHAT AM I GONNA BE DOING?**

We'll be assigning you to a work crew or to specific tasks daily. Expect construction work, T-stake pounding, painting, and other things that will tax your body and ruin your clothes.

## **DO I NEED TO BRING MY OWN TOOLS?**

No! We'll set you up with whatever we need you to work with. However a basic set of your own carpentry tools can be helpful: A tool belt, hammer, measuring tape, gloves, speed square and/or carpenters square side cutting pliers, some vice grips... Any other basic tools you think of. If you do bring your own tools, make sure to mark them so that they can be identified as yours. We can't replace lost or broken tools so if you bring your own stuff, it's at your own risk.

## **ARE THERE PHONES AVAILABLE?**

YES! Gerlach has cell phone service available by most providers. We also have a phone at the Black Rock Saloon. Please be courteous by keeping your phone calls brief and make sure you hand off the phone to the next person in line.

## **WHERE IS THE CLOSEST ATM?**

Bruno's, Joe's, and the Miner's Club in Gerlach and the Empire Store in Empire.

## **CAN I TAKE A DAY OFF IF I'M SICK, OR IF I NEED SOME PERSONAL TIME?**

YES! Your first job is to take care of yourself, especially here in this desert environment. Besides, tired, sick, and otherwise distracted workers are not productive or happy workers. Talk to your Manager about what you need.

## **ARE THERE LAUNDRY FACILITIES AVAILABLE?**

There are some laundry facilities are available at the trailer park, in the bathrooms at the Showers, and in the Saloon. There are also five washers/two large dryers at the gas station.



# DPWFAQ

## **IS INTERNET ACCESS AVAILABLE?**

Yes! Public computers are available at the Black Rock Social Club, located across from the Burning Man office. There is also a wireless cloud there.

## **IS THERE A REGULAR / SNAIL MAIL ADDRESS WHERE PEOPLE CAN SEND ME STUFF?**

Yes! It is: [Your Name], c/o Burning Man, PO BOX 319, 390 Main street, Gerlach, NV 89412. Please do not post this address on social media or make asks to your entire friends list to send you things. We get a massive amount of packages and please help us keep it manageable.

## **WILL I BE USING MY PERSONAL VEHICLE?**

Not for work, unless you make the choice to do so. Use your own vehicle at your own risk. We will not reimburse you for damage to your vehicles. You are responsible for maintaining your own vehicle. Do not expect ANY work to be done by us on your vehicle. Self-reliance is key here, folks.

## **WHAT'S THE DEAL WITH GASOLINE?**

We don't supply fuel for personal use. Always travel to Black Rock Station with a full tank, or at least enough to get back to the Shell station in Gerlach, 25 miles away. REMEMBER: FILL YOUR TANKS BEFORE THE EVENT.

## **IS BLACK ROCK STATION AKA THE RANCH USED ONLY BY THE DPW?**

No! These facilities are largely used for NVO work, but many other Burning Man departments and artists also do work there. The Ranch is also where Burning Man stores much of its infrastructure during the off-season.

## **WHAT IF I HAVE DIETARY RESTRICTIONS?**

We really like meat, potatoes and eggs out here. If you're a vegetarian, we will have a vegetarian meal option available. If you have more specialized dietary needs you should be prepared to provide your own food during your stay. Once we are on Playa, the commissary will have veggie meals available pre and post event.

## **WILL DRINKING WATER BE PROVIDED WHILE I'M WORKING?**

Yes! Water and electrolyte fluid. DRINK IT. You are gonna need your own supply during the event, when you aren't working.

## **ARE THERE SHOWERS?**

Showers are available in the trailer houses in the Gerlach Estates, the shower building at the Showers Property, the Copper Pit and at the Ranch. Once we move out to the Playa, we have showers available as well. You can get the details on them at the DPW Depot. The showers in Gerlach are unavailable during the time we are on playa.

## **IS THERE RECYCLING OUT THERE?**

Yes! Plastic and aluminum are all collected for recycling in the Gerlach office, at the Estates, at the Showers Property, and at the Black Rock Saloon! Also, during the event, Aluminum is recycled at Recycle Camp

# DPWTF

- The DPW work season is a marathon — not a sprint. Burn yourself out and it's time to go home. Remember to pace yourself if you want to go the distance.
- Workdays start with the 7:30 MORNING MEETING – This optional but encouraged start to the workday is generally the only time each day that all of DPW will be assembled together. Expect general announcements, work progress, assignments, weather reports. Also occasional schwag — shirts, stickers, posters, crap, and stuff.
- Work days begin around sunrise and end near sunset. Your crew's hours of operation may vary depending on the crew you work with. Once you are assigned to a project, that project's Manager will keep you posted about when you are expected to work.
- Pre-Playa, the time before we move to Black Rock City, we're living in Gerlach at the Gerlach Estates, the Showers, the Copper Pit, The 360, and having our meals and Morning Meetings at the Oasis. We commute for the work day to either Black Rock Station or to the Playa.
- Once the Fence is up we move onto the Playa, we take our meals at the Commissary, and have our Morning Meetings at the DPW Depot.
- Meals On Playa:
  - Breakfast: 6:00am/6:30am - 8:30am
  - Lunch: 11:00am/12:00pm - 2:00pm
  - Dinner 5:00pm/6:00pm - 8:00pm
  - Sunday Brunch is held the morning after the Burn from 9:00am- 12:00pm
- Expect strenuous manual labor, a hot sun in high temperatures, and unbelievable amounts of dust. The Black Rock desert is a land of extremes, and it shows no mercy. Be prepared.
- We are working in a high desert altitude where temperatures can reach 120° F and can dip into freezing at night during the post-event fall season. Stay hydrated and allow your body a couple days to adjust when you get here.
- Heat exhaustion can sneak up on you quickly. Keep water with you at all times and pay attention to what your body needs.
- Winds up to 100 mph. Keep your shit tight and secure all loose objects.
- Dust storms can last for hours with little to no visibility. Do not attempt to drive in poor visibility conditions or you run a deadly risk. Sit tight and wait it out.
- The Playa dust is abrasive, corrosive, conductive, and gets everywhere. Vehicles, tools, computers, etc. will eventually corrode and short out. Just saying.
- Be situationally aware and keep an eye on each other. Use the Buddy System.
- We work and play hard, but remember to take care of yourself. Rest is good— get some. Tomorrow we do it all over again.



# DPW MANAGEMENT

Like most complex organizations, Burning Man (and DPW by extension) has a hierarchical management structure, and a chain of command. Ours looks like this:

**BURNING MAN'S CEO  
EVENT OPERATIONS DIRECTOR**

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**DPW DEPARTMENT MANAGER  
DPW COUNCIL MEMBER  
DPW ADMIN / DPW SENIOR MANAGER**

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**DPW PROJECT MANAGER  
DPW ASSISTANT MANAGER  
DPW CREW LEAD / DPW PROJECT LEAD  
DPW CREW  
DPW VOLUNTEERS**

For simplicity, we tend to refer to everyone at the Project Manager level and above as a “DPW Manager”. Please be careful not to use the word “Manager” lightly, and to not add it to new titles or roles created on your team. It’s a significant title, and it has weight.

Generally speaking, you are given the title of Manager in DPW if you oversee a team, or in some cases, if you oversee a process. That doesn’t mean that a Crew Lead doesn’t sometimes oversee people, or that an Assistant Manager can’t be in charge of a process. What it means is that ultimately, a DPW Manager is still in charge of, and accountable for, those people or that process.

If you are a DPW Manager, we have placed a certain level of responsibility on you, and that we expect a certain level of performance and behavior. Like they say, “With great power comes great responsibility”, and in our case, great accountability.

# DPW CREW STRUCTURE

After years of trial, error, and restructuring, we now have a balanced system that we can share with you, so that you can all have a better understanding of how pay in DPW works. In short, it works like this:

- Each paid role is connected to a Department and to a Job Title
- Each Job Title had a pay range attached to it.
- Each crew has a set number of paid roles.

## **Example 1**

The DPW Ghetto has 1 Manager position, 1 Assistant Manager position, 2 Crew Lead positions, and 6 Volunteer positions, for a crew total of 10.

## **Example 2**

The Yellow Bike Crew has 1 Manager position, 1 Logistics Manager position, 1 Grounds Keeper Position, 1 Shop Steward Position, 6 Lead Mechanic positions, and 6 Volunteer positions, for a crew total of 16.

## **Example 3:**

The Metal Shop has 1 Manager position, 2 Specialty Lead positions, 3 Crew positions, and Volunteer positions as needed.

Every project on DPW is organized in this way. Managers and council members are responsible for designing and building the structure of their teams. We have done our best to keep pay consistent across the Job Titles.

Volunteerism is still a huge part of what makes Burning Man, and DPW possible. Some DPW positions have always been, and will continue to be, volunteer positions. Awesome volunteer positions.

We hope this system is easy to understand, and will be the model we continue to use and refine for years to come. If you have any questions, feel free to ask your Manager, your Council Member, or the DPW Personnel Manager, about how it all works.

# VOLUNTEER RIGHTS AND RESPONSIBILITIES

With the understanding that volunteering for Burning Man is a gift freely given, with no expectation of compensation or remuneration, we jointly acknowledge these rights & responsibilities.

## **YOUR RIGHTS AS A VOLUNTEER:**

1. The right to feel valued as a co-worker. Wherever in this world you go, whatever your volunteer task, you have the right to feel that your time and contribution are valued, and that you are not just free help, that your honest opinions are respected and that your work is appreciated.
2. The right to relevance. You have the right to request to be matched with assignments that may highlight or further your personal goals, abilities, knowledge, and experience. The right to receive orientation, training, a role description, guidance, feedback and the resources necessary to carry out your commitments well.
3. The right to re-negotiate your volunteer role. Find yourself in a volunteer position that just isn't working for you? You have the right to talk to the team to discuss ways you might be able to shift your role or take on another project or position. And if you still can't find a good fit...
4. The right to leave. You have the right to leave on fair terms with the team. This isn't a decision that should be made hastily but, if after talking to and working with the team you still feel unhappy, unappreciated, or unsatisfied with your volunteer experience, you do have the right to find a volunteer role that may provide a different experience.

## **YOUR RESPONSIBILITIES AS A VOLUNTEER:**

1. The responsibility to communicate your needs. Feel like the team or role is not a match? Talk to the team, providing specifics about the disconnect and a few suggestions of ways to make it better. If you don't let them know that you're not getting from the experience what you'd hoped, they can't work with you to change the situation.
2. The responsibility to value the team and the community. While part of the team, respect its members and the diversity of their opinions, learn and embrace the values of the whole community, safeguard confidential information, protect privacy, act fairly and impartially, refrain from using your authority or position as a lever against others and be open to change!
3. The responsibility to follow through on your obligations. Do what you say you'll do, whether it's honoring the volunteer role and schedule you've agreed to, providing ample notice if you're unable to perform your tasks or responsibilities, or serving as a good representative of the team in the community.
4. The responsibility to honor the team's investment in you. Always remember that while you may be donating your time, you are not a free resource to the team; rather, they too have invested invaluable time—and probably also knowledge, tools, and other resources—in having you be part of the group. Should you feel you no longer want to volunteer here, be sure to keep this commitment in mind before deciding to leave, and please consider the impact on the larger community before leaving.

# DPW CHECKLIST

The DPW Checklist covers the simple basics of Playa living.  
Whatever else you bring for the event is up to you...

## WHAT YOU SHOULD HAVE WHILE YOU ARE OUT HERE:

- Two forms of Identification– Driver's License, Passport, Social Security Card, etc.
- A leatherman/multi-tool/sharp knife
- Protective EYE WEAR / sunglasses / goggles
- Flashlights, camp lights, and batteries
- Good work boots, preferably two pair
- Socks. Lots and lots of socks.
- Work clothes that you don't mind having ruined forever.
- Painting clothes that you don't mind having ruined forever. Specifically by paint.
- Warm clothes (it gets cold at night).
- Rain gear (it rains here too). Large ziplock bags can work as temporary boot covers, if you don't have galoshes.
- A good tent, along with 12" tent stakes, or some other form of sturdy shelter.
- A warm sleeping bag and a pillow. A quick tip: The Playa can and will jam zippers. Rubbing candle wax along those zippers helps for smoother zipping.
- High SPF sun block
- Chapstick or lip balm (the kind with sunscreen is recommended)
- A personal First Aid kit
- At least one bandanna
- Wide brimmed hat (with a string so you don't lose it in the wind!)
- Some sort of Alarm clock or smart phone to wake you up for the Morning Meetings

# DPW CHECKLIST

## RECOMMENDED

- Personal Care Kit: Soap, lotion, shampoo, Q-Tips, toothpaste, toothbrush, dental floss, mouthwash, toilet paper, a towel, deodorant, tampons, massage oil, condoms, lube, nail clippers, nose hair clippers, shaving stuff, safety pins, and a sewing kit.
- Any required prescriptions, contact lens supplies (disposables work great), or whatever else you need to maintain your health and comfort in a remote area with no services
- Earplugs (not everybody wants to sleep when you do)
- Open-air shade structures
- Umbrellas, parasols, hats, sheets - something to break the midday sun
- Rope/lanyard
- Rain gear/poncho/wind breaker
- Particle/dust mask
- A cooking stove and pot
- Eating utensils (i.e. silverware & bowls; bowls in general work better than plates)
- Plastic bottles to cover tent stake ends - (empty soda bottles, etc.)
- Thermal underwear (long johns)
- Spare blanket
- A travel mug of some sort (one that clips to your belt is useful)
- Medical tape for your hands (protects from blisters, especially for Fence Day)
- If you're bringing a car you'll want a spare set of keys, some tow straps, jumper cables, and a good spare tire...
- A spray bottle of anti-fungal stuff for your feet.
- Insect repellent
- Moisturizer cream / lotion
- Garbage bags with built-in tie wraps
- Portable ashtrays for smokers (an empty Altoids tin works great)

# BLACK ROCK STATION



## **BLACK ROCK STATION IS A PROFESSIONAL PRODUCTION FACILITY.**

Black Rock Station (the Ranch) is available to all Burning Man teams and crews for Burning Man projects. Work space is allocated based on the work to be performed and as requested.

Work on the Ranch must be scheduled in advance and scheduled through the NVP Manager/Ranch Managers. Space gets tight and communication is necessary to assure projects can be completed safely and in a timely manner.

All workers conduct themselves in a professional and safety-conscious manner while respecting the property and adhering to the Ranch Rules at all times.

All tools, equipment, materials and resources at Black Rock Station are the property (or in the care) of Burning Man and are to be used only with approval of the Ranch Managers or a Project Manager.

No overnight sleeping or camping on the Ranch without advance scheduling with the NVP Manager. Persons who are not members of Burning Man Staff or volunteers may only stay on the ranch with permission in advance from the NVP Manager.



# BLACK ROCK STATION

## PLEASE NOTE THE FOLLOWING:

- Check in at the Gerlach Office before heading out to the Ranch.
- Check in with Ranch Crew upon arrival at the Ranch. You must sign in when you first arrive on the Ranch in 2019. No Exceptions.
- Familiarize yourself with the Emergency & Safety plans as well as the locations of Emergency Equipment and First Aid Kits. Ranch Crew is available to assist.
- Follow Safety Orientation Guidelines and report unsafe conditions to the Ranch Managers immediately.
- Speed limit is 15 mph on Jackson Lane and 5 mph everywhere on the property. If you are kicking up dust, you are going too fast!
- Park personal vehicles in the designated staff parking areas.
- All neighboring properties are private properties. Trespassing is prohibited.
- The use of personal tools or vehicles is done at your own risk. Loss, theft, or damage to your personal tools or vehicles will not be reimbursed.
- Illegal drugs are prohibited
- No drinking of alcohol before 5 PM. No drinking of alcohol while working or performing any official task. No Exceptions.
- No children under 18 years of age.
- No open display or use of firearms at any time.

## PERSONAL STORAGE

Personal storage is forbidden without the permission of the NVP or Ranch Manager and requires a Personal Use Agreement (PUA).

## BLACK ROCK STATION FLEET VEHICLES

You must be on the Burning Man Driving Insurance to operate a Burning Man owned vehicle. Fleet Vehicles are allotted a parking area and must be returned when finished or at the end of each day.

Fleet Vehicles are to be kept clean, free of debris, and cleared of trash at the end of each day. Joyriding or any unprofessional misuse of any vehicle at any time is absolutely forbidden and grounds for eviction.

All operators are to check and maintain fluid levels with **each day** of vehicle use and are to report any malfunctions or repair needs to the Auto Shop or Ranch Manager without delay.

If you experience a problem, STOP THE VEHICLE IN A SAFE PLACE IMMEDIATELY and call the problem in. Continued operation may cause permanent damage or put you and others in danger. DO NOT ATTEMPT REPAIRS YOURSELF.

# BLACK ROCK STATION

## THE BATHHOUSE

Keep it clean at all times, folks. If you see a mess, clean it up. If you see someone making a mess, ask them to clean it up. If the floor needs mopping, mop it. If the trash needs taking out, take it out. If the toilet needs cleaning, clean it. If you need cleaning supplies or restocking of supplies is needed, ask the Ranch Crew. Any form of defacing or destruction is grounds for eviction. Keep it clean.

## BLACK ROCK STATION GATE AND RANCH HOUSES

Do not enter them without permission from the Ranch Manager, Signs Manager, or Safety Coordinator. The phones in these residences are limited to use for Burning Man business needs only and only with permission. Phones are available in OC 22 and Auto Shop if needed.

## BLACK ROCK STATION WORKSHOPS

The Common Shop, Auto Shop, Metal Shop, and all other work and storage areas are to be kept clean, organized, and free of debris at all times. Clean as you go. Use the areas assigned to you and respect others' workspaces.

## PAINT

All paint tools, brushes, sprayers, compressors, and all plastic paint buckets are to be cleaned immediately after use and restored in a properly organized manner to the paint shed. If you are unsure of the proper use or cleaning method (oil vs. water-based paints), ask Ranch Crew for assistance.

## TOOLS

All construction and automotive tools are provided for the use of sanctioned Burning Man projects and must be checked out and used with professional respect for the tool and future users and with conscious regard to personal safety and the safety of others at all times.

All tools must be returned to Ranch Crew and/or their specific holding space upon completion of the task or at the end of the work day - whichever comes first.

If the tool is damaged or needs repair, please report problems immediately to ensure timely repair or replacement of the tool.

Tools are never to be left abandoned, left out of place, or assumed available for use without a checkout. All Ranch crew can help with tool needs.

## MATERIALS

Scavenging for materials of any kind is forbidden. Use of any materials on the Ranch must be cleared by the Ranch Manager. Do not use any materials that are not for your department without asking first.

# WE'RE ALL GUESTS HERE IN GERLACH



*Photo by DA*

Respectfully, we're all guests here. When in Gerlach, you are perceived as an official representative of Burning Man. Please conduct yourself in a professional and courteous manner.

Gerlach is not Black Rock City and it sure as hell ain't Burning Man. Our neighbors are not necessarily DPW or "Burners." We're guests here in town, just passing through, so be mindful and respectful of the folks that make their home here all year long. Be mindful. There are a lot of us in town and thousands of people have been passing through. We aim to minimize the impact of our presence in Gerlach.

Failure to follow these rules can result in the short-term and/or long-term termination of your participation with the DPW.

During the early pre-event work season we live at the Gerlach Estates where you can enjoy flushing toilets, showers, electricity, refrigerators, and all the thrill of living in a trailer park in a small town in the middle of nowhere.

Be friendly, cordial, and introduce yourself when you meet citizens of Gerlach. Smile and wave.

Some Gerlach guidelines that should go without saying but we'll say it anyway:

- DO NOT DRINK AND DRIVE. Period.
- DO NOT SPEED – Main Street is 25mph. Residential Streets are 10-15mph.
- In the Gerlach Estates and parking lots please drive at a SLOW CRAWL.
- Keep noise down, especially at night. Gerlach's quiet time is 10 pm.
- Gerlach is not Burning Man. Dress respectfully and appropriately - Shirts for men and women are required at all times in town.
- Be a responsible and respectful community member.
- Do not disturb our neighbors.
- Do not partake in the spreading rumors or causing drama. Gossip spreads like wildfire and often has hurtful and negative implications, regardless of the truth.
- Leave No Trace – Gerlach is Beautiful - Keep Gerlach Beautiful!

# GERLACH, NV U.S.A.

(Republished from Wikipedia)

## GERLACH, NEVADA

Gerlach is a census-designated place in Washoe County, Nevada, USA. The population was officially 34 on the 2020 census. It is part of the Reno–Sparks Metropolitan Statistical Area. The next nearest town, Nixon, is 60 miles to the south on a reservation owned by the Pyramid Lake Paiute Tribe. The Fly Geyser is located near Gerlach.

## GEOGRAPHY

According to the United States Census Bureau, the Gerlach CDP has a total area of 3.1 square miles, all land. Its elevation is 3,946 ft. Gerlach is approximately 100 miles (160 km) north of Reno, Nevada.

## ECONOMY

The economy of Gerlach focuses on tourism in the nearby Black Rock Desert, and hunting. Gypsum mining was the historic staple of the local economy. Nearby Empire was a company town of the United States Gypsum Corporation (USG) until the plant closed on January 31, 2011, eliminating 95 jobs. In 2016, the town of Empire was purchased by the Empire Mining Company, who have re-opened gypsum mining operations, and have begun to rehabilitate the houses in town

The other major industries are a Union Pacific switching station in Gerlach and public services of Washoe County, which includes its roads department and a K–12 public school owned by the Washoe County School District. Hunters from all over the west travel to Gerlach to hunt a wide variety of game such as chukar, geese, deer, and antelope.

Bruno's restaurant hosts several private parties in a large room in the back which is available for rent.

Since 1990, Burning Man, a week long counter-cultural festival with a population of 80,000, has been held nearby. Due to the appearance and actions of many of the participants, local enthusiasm is mixed, but the event is responsible for around 20% of the sales at the few commercial establishments in the area, which include the closest permanent fuel and grocery stops to the event site. The Black Rock Desert is also the site of many other recreational activities, organized and otherwise, throughout the year.

## HISTORY

Gerlach was founded in 1906[6] during the construction of the Feather River Route of the Western Pacific Railroad.

## TRANSPORTATION

Primary highway access to Gerlach is provided by State Route 447. It can also be accessed via three former state highways: State Route 34, State Route 48, and State Route 49 (also known as Jungo Road). Gerlach has an airfield, a graded dirt strip, which is no longer usable except in cases of emergency.

# THE GERLACH OFFICE



*Photo by DA*

**THE GERLACH OFFICE IS OUR YEAR-ROUND HUB OUT HERE. IT'S GREAT.**

Official Hours of Operation: 8am-5pm Monday through Friday

- Use of the Gerlach Office is restricted to business hours for Burning Man Managers and staff. Extended hours for Managers and staff are available with permission
- There are no computers available in the Gerlach Office for general use. Computers are available at the Black Rock Social Club across the street.
- There are no bathrooms in here. Seriously. There are portos and a sink out back.
- Telephones in the office are for business use only by Managers and staff and not for general use. There is a free phone at the Black Rock Social Club should you need to make a call and computers for Skype users.
- Try and be quiet and chill when you come in - especially in the back rooms. We are all trying to focus, and it's already an open office and everyone keeps shouting and there is so much to do. So, so much to do.

# GERLACH LIVING: DPW ACCOMMODATIONS

For all Gerlach Estates, Shower Properties, and other living accommodations made available for DPW while in Gerlach:

- The main entrance to all trailer houses is located on the side of the trailer, not the front.
- No smoking/vaping/incense allowed in any of the residential properties.
- All staff, guests, and visitors must check in with the NVO Gerlach Residences team.
- All staff must be checked out of your trailer before moving to the Playa or vacating at the end of your work season.
- No outside guests may stay overnight without permission from the NVO Gerlach Residences Manager.
- All neighboring properties are private properties. Trespassing is prohibited.
- Keep the noise down in town - it attracts unnecessary attention. 10 pm is quiet time.
- The speed limit on the property is a slow crawl.
- There is NO PARKING within the Estates. Parking for service vehicles and on-call staff will be assigned around the Estates. Fleet parking will be available at the Saloon and private vehicle parking will be available at the fenced lot across from the Community Center.
- There are pathways provided around all trailers in the Estates. Do not block these paths, keep paths clear of all obstructions.
- Living in such close quarters can be challenging. Be a considerate roommate. Put your name on your personal items if they are lost they can be found.
- All furniture, decor, kitchen equipment, and fixtures are the property of Black Rock City, LLC and must not be altered or removed from your Estates unit.
- Do not enter anyone else's trailer unless you are invited to do so.
- Trash and Recycling are the responsibility of each person here. There is a TSA recycling point at each property.
- No open fires, and no storage of hazardous materials anywhere on our properties.
- Close all trailer windows when the unit is unoccupied. Dust storms & high winds are common.
- Be aware that the stream near the railroad tracks contains treated sewage water.

Please report any damage or malfunctions to the Estates Manager. You will be held responsible for any damages done to the trailer during your stay. Light bulbs, trash bags and other cleaning supplies are available from the Estates Manager.

Laundry can be done at the Black Rock Social Club, or at the laundromat at the local gas Station, or at some of the equipped trailers in the Estates.



# THE BLACK ROCK SALOON & SOCIAL CLUB

*Gerlach, NV*



*Est. 2004*

## DRINKS. MUSIC. AIR CONDITIONING.

### **BLACK ROCK SOCIAL CLUB HOURS:**

Mon thru Sat: 8am til Bar Close. Sunday: 10am – Bar Close

### **BLACK ROCK SALOON HOURS:**

Mon thru Sat: 5pm til Bar Close. Sunday: Bar Manager's Discretion

The Black Rock Saloon & Social Club aka “The Saloon” is Burning Man’s private clubhouse for staff and crew members. Use of the Black Rock Social Club is a membership privilege, and the space is not open to the general public.

- The Saloon Manager and Bar Staff are responsible for requiring compliance of all of the house rules and all closing procedures.
- Guests and other Non-Burning Man Staff may not enter the Black Rock Social Club without the accompanied sponsorship of a staff/crew member in good standing.
- Members and their sponsored guests are requested to sign in the bar’s Guest Book.
- Members are responsible for the conduct and actions of their sponsored guest
- Alcohol will not be served to or consumed by persons under the age of 21.
- Minor dependents of any member will only be permitted in or on the property while accompanied by a parent or legal guardian.
- All members are required to help keep the Black Rock Social Club clean and in order.
- Any intentional destruction or defacing of Black Rock Social Club or any of its contents is grounds for eviction from the premises and disciplinary action.
- Pets are discouraged inside the Black Rock, but permitted. The animal must be on a leash, and must be accompanied by its owner at all times.
- Report damages and faulty equipment to the Black Rock Social Club Management.
- Conserve bandwidth, do not stream or download. (Streaming to the TV is OK)
- Be respectful of our neighbors. Keep it down on the porch, and on your way home.

# THE DPW GHETTO



The DPW Ghetto is our official Staff Camp and for most of us, our home in Black Rock City. If you are DPW, you are welcome to camp there.

If you intend to camp at the DPW Ghetto, Juicy Jake, the Ghetto Manager, is responsible for placing your camp in a suitable location.

It's home sweet home. While you're there, remember that you're sharing the space with the rest of DPW. Not everyone wants to listen to your idea of "Awesome" Metal at 3am, and some of us have to work in the morning. So be mindful of your crew as you DJ, bartend, or drunkenly argue your nights away.

One more thing: Do your best not to attack people that wander into the Ghetto... They might be loved ones, family members, invited guests, DPW alumni or next year's recruits. Help them find who they are looking for. If they are brave enough to drop by, they might be OK. Also, they might have booze. Booze we need.

# THE DPW DEPOT

Photo by SzAbby



## **THE DPW DEPOT IS OUR CENTRAL COMMAND CENTER AND BASE OF OPERATIONS.**

Once we move onto the Playa, our Morning Meetings will be held at the Depot.

Located at the end of 5:30 in Black Rock City, the Depot is staffed 24 hours a day, with regular business hours from 8am until 7pm daily during the main push of set up and event. Depot staff are out here to support you and help solve problems.

Located at the Depot:

- DPW Morning Meetings (7:30 AM!)
- DPW Administrative Offices
- DPW Dispatch – 24/7 (Batteries available)
- DPW Common Shop
- DPW TSA Waste and Recycling Management
- The Wet Spot - Staff Showers
- Fleet Vehicle Parking
- Receiving and storage yards, including firewood, tools, and materials

# THE WET SPOT



## WELCOME TO THE WET SPOT!

### OPEN HOURS - PRE/POST

6:00AM - 9:00AM / 5:00PM - 9:00PM

### HOURS FOR EVENT WEEK

7:00AM - 7:00PM

### \*\*\*\* HOURS FOR EARLY BURN \*\*\*\*

6:00AM - 9:00AM / 3PM - 6:30PM

### RAIN/DUST CITY CLOSURE = WET SPOT IS CLOSED

### WHAT TO BRING:

All your own stuff: Rubber duck, Shower flip flops (NO Playa shoes in the showers please!), Soap, Shampoo, Towel, Bathrobe, Scrubby gloves, Etc.

### RULES:

One person per stall. • No dogs • No Cameras • No Hair dye • No Sexy time ~Leave No Trace in Our Communal Space ~

### THE WET SPOT IS MOSTLY CO-ED

The Wet Spot is CO-ED with a women's only unit, and the ability to accommodate other needs as needed.

**CONTACT SHOWERS MANAGER KARI BELL**  
**KARI.BELL@BURNINGMAN.ORG**  
**FOR MORE INFORMATION AND ASSISTANCE!**

# THE DPW TSA BASIC SORTING GUIDE

**AS A MEMBER OF BURNING MAN STAFF, YOU ARE RESPONSIBLE FOR SORTING ANY WASTE YOU BRING TO THE TRANSFER STATION AUTHORITY. WE RECOMMEND DOING SO BEFORE YOU COME TO THE TRANSFER STATION. THIS INCLUDES WASTE COMING FROM YOUR WORK SITE, YOUR STAFF CAMP, OR ANYTHING YOU MOOP. NOTE THAT WASTE FROM CAMPS THAT ARE NOT STAFF ONLY WILL BE REJECTED.**

**PLEASE PLAN TO BRING YOUR PERSONAL TRASH OFF SITE AS PART OF YOUR EXIT STRATEGY. HERE'S A BRIEF PRIMER ON HOW TO ACCOMPLISH YOUR MISSION.**

## **THINGS WE SORT AT THE TSA:**

### **ALUMINUM CANS**

Any can you can crush in your hand: CRUSH THEM! • If it's a can you can't crush, it's probably steel. • No liquid!

### **PLASTIC BOTTLES & TUBS #1 - #7**

If it does not have a symbol, it is landfill! • The TSA Does Not Collect Film Plastics! Read: ice bags. • No Caps • No Liquid • No pee bottles!!!

### **CARDBOARD**

Clean flattened cardboard ONLY! • No Tape

### **GLASS BOTTLES**

No Bottle Caps • No Liquid

### **STEEL AND MIXED SCRAP METALS**

No Compressed containers

### **COMPOSTABLES**

All Food Waste - NO sugar/condiment packets  
Commissary Cups, Cutlery, Napkins & To-go Boxes

### **BURNABLES**

Small wood scraps & Clean Sawdust • Paper; copy, news, etc. • Cigarette Packs stripped of plastic, foil & butts • Take large pieces of usable wood to the Burn Gardens

### **LANDFILL IS EVERYTHING ELSE! INCLUDING BUT NOT LIMITED TO:**

Cigarette Butts • Dry Paint (yes, it must be DRY!)  
Film Plastics • ICE BAGS!! • Pressure-Treated & Painted Wood • Zip Ties



# THE DPW TSA BASIC SORTING GUIDE

## THINGS WE DO NOT SORT:

POOP • Pee Bottles • Blood • Used Bandages • Medical waste • Hot Coals

We strongly urge you to have a special bin for these items (minus the hot coals) at your sorting stations, both in staff camps and on your work sites - in an orange bag, or clearly “X” mark the bag with orange tape or spray paint.

## COMMISSARY WASTE STREAM LOGISTICS

Separating your waste upon leaving the Commissary is just like sorting it at your camp, work site, or the Transfer Station. The waste station is organized by individual streams to have an understandable and smooth operation. Above each stream is a sign listing the items that belong there. Shadow boxes are hung along the entry hall, displaying items sorted into their corresponding stream. If these forms of education haven’t succeeded at teaching you what belongs where - the filthy, friendly Commissary Waste Stream Crew will be there to assist you.

The majority of the waste that you will create in the Commissary consists of compostable materials. We divide the “Compost” into two categories to educate about the materials and for more efficient transportation over to our dumpsters.

**WET COMPOST\*:** Collected in 5-Gallon Bucket;  
All Food Scraps (including dairy and bones)

\*Salad dressing and butter get sorted into Wet Compost, but the packets and wrappers are Landfill. Please squeeze out that dressing and wipe out that butter.

**DRY COMPOST:** Collected in Large Paper Bag;  
Biodegradable Cutlery, Cups and Bowls\*\*, Plates, Boxes and Napkins

\*\*There is a different 5-gallon bucket specifically for Liquids, i.e. drinks, ice and cereal milk.

Biodegradable items are made out of either paper, corn, potatoes or sugar. These paper/cardboard and bioplastic items are convenient and useful, yet they are far less sustainable than using the real dishes that are provided or having your own food and drink containers. You are at Burning Man, with bars around every corner - where is your reusable cup/mug? Please bring it with you to the Commissary! If you use a compostable cup, consider washing and re-using it. There is a dish washing station provided for you on the outside of the hand washing tunnel into the Commissary. Lessening the waste created by single-use items is a step towards a lighter carbon footprint and less pollution.

## YOU MAY NOT DISPOSE OF:

Personal trash from camp or vehicle, waste from your work site, hazardous materials, human or animal bodily waste, ashes, hot coals or large, burnable material.

If you have questions or concerns about Commissary Waste Operations, or Compost collection at your camp or work area, please contact Dumpster Muffin.

# THE DPW TSA BASIC SORTING GUIDE

## **STAFF CAMP & WORK SITE WASTE STREAM LOGISTICS**

Please set up your waste streams in these locations to match, as closely as possible, the sorting stations the TSA uses. Please plan ahead and add your necessary collection cans & orange poop bags to your crew infrastructure. If you have any questions or would like assistance in setting up your sorting station just ask.

### **RECYCLING COLLECTIONS:**

These locations are solely for large Staff work zones and are a request, not guarantee, and will be taken away at any time by TSA for any reason. These stations consist of 4 material streams due to high quantity of materials and large staff populations.

### **GLASS/ SCRAP METAL 6 YARD DUMPSTERS:**

Do not put food in these dumpsters!

Glass with no liquids or caps

Metal with little/or no food

Roll aluminum foil into a ball

Do Not Put Whip-It containers into these dumpsters!

Do Not Put compressed containers into these dumpsters!

No Landfill

### **ALUMINUM CANS SUPER SACK:**

Only Aluminum Cans, NO ALUMINUM FOIL!

Crush your cans

No Liquid

### **PLASTIC BOTTLES & TUBS #1-7:**

No Liquids

No Caps

No soft plastics, bags, or liners

Only Rigid/Hard plastics with recycle #

No #, Not accepted

### **CARDBOARD:**

No Tape

Flattened/ broken down

No Paper products, ONLY CARDBOARD

Feel Free to ask - we are here to help! If you would like to schedule a Trash Talk or a Team Building Trash Sorting Exercise, please have your manager contact Captain Planet or Pynecone.

# DPW DISPATCH



Located at the Depot, DPW Dispatch monitors our radio traffic 24 hours a day and can be contacted directly on the Info 411 Radio Channel.

Our channels work on repeaters which boost signal strength, allowing greater coverage from the Ranch to Gerlach.

If you are in a place where you need to avoid most radio traffic, but still need to be available on comm, you can switch to a quieter channel. Be sure a team member knows where to find you.

Work as a team and answer calls for your fellow crew members when they do not respond.

As a courtesy, please turn your radio volume down while near the Dispatch office to avoid feedback broadcast through the speakers (from both the radio and the dispatchers).

Be in the habit of swapping out your battery for a new fresh battery every day, through the Dispatch Office at the DPW Depot or at the Packages Container in the Commissary Business Park.

# RADIOS

## Radio Controls

This chapter explains the buttons and functions to control the radio.



1 Channel Selector Knob

<sup>1</sup> These buttons are programmable.

- 2 On/Off/Volume Control Knob
- 3 LED Indicator
- 4 Side Button 1<sup>1</sup>
- 5 Push-to-Talk (PTT) Button
- 6 Side Button 2<sup>1</sup>
- 7 Side Button 3<sup>1</sup>
- 8 Front Button P1<sup>1</sup>
- 9 Menu/OK Button
- 10 4-Way Navigation Button
- 11 Keypad
- 12 Back/Home Button
- 13 Front Button P2<sup>1</sup>
- 14 Display
- 15 Microphone
- 16 Speaker
- 17 Universal Connector for Accessories
- 18 Emergency Button<sup>1</sup>

## RADIOS ARE A RESPONSIBILITY

So now you have a radio! There are many like it, this one is yours! It is very expensive, know where it is all the time. Your department will be charged for it if you lose it. There are many people using the same channel as you, so it is vital that you are clearly understood and it is important to know who you are directing your transmission to.

Generally, two-way radios are “simplex” which means you cannot hear anyone else while you have the talk button pressed.

## BECAUSE ONLY ONE PERSON CAN TALK AT A TIME, IT IS MORE IMPORTANT TO LISTEN THAN TO TALK.

Always release the push-to-talk (PTT) button whenever you stop talking.

If you forget and keep it pushed down while you are trying to think of something to say, the radio continues to transmit “dead air” so that nobody else can speak or be heard. In the least sense, it is impolite. In an emergency, it could prevent someone with vital information from getting through.

# RADIO PROCEDURE CONVERSATIONS

## RADIO GUIDELINES

- Be brief and to the point.
- Do not use foul language, keep it rated - G!
- Think about how best to make yourself understood before you speak.
- Listen before you begin your transmission to make sure the channel is clear.
- Wait a full second (one -thousand-one) AFTER you push-to-talk and BEFORE you begin to speak. This will ensure the beginning of your message is heard. If you speak as soon you press the PTT button, it can cut your first syllable or word, making you hard to understand.
- Stay off the radio unless absolutely necessary.
- Speak directly into the mic. Shield the microphone away from the wind and other background noises or wait until the noise passes.
- DO NOT use the term “negative contact, or no contact (even if you hear someone else do it) when the person you called doesn’t answer. It is redundant & unnecessary to do. Everyone listening to any radio channel all heard you call & your call was unanswered. The ONLY CORRECT RESPONSE IS: Channel clear.
- We don’t use the radio to vent, or shame the person who had the audacity to not answer you. Please practice good radio etiquette!!
- DPW OPS channel is a working channel & must remain as clear as possible!
- If radio transmission/reception are poor quality, hold the radio vertically, at face level, or higher with its antenna in the clear.
- Be aware, that you will lose more than half of your range if you use the radio inside a vehicle or inside a steel reinforced building.
- Be aware of the location of your talk button. Do not sit on your talk button, or sleep on your talk button.
- Do not yell into the radio. It only distorts your transmission.

All radio conversations should be operational, and actionable. That means, only related to DPW or departmental operations. Actionable means easily answered. For example:

“Yoyo this is nono”

“Go for Yoyo”

“What time is your technician on the way to our problem?”

Yoyo answers, “within 20 minutes.”

“Copy that, channel clear”



# RADIO PROCEDURE SIGNING ON

During the Event, assigned Radio Users need to SIGN-ON and SIGN-OFF their normal residing channel every day. Managers and Council: Additionally must first Sign-On and Off with Dispatch Channel 1.

## TO SIGN-ON

Switch to Dispatch Channel 1

### STATE YOUR NAME (RADIO HANDLE)

Ex: "HazMatt," "Ride That Pony," "Wrench"

### STATE YOUR WHEREABOUTS

Ex: Black Rock City, Black Rock Station, Gerlach, etc.

### STATE YOUR CHANNEL

(Ranch 2, Site 4, Gerlach 3, etc.)

### DISPATCH WILL ACKNOWLEDGE

### SWITCH TO RESIDING CHANNEL

Give your name and state that you are "On Comm."

## EXAMPLE

Radio On. Go To Your Channel. Listen For Clear Channel. Transmit.

### TRANSMISSION:

*"HazMatt on comm in Gerlach Office, going to Channel 3."*

Await Acknowledgment by Dispatch

### TRANSMISSION RESPONSE:

*"Copy that. HazMatt in Gerlach Office on Channel 3."*

No further response is needed.

Switch to the intended channel (In this case, CH. 3)...Transmit.

### TRANSMISSION:

*"HazMatt on Channel 3."*

## TO SIGN-OFF

Sign-Off on your normal residing channel

Then with Sign-Off with Dispatch Channel 1

### TRANSMISSION:

*"HazMatt going off comm for the evening."*

Await an acknowledgment from Dispatch.

Standby a minute before turning off your radio or switching channels.

# RADIO PROCEDURE WORDS

- **"AFFIRM" (PRONOUNCED AY-FURM) OR "AFFIRMATIVE"**

Yes.

- **"NEGATIVE"**

No.

- **"OVER"**

Used at end of transmission to signify sender is ready for response

- **"COPY" OR "COPY THAT"**

Signifies that the message was understood

- **"WILCO"**

"I understand and will comply (WILL COMPLY = WILCO)."

Fun Fact: No one really ever uses WILCO. We don't know why.

- **"STAND BY"**

To wait and remain ready

- **"CLEAR"**

Signifies conversation is terminated and no answer is required or expected.

The channel is now clear for others.

- **"BREAK, BREAK"**

Signifies interruption in conversation by a third party due to possible emergency or urgent information pertaining to the conversation. All other conversations should yield. Use this very sparingly.

- **"RADIO CHECK"**

To test that your radio transmission is understood and working properly.

"What is my signal strength and readability; how do you hear me?"

- **"10-9" OR "SAY AGAIN"**

Signifies that the message was not understood and needs to be repeated clearly

"I have not understood your message, please say again"

- **"WHAT'S YOUR 20?"**

"What's your location?"

- **"OPEN MIC"** (pronounced Open Mike)

Known as "keying the microphone," or "stepping on someone" — Alerts ALL radio users that an unknown person is blocking radio transmissions by repeatedly pressing the talk button. All radio users are to check their radios/talk buttons.

Note: If need be, the Dispatch Office may remotely disable the offending radio and user.

# RADIO PROCEDURE CONVERSATIONS

## HOW TO INITIATE AND HOLD A RADIO CONVERSATION

- Wait until traffic on the channel is clear.
- Call “[Desired Party, Desired Party] , [Your Radio Handle].”

Then wait for them to respond.

- To answer a call to you, simply respond “[Calling Party], [Your Radio Handle] Go.”

It might sound like this if Ride That Pony is trying to locate Big Daddy.

### EXAMPLE:

**TRANSMISSION:** *“Big Daddy, Big Daddy, Ride That Pony.”*

Await response. Repeat if necessary

**RESPONSE:** *“Ride That Pony, Big Daddy.”*

Proceed with the conversation.

**TRANSMISSION:** *“What’s your 20?”*

**RESPONSE:** *“DPW Ghetto.”*

**TRANSMISSION:** *“Copy. Be there in 5. Ride That Pony Clear.”*

“Clear” signifies that the conversation is ended.

No further response is required or expected.

The channel is now clear for others.

## CHANNELS AND ZONES

There are many radio channels divided into a few zones. You can find the DPW channel list a few pages from here. Most of you will stay in one zone for most of the time. You may have to switch zones to access certain crews and radios

Turn on your radio, by Switch #2, which is also your volume control.

Look at the display #14 to see what channel you are on.

Change you channel within your zone, By using switch #1

If you need to change the zone, Press the MENU #9 and use the 4-way button #10 to scroll to the section marked ZONES. Scroll till your desired zone is shown, then click OK #9 now you can rotate the channel knob till you are on the desired channel.

# RADIO PROCEDURE MEDICAL CALLS

## MEDICAL CALLS

Switch to BRC 911 channel if possible. Use DPW OPS if necessary.  
Stay calm. Get on the radio and call:

- 1.) "MEDIC. MEDIC. MEDIC."**
- 2.) STATE "NON-EMERGENCY" IF APPLICABLE**
- 2.) GIVE THE LOCATION AND SITUATION.**

That's all the info that needs to go out over the radio.

Do not broadcast any names or callsigns.

Keep the radio clear so that EMS can do their thing.

**ALL RADIO TRAFFIC SHOULD YIELD UNTIL MEDICS CLEAR.**

Dispatch will monitor and direct radio traffic if need be.

You may find yourself in a radio situation where you need to BREAK INTO an existing conversation for Emergency Purposes...

**EXAMPLE** (if breaking into a conversation)

### TRANSMISSION:

*"Break, Break, for medical emergency...MEDIC, MEDIC, MEDIC."*

Await response from the on-duty medic. Repeat transmission if necessary.

### TRANSMISSION RESPONSE:

*"Go for Medic."*

### TRANSMISSION:

*"Corner of H and 5:30. Participant with an injury."*

### TRANSMISSION RESPONSE:

*"Copy that. Medic on the way."*

Note: Use the term MEDIC in these situations and not the name of a medic you know. For example: our medic "Blind Spot" will answer to "Blind Spot" on the radio if you need to contact him about other important matters but calling "MEDIC. MEDIC. MEDIC." will get the attention of all EMS personnel and DPW Incident Response Team.

## REMEMBER FOR EMERGENCY SITUATIONS CALL:

**"MEDIC, MEDIC, MEDIC."  
LOCATION AND SITUATION.**

## REMEMBER FOR NON-EMERGENCY SITUATIONS CALL:

**"MEDIC, MEDIC, NON-EMERGENCY"  
LOCATION AND SITUATION.**

# RADIO PROCEDURE

## OTHER CALLS

### SECURITY CALLS

Similar procedure as Medic calls:

Switch to BRC 911 channel if possible. Use DPW OPS if necessary

Stay calm. Get on the radio and call:

### 1.) "RANGER RANGER RANGER." OR "KHAKI KHAKI KHAKI"

Wait for Khaki/Ranger to respond

### 2.) GIVE THE LOCATION AND SITUATION.

That's all the info that needs to go out over the radio. Do not broadcast any names on an open channel. Keep it SHORT, Clear And Professional.

### OFF DUTY

An "off duty, or chat channel is provided somewhere on the radio. Use this channel for ALL non essential chat, staying in touch w. Your homies, making playa dates, etc. while keep clear of work/operational channels! Again, we ask you to practice courtesy & manners on this channel as well!

### EVENT INFO

If you have information questions about the event, you can call dispatch on the INFO 411 channel. Please don't use DPW OPS for routine "what time do the showers open today" questions.

### HOW TO MOVE YOUR "TOO LONG FOR THE OPERATIONS CHANNEL" CONVERSATION TO A TALK CHANNEL:

- If you need a longer conversation than just a sentence & reply, please be courteous and move your conversation to a specified talk channel, or your home channel etc.

"Yoyo this is nono"

"Go ahead for yoyo"

"Can you move to talk channel beta with me?"

Best practice is to use the channel name, like housing, plumbing, power, etc. You can also give the channel number or say roll down 2 channels, etc. When the called person acknowledges they can move your channel, dial to the talk channel (depending - there may be more than one, or you might use a department's talk channel, like FUEL talk.

NOTE: The talk channel isn't always quiet, sometimes it's in use. Wwe all have to share, so patently wait for the current conversation to end & make your call.

When you are on the agreed channel, announce "This is Nono on talk channel beta"  
Called person should do, or will have done the same, & will usually give you the go ahead.  
Conduct your conversation. When your conversation is finished, say: "Yoyo, this is Nono clear back to operations." Scroll back to your working channel.  
Listen, and when clear announce that you are back on that channel.



# DPW RADIO CHANNELS

ZONE	DPW NVO ZONE	PRESENT IN ALL RADIOS
1	BRC 911	One stop shop for ESD, Rangers, and Law Enforcement
2	BRC 911 ALT	Direct Analog - public access to ESD. 451.9000 PL91.5
3	GERLACH/RANCH	Year round coverage at Ranch, Gerlach, Playa
4	NV OPS TALK	Year round coverage at Ranch, Gerlach, Playa
5	DPW OPS	Main DPW Operations channel
6	DPW TALK ALPHA	DPW Assigned Channel
7	DPW TALK BETA	DPW Assigned Channel
8	INFO 411	Infrastructure Information & Non-Emergency Paging
9	DPW ON-CALL	DPW On-call personnel - 'Sleep channel'
10	DPW PROJECTS	DPW Assigned Channel for certain projects
11	FLUFFERS	Supporting staff on playa - It's not what you think
12	COMMISSARY	Commissary Operations
13	HEAT REQUEST	Heavy Equipment & Transpo requests
14	HEAT OPS	Direct Analog - Heavy Equipment operations
15	HEAT CREW	Direct Analog - Heavy Equipment crews
16	FUEL	Fuel Operations/Management and Requests
17	FUEL MOBILEOPS	Fuel Delivery Dispatching/Coordination
18	WATER / SANI	WaterWorks & Plumbing Operations
19	POWER	Power Operations

# DPW RADIO CHANNELS

20	PLAYA RESTO	Playa Restoration
21	TSA	Transfer Station Authority - trash talkers
22	SHADE	Shady folks are on this channel
23	FLEET VEHICLES	Autoshop and BRC Staff Vehicle services on playa
24	HOUSING/OFFICE	BRC staff housing services on playa
25	NV OPS/STORAGE	Gerlach Channel/ PC Container Program
26	MAN BUILD/STRK	Man build and strike operations
27	MANPAVILIONOPS	Man Watch, Pavilion, and Shrine operations
28	ART ASS	Art Support Staff main channel
29	GATE OPS	Gate Operations
30	OSS OPERATIONS	Outside Services Operations
31	PLACE/GREETERS	Placement and Greeter Operations
32	DUST ABATEMENT	Dust Abatement Operations
33	WILLEY	Direct Analog - Vendor Licensed, Willey Operations
34	MECO	Direct Analog - Vendor Licensed, MECO Operations
35	DPW OFF DUTY	Direct Digital - DPW off duty channel
36	BRC CHAT	Off-duty social channel for all departments
37	BRC SYSTEM 82	Radio System Administrator channel Sys B
38	BRCWIDE TAC 20	Interdepartment Tactical - use as directed by Incident Command
39	EVENT OPS	Event Operations

# DPW DRIVING AND FLEET VEHICLE POLICY



## USE OF FLEET VEHICLES

If you are issued a fleet vehicle, it is your responsibility to return it along with its keys to the designated fleet vehicle storage area at the end of the work day. You are responsible for safe driving behavior. If a Burning Man fleet vehicle that has been assigned out to you gets towed, a moving violation, or a parking ticket then YOU are responsible for the fines and fees incurred. Damage to a Burning Man fleet vehicle that has been signed out to you will be your responsibility. All accidents must be reported to your supervisor and the Auto Fleet Manager as soon as possible after the accident.

## USE OF PERSONAL VEHICLES FOR BURNING MAN BUSINESS:

If you choose to use your personal vehicle, and it is ticketed for a moving violation or a parking ticket, or is towed while conducting official Burning Man business, it will be your responsibility. All accidents must be reported to your supervisor and the Auto Fleet Manager as soon as possible. While behind the wheel of a Burning Man vehicle, you REPRESENT Burning Man, even if it's your own vehicle with our stickers on it!

## LOSS OF DRIVING PRIVILEGES

Violations to the DPW Driving Protocols and Vehicle Policy will not be tolerated. If you have a pattern of accidents, tickets, tows, or violating driver safety guidelines while driving Burning Man fleet vehicles (or your personal vehicle, while doing Burning Man business), then you may lose your Fleet driving privileges as determined by your direct supervisor, the Auto Fleet Manager, or the DPW Council. Additionally, not reporting an accident that you were involved in while conducting official Burning Man business or while using a Burning Man Fleet Vehicle is grounds for losing your driving privileges.

# DPW DRIVING AND FLEET VEHICLE POLICY

## GROUP INSURANCE

A DMV copy of your driving record and proof of current driver's license must be presented in order for you to be considered for driving a vehicle owned or rented by Burning Man. You must be told your DMV record has cleared before driving. If you drive a Burning Man owned or rented vehicle without permission, you may lose your driving privileges, and in some cases, you may be asked to leave.

## DRIVING DURING THE EVENT:

Driving during the event is allowed only while on-duty or on official business. Ranger, Perimeter, Emergency Services, and DPW vehicles must have a "staff" driving sticker to be used for official purposes.

## THINGS TO REMEMBER:

- Driving is a privilege, not a right.
- Reckless or unsafe driving will NOT be tolerated.
- Do not drink and drive. Law Enforcement is vigilant about DUI pullovers on the playa.
- ALL roads in Washoe County have soft shoulders. Drive accordingly! Don't over-correct!
- Exiting or entering Black Rock City must always be accomplished by way of the front gate.
- The use of other gates is acceptable only in urgent and emergency situations.
- 5 mph is the speed limit on the playa.

## DRIVING ON WET PLAYA

- Avoid driving directly behind the water trucks when they water the roads.
- Do not drive on the playa when it is raining, or when the playa is wet. If it starts to rain, stop driving.
- If you are stuck out on the playa and can safely get to the train tracks on the South East side of the desert, flag down a train. They are eager to help folks in danger and are going slow through that stretch anyways due to the unmarked crossings.

## VEHICLES STUCK ON THE TRAIN TRACKS

If you get stuck ON the tracks, and you can hear the train whistle ...GET THE HELL OUT OF THERE WITH YOUR LIVES. Our resident expert Railroad Mike says that if you can hear the whistle, you've got somewhere between 20 seconds and 120 seconds before impact.

## GOLF CARTS

Golf carts for official use are issued to some departments or crew members, along with a staff sticker. Ranger golf carts with ambers and driving lights will be treated as patrol vehicles. Golf carts must be operated with regard to safety at all times, and must give the right of way to pedestrians, vehicles, and bicycles during hours of darkness. The golf cart hub is at the Commissary. Bring your golf cart in for service every day, and check in with them regarding any needed repairs. All vehicles and golf carts on playa MUST have working headlights and tail lights. Law Enforcement has been known to pull over carts when their head or tail lights are off or obscured, so be mindful.

# DEEP DESERT EXCURSIONS & CONVOYS

It's beautiful out here, and getting out into the deep nowhere can be really rewarding. Here's some tips to get you prepared, and to keep your journey a safe one.

## **BEFORE YOU GO, PREPARE:**

- Always bring your radios, & extra radio batteries. (Ideally there should be at least one radio in each vehicle, w/ extra batteries.)
- Always tell someone your destination/ itinerary, your intended route, & the latest time you expect to be back. (It is best to tell the Rangers.)
- Whenever possible, it is best to take more than one vehicle, in case one gets stuck or breaks down.
- Bring a spare tire, anti-freeze, & quart of oil.
- Bring jumper cables, & tow strap if possible.
- Bring extra water, food, & blankets.
- Bring a med kit & fire extinguisher if possible.
- Bring flashlights & extra batteries.
- Bring a compass, & at least one GPS if possible.
- Bring a HAM radio if possible. (440.175 PL:100)

## **WHEN YOU ARE READY TO ROLL:**

- Choose a simplex (non-repeated) radio channel for your vehicle-to-vehicle comm.
- Count the vehicles.
- Determine the order of the vehicles in the convoy. The slowest vehicle should not be last.
- Do a head count for each vehicle.
- Each driver is responsible for all passengers in their own vehicle. (This can also be delegated to their co-pilot/ navigator.)
- The last ("Tail") vehicle should determine the speed.
- The lead ("Point") vehicle should regularly check in with the Tail, and ask for the speed desired by the driver of the Tail vehicle.
- Do vehicle counts periodically, & do head counts after each stop before rolling out in a convoy.
- Each vehicle should keep eyes on the vehicle ahead of them & the vehicle behind them, & call to check in if anything seems wrong.
- Do not drink & drive.
- Do not go off-road thru dunes or brush, or jump your vehicle. Do not make sudden turns at speed; this is how you roll a vehicle.
- Avoid darker patches of playa, as they may be wet.
- If you get into a wet area of playa, do not stop. Make a long arcing turn back to the dry area.
- If you are not sure whether you are entering an area of wetter playa, look in your rearview mirror to see if you are still throwing dust behind you. If/ when dust diminishes, check your vehicle tracks to see if you are leaving a deeper impression. If so, reconsider your direction of travel.



# DEEP DESERT EXCURSIONS & CONVOYS



## IF YOU GET LOST:

- In a dust storm; shelter in place.
- At night; stop, turn out all lights, & get out of the vehicle.
- Look around & find familiar landmarks/ stars. Check your compass. (Do not be fooled by the lights at the mine located to the northeast; Gerlach is in the other direction.)

## IF YOU GET STUCK:

- (Safely) building a fire can serve as an excellent signal, either night or day.
- Mirrors can be used to signal vehicles & aircraft during the day by reflecting the sun at your target.
- Use blankets or tarps to create shade.
- Use your body as your canteen, do not hoard water while becoming dehydrated or overheating.
- If you decide that you must leave the vehicle and try to walk out, bring some supplies, & signal devices that will work both night & day. (Example: mirror & flashlight.)

If you need help, do not hesitate to use the radio, or to ask anyone you see. This can be a deadly environment, and there is no shame at all in erring to the side of safety. Upon your return: please always remember to notify the Rangers (or whomever you had informed about your trip) that you are home safe.

Happy Trails, Bueno Viaje, & Safe Travels! - Ranger Crow



**STANDARDS, RULES,  
POLICIES, PROTOCOLS,  
AND FOUR PAGES  
ABOUT DOGS**

# BURNING MAN'S BEHAVIORAL STANDARDS

**BURNING MAN'S CULTURE HONORS AND PROMOTES FREEDOM OF EXPRESSION, UNLESS THAT EXPRESSION HARMS OTHERS.**

The Burning Man organization that supports the year-round activities of the Burning Man community, has **ZERO TOLERANCE** for behavior that is non-consensual, abusive, or harmful to others.

**THIS INCLUDES AND IS NOT LIMITED TO:**

**VIOLENCE – BOTH PHYSICAL AND VERBAL**

**HARASSMENT, INCLUDING NON-CONSENSUAL INTERACTIONS,  
AS STATED IN OUR HARASSMENT  
DISCRIMINATION AND RETALIATION PREVENTION POLICY**

**COERCION (ABUSE OF POWER – INCLUDING BUT NOT LIMITED  
TO SEX, DRUGS, RESOURCES, ETC.)**

**SEXUAL ASSAULT**

**THEFT OR VANDALISM**

You are expected to abide by this Behavioral Standards Agreement.

Nothing in this Agreement modifies, conflicts, or affects the Burning Man Harassment, Discrimination, and Retaliation Prevention Policy.

In addition to the above, we expect you to be your awesome self, to look out for others, and to encourage the good in all!

# **BURNING MAN'S HARASSMENT, DISCRIMINATION, AND RETALIATION PREVENTION POLICY**

## **BURNING MAN PROJECT AND BLACK ROCK CITY, LLC**

(collectively, "Burning Man") strive to create and maintain a work environment in which people are treated with decency and respect.

The environment of Burning Man should be characterized by mutual trust; the absence of intimidation, oppression and exploitation; and the ability to work and learn in a safe, yet stimulating, atmosphere. Burning Man will not tolerate unlawful harassment or discrimination of any kind. Through enforcement of this Harassment, Discrimination, and Retaliation Prevention Policy (the "Policy") and education of employees and volunteers, Burning Man will seek to prevent, correct and discipline behavior that violates this Policy.

The Policy protects all Burning Man staff members, regardless of position, including independent contractors, interns, and volunteers (collectively, "staff"). All staff are expected to comply with the Policy and to take appropriate measures to ensure that prohibited conduct does not occur. Appropriate disciplinary action will be taken against any staff member who violates this Policy. Based upon the seriousness of the offense, disciplinary action may include verbal or written reprimand, suspension, or termination.

### **A. PROHIBITED CONDUCT**

This Policy prohibits all staff from engaging in any form of harassment or discrimination directed at any employee, intern, volunteer, or independent contractor, including harassment or discrimination on the basis of race, color, religion (including religious dress or grooming), national origin or ancestry, physical or mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, sexual orientation, age, military or veteran status, or any other status protected by applicable federal or state law or local ordinance ("Protected Categories"). This Policy also prohibits unlawful harassment and discrimination based upon the perception that anyone has any of those characteristics or is associated with a person who has or is perceived as having any of those characteristics.

Staff members who make a complaint under this policy, encourage or assist others in doing so, participate in the investigation of such a complaint, or otherwise oppose conduct that they reasonably believe violates this Policy have engaged in Protected Activities.

Acts of discrimination, harassment, or retaliation based on a Protected Category or an individual's participation in a Protected Activity violate this Policy whether or not those acts rise to the level of actionable discrimination, harassment, or retaliation. Such violations may result in discipline, up to and including termination of employment or volunteer opportunities.



# **BURNING MAN'S HARASSMENT, DISCRIMINATION, AND RETALIATION PREVENTION POLICY**

## **1) HARASSMENT**

• The definition of harassment is verbal, visual, or physical conduct based on a Protected Category, which has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. Examples of harassment prohibited under the Policy include:

- Verbal: Unwelcome comments, epithets, slurs, or negative stereotyping regarding a person's Protected Category.
- Nonverbal: Distribution, display or discussion of any written or graphic material that ridicules, denigrates, insults, belittles, or shows hostility or aversion toward an individual or group because of their protected class.

## **2) SEXUAL HARASSMENT**

• Sexual harassment in any form is prohibited under the Policy. Sexual harassment includes unsolicited and unwelcome sexual advances, requests for sexual favors, or other verbal or physical harassment of a sexual nature, when such conduct:

- is made explicitly or implicitly a term or condition of employment or participation in volunteer activities;
- is used as the basis for an employment decision or a decision affecting volunteer activities; or unreasonably interferes with a staff member's or a volunteer's performance of work or volunteer activities, or creates an intimidating, hostile, or otherwise offensive environment.
- Sexual harassment does not include occasional compliments of a socially acceptable nature or courteous, mutually respectful, non-coercive interactions that are acceptable to and welcomed by both parties. Rather, sexual harassment refers to behavior that is unwelcome and objectively offensive.

• Sexual harassment may take different forms. Examples of conduct that may constitute unwelcome and unlawful sexual harassment are:

- Verbal: Suggestive comments, jokes of a sexual nature, sexual propositions, requests for any type of sexual favor (this includes repeated, unwelcome requests for dates), verbal abuse or "kidding" that is oriented toward a prohibited form of harassment and considered unwelcome.
- Nonverbal: Suggestive or insulting sounds, leering, staring, whistling, obscene gestures, content of a sexual nature in letters, notes, emails, photos, text messages, internet postings, etc.
- Physical: Unwelcome, unwanted bodily contact of any kind, including but not limited to touching, tickling, brushing up against, hugging, kissing, fondling, or cornering.

# **BURNING MAN'S HARASSMENT, DISCRIMINATION, AND RETALIATION PREVENTION POLICY**

## **3) DISCRIMINATION**

- It is a violation of the Policy to discriminate in the provision of employment or volunteer opportunities, benefits, or privileges to any staff member; to create discriminatory work or volunteering conditions; or to use discriminatory evaluative standards in employment or volunteer activities for any staff member, if that discriminatory treatment is based in whole or in part on the individual's Protected Category.

## **B. THE COMPLAINT AND REMEDIATION PROCESS**

Burning Man requires all staff to immediately report any incidents of harassment or discrimination in violation of this Policy so that complaints can be quickly and fairly resolved.

If you believe you have been harassed or discriminated against in violation of this Policy, or if you witness such misconduct by another staff member, submit a written or oral complaint to your manager, any other Burning Man manager, and/or a People & Operations Department staff member as soon as possible after the incident. You will be asked to provide details of the incident(s), names of individuals involved, and names of any witnesses.

Managers and other supervisory personnel shall refer any harassment and discrimination complaint to the People & Operations Department, which will undertake a timely, thorough, and objective investigation of the allegations to the extent that such is necessary and appropriate.

Burning Man will not retaliate against any individual for filing a complaint or participating in an investigation, and will not tolerate or permit retaliation by management or any other staff member.

If Burning Man determines that harassment or discrimination in violation of this Policy has occurred, appropriate remedial actions will be taken in accordance with the circumstances involved. Any staff member determined by Burning Man to be responsible for unlawful harassment or discrimination will be subject to appropriate disciplinary action, up to and including termination.

# DPW VIOLATIONS & PROBATIONARY STATUS

All DPW incidents and violations are handled on a case-by-case basis, and may result in verbal and or written warnings, probation, and or your removal from the DPW Crew and possibly from the Burning Man event.

This is a work site with liability and consequences and we're here to get the job done. If you are asked to leave, you may not be invited back again. It's that simple.

If you are asked to leave DPW or asked to take a year off from DPW, that does not necessarily mean you are off the team for good. If you want to come back, here's what that looks like:

- Talk to your Council Member, or to the DPW Personnel Manager. They will bring your case to the DPW Council for review.
- If a decision is made that you will be allowed to come back, one member of the DPW Council will have to agree to sponsor you to be back on the crew that year.
- Your first year back will be considered a Probationary year. That means you get one chance to have an incident-free year. One strike, one violation of the rules, and that's it. You're out.
- If the year goes without incident, you are all clear. The following year will not require a sponsor, and your Probationary status is cleared.

## **A REMINDER OF THE WAY THINGS ARE:**

- This Handbook is filled with rules. Read them, know them, and follow them.
- Burning Man supports county, state, and federal laws. This means you should comport yourself, with regards to these laws, as you would in any municipality.
- No open display or use of firearms at any time. Personal firearms must be safely locked up, off the Burning Man site, and outside the boundaries of the closure order.
- Illegal drugs and activity will not be tolerated on the premises.
- No drinking alcohol before 5 pm on work days.
- No fighting. It's a one-way ticket out of here.

Keep your shit together and have a good season. No one wants you to fail out here, and we can all work together to make sure that things go well for everyone.

# DPW GRIEVANCE POLICY

## **THE DEPARTMENT OF PUBLIC WORKS WISHES TO PROVIDE A COMFORTABLE, PRODUCTIVE, LEGAL AND ETHICAL WORK ENVIRONMENT.**

To this end, we want you to bring any grievances you have about the work environment to the attention of your manager and, if necessary, to Upper-level management.

In light of these concerns we have instituted the following grievance procedure:

If you feel that there is inappropriate conduct or activity on the part of DPW Management, its employees, volunteers, vendors, or any other persons or entities related to the organization, we request that you bring this concern to the immediate attention of your manager.

Please try to approach your manager at a time and place that will allow the manager to properly listen to your concerns. If you have discussed this matter with your manager previously and you do not believe that you have received a sufficient response, we request that you present your concerns to your DPW Council member. Please indicate what the problem is, those persons involved in the problem, and any suggestions you may have to resolve the situation.

If you are waiting for action after speaking with your DPW Council member and you do not receive a response to your complaint within two working days, you should speak to the DPW Department Manager. At this point, the DPW Council may have a conference with you, your manager, and any involved parties and/or with each of you individually.

If the matter is not resolved after that conference and you believe it still merits attention, it is requested that you immediately place your concerns in writing using the Grievance Action Form and submit it to any DPW Council member. If you consider the matter an emergency, legal, ethical, or safety issue, use your best judgment to expedite the complaint process.

You are always welcome to contact a People Operations representative directly. It is the purpose of this grievance procedure to help maintain a positive work environment with a foundation of respect and responsibility. The grievance procedure is also intended to avoid unnecessary claims and legal exposure.

While the DPW Council will take steps to resolve issues, we cannot promise that your specific grievance or complaint will result in the action you request or that you will be satisfied with the outcome of the grievance procedure.

# THE DPW CONFLICT RESOLUTION PROTOCOL

## **I. OBJECTIVE FOR THIS PROTOCOL**

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

## **II. STAFF RESPONSIBILITIES**

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

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

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

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

**E.** Everyone needs to vent now and then. Sometimes this can alleviate a minor conflict. Try to do this in the proper place and time. Venting to the wrong person may turn into gossip and further exacerbate the situation.

## **III. CONFLICT RESOLUTION PROTOCOLS**

### **A. CONFLICT WITH ANOTHER MEMBER OF YOUR TEAM**

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

# THE DPW CONFLICT RESOLUTION PROTOCOL

## **B. CONFLICT WITH YOUR TEAM LEADER**

If you are having a conflict with your team leader and the methods for resolving conflict prescribed in this document (see section II. C.) are not working then consider involving the Senior Staff member in your department (or Board member for more serious conflicts). Use your best discretion when making this decision. The People Operations staff can help you decide who is best to involve. The more serious the conflict, the more important it will be to get a Senior Staff or Board member involved. If the person with whom you are in conflict happens to be your Senior Staff leader then follow the guidelines in the preceding two paragraphs, but use an LLC Board member or People Operations staff person as the third-party mediator.

## **C. CONFLICTS BETWEEN SENIOR STAFF MEMBERS**

Conflicts between Senior Staff members should be handled the same as other conflicts within teams (see III. A. above). In this case, the third party should be an LLC Board member or People Operations staff person, who may suggest that you involve an LLC Board member as appropriate.

## **D. CONFLICT WITH AN LLC BOARD MEMBER**

If you are having a conflict with an LLC Board member then you may approach one of the five other members of the LLC Board for consultation on the matter for support or to resolve the problem. All members of the LLC Board are committed to the fair treatment of staff members and hold high expectations for one another. Please note that the entire LLC Board may address issues brought to any individual LLC Board member. People Operations staff can also be consulted on advice regarding conflict resolution with Board members.

## **E. CONFLICT RESOLUTION ADVOCATE**

If the prior avenues have not been fruitful then you should consider involving the People Operations staff. The People Operations person will initially inquire whether you have exhausted your options available in this Protocol. If so, the People Operations staff may become involved by bringing the necessary individuals together to find a resolution. Please also note that matters of critical importance may not be kept confidential and may be required to be communicated with the LLC Board (see section V. below).

## **V. CONFIDENTIALITY**

If you approach a third-party such as the People Operations staff about an issue, and you would like the issue to remain confidential or not to be acted upon, then you should clearly communicate this. Please note, however, that everyone has a duty to report issues of grave importance such as those involving sexual harassment, physical injury, legal issues, or the survival of the Project to the LLC Board and possibly law enforcement liaisons or agencies immediately. Additionally, the People Operations staff are responsible for reporting the general nature of all conflict resolution activities in a monthly report to the LLC Board.



# SOCIAL MEDIA GUIDELINES FOR BURNING MAN STAFF

Burning Man Project recognizes that many of our staff members and close volunteers participate in social media services for their own personal use -- and often, to talk about Black Rock City and their experiences within Burning Man culture. We feel this contributes to a richer voice about our culture, sharing an important story that we very much want to see accessible in the world.

And so to help you, our culture's leaders, to engage in with social networks and online communication without inadvertently causing any undue harm to the Burning Man Project or your fellow Burners, we've crafted a set of basic guidelines for for social media, including:

## SCOPE OF SOCIAL MEDIA

Social media includes websites and services that facilitate interaction and conversation between people online. This includes social networking sites (Twitter, Facebook, Instagram, LinkedIn, Reddit, etc.), content on media sharing sites (YouTube, SoundCloud, etc.), blogs, comment sections, forums, wikis, and social areas of a website.

## PERSONAL VS. PROFESSIONAL

You're generally encouraged to be mindful of and responsible for how what you say will reflect not only on you as an individual, but Burning Man Project as an organization and a culture. Because of the hazy line between the professional and the personal when it comes to being a part of this organization, even "unofficial representatives" online can reflect on us all and hamper our ability to fulfill our mission.

If you use a pseudonym, you should assume that some people know who you really are. Be transparent about your connection to the organization where appropriate.

## WHO ARE YOU SPEAKING FOR?

If you're saying something from your own perspective or stating your personal opinion rather than speaking officially for Burning Man Project, it's never a bad idea to specifically state that. Typically, you should not consider yourself a "spokesperson" for Burning Man or Burning Man Project, and sometimes -- such as moments of crisis -- you should definitely leave it to the Communications team.

## WHO ARE YOU SPEAKING TO?

It's best to assume Burning Man Project's worst critics, biggest fans, your supervisor, your coworkers, and your mother all likely have the ability to access what you write online, even if you're not directly "connected." Never underestimate the velocity with which information jumps across networks.

## BASIC PERSONAL CONDUCT

Your actions online should reflect Burning Man Project's values as presented in the 10 Principles, our Mission Statement, and all written policies for email list and alias usage. Walk the talk with how you behave, as well as what you say.

# SOCIAL MEDIA GUIDELINES FOR BURNING MAN STAFF

## WHAT TO SAY? WHAT NOT TO SAY?

We trust you to exercise common sense and good judgment in your communications. If ever you're not sure about something, check with your manager or Communications. Here are some thoughts:

## DON'T KNOW? DON'T ANSWER!

If somebody's asking a question, and you're not sure of the answer, there's nothing wrong with saying, "I don't know" — but there's a lot wrong with perpetuating speculation or rumor-mongering. Refer questions to somebody who knows the answer if you don't.

## CONFIDENTIAL INFORMATION

Never disseminate proprietary or confidential Burning Man information (things like unannounced policy changes, legal issues, and ongoing litigation). If you're not sure it's confidential, err on the side of caution, and check with your manager or Communications.

## KNOW YOUR FACTS

While you might \*think\* you know something, there could be something in play you're not aware of, or a recent internal change. Ask around if you're not absolutely sure.

## TELL THE STORY

Feel free to provide unique, individual perspectives on non-confidential activities or anything that's publicly observable or not proprietary to your role. Telling stories is how Burning Man's values are shared in the world.

## PERSONAL PRIVACY

It's common courtesy, before mentioning co-workers or other individuals involved with the Project, to check in with them to assure they're okay with being mentioned by name in association with Burning Man.

## DON'T FEED THE TROLLS

Avoid engaging trolls (people who bait you with inflammatory statements to get a reaction), or participating in a flame war. Even if you "win" you lose. Burning Man is a widely misunderstood discussion topic, and negative PR and misstatements abound, but sometimes the best response is just to let them die out on their own.

## DON'T BE FUCKING OFFENSIVE

If you use offensive or inflammatory language, you'll be perceived as offensive or inflammatory, and the rest of Burning Man will be too.

Once posted, social web content can stay in play and affect perceptions for a very long time. Think before you hit "Send". Any questions, concerns or ideas can be addressed to Burning Man's Communications Team.

# DPW DOGS



SANTIAGO CERVANTES, MAN BASE SHOP DOG, 2019

## **BLACK ROCK CITY DPW STAFF DOG POLICY** - Version 07.22

DPW is a work site. Dogs, generally speaking, are awesome. That said, for as much as we like dogs, they have traditionally been an issue at DPW, and at the Burning Man event.

Officially, dogs are not allowed at Burning Man. The DPW Council has, over the years, maintained a policy that may allow DPW staff in good standing the privilege of bringing their dog with them for the work season.

The DPW Staff Dog Permit is considered an earned privilege. Its criteria and rules were specifically crafted to consider the appropriateness of dogs presence at certain Burning Man work site locations, the well being of the crew, and of the well being of the dog itself.

# THE DPW DOG POLICY

## **CRITERIA TO APPLY FOR DPW STAFF DOG PERMIT:**

1. You and your dog must be sponsored by your Direct Manager AND your affiliated Council Member or Senior Management for a Staff Dog Permit and acceptance into your department's Staff Dog Program. Your direct Manager will be charged with enforcing expectations upon you and your dog and negotiating any disputes that may arise. For egregious or recurring infractions, issues may be escalated to your Council Member and Dog Program Manager for final resolution. Please see the Reporting Structure if you have questions around what your position is responsible for.
2. Your dog's vaccinations must be up to date and submitted along with your application. We currently require: Rabies + Distemper/Parvo/ICH (DA2PPV / FVRCP) + Bordetella. We highly recommend: Canine Influenza (CIV) + Leptospirosis + Microchip
3. You should be a returning DPW Staff Member. First-year volunteers are not eligible to apply for a Staff Dog Permit.
4. A cat may be a special consideration for an exception within the Dog Program and will need very strict and specific standards to qualify to apply.
5. You must be a Staff Member in good standing; you are not on probation and have no verbal or written warnings on file.
6. Your dog is in good standing; no previous problems on playa, during work weekends, or at any other Burning Man locations and events.
7. You must have a minimum of 2 referrals to confirm your dog's behavioral standing.
8. You are on site (relocated to Gerlach, Nevada and/or the Black Rock City event site) for a minimum duration of one month's time.
9. Appropriate contained housing with air conditioning exists for the dog.
10. Final approval is subject to the discretion of the DPW Council and/or Senior Management of your department.
11. Service Animal accommodation requests that go beyond the permissions in this policy will be handled on a case-by-case basis by the People Operations team.

# DPW DOGS

## **DPW DOG PROTOCOLS**

- Any and all incidents involving the dog will be recorded for immediate consideration and will be delivered to the Dog Owner, Manager, Staff Dog Program Manager and appropriate Council Member/Senior Manager.
- If your dog is aggressive (fighting, biting, growling, etc.) towards other animals or humans and generates a complaint in any way, the Dog Permit may be revoked and you and/or the dog may be asked to leave your position, the event, and/or any Burning Man Properties.
- If your dog is not being cared for properly, the Dog Permit may be revoked and your dog will need to be removed from the site to be re-established safely elsewhere.
- If an animal is found to be here in secret or kept hidden on site, the owner will be removed from their role until the animal has been safely re-established off Burning Man Property. the dog may be asked to be removed from site.
- Dog owners may be asked to confine their dog to their living space. If living space is not properly air-conditioned, the Dog Permit may be revoked and your dog will need to be removed from the site to be re-established safely elsewhere.
- If infraction is flagrant or egregious; the Dog Permit may be revoked and the Dog Owner may be asked to leave for the season.
- A full list of all Department Staff Dogs will be kept by the DPW Dog Program Manager, be updated by each SDGP Manager for their department and made available to the DPW Dispatch, Gate Actual & Point 1, Ranger HQ, and all relevant Staff Camp Mayors.

## **EXPECTATIONS OF THE DOG OWNER:**

- On Event Site: Dogs are to be collared at all times, and are to be under voice control or on leash at all times. Voice control means that the dog responds to and obeys voice command. If animals do not respond to their owner's summons or have a habit of ignoring them, they must remain on-leash. On leash does not mean running around freely, dragging an attached leash.
- You agree to provide water and shade for your animal at all times. You will not leave your animal unattended in a non-ventilated, or non-air-conditioned location or tent; especially during the daylight hours of 9 am and 5 pm.

# DPW DOGS

## **DOG ID**

You and your dog will be given a copy of your Dog Permit ID. Your dog must have this Dog Permit ID on its collar at all times. Your Dog Permit ID will feature:

- Your dog's name and photo
- Your name and photo
- The name of the Department you work for first within the year.

## **MORE EXPECTATIONS OF THE DOG OWNER:**

- You, the Dog Owner are legally and financially liable for your dog and any incidences that may occur involving your dog.
- No Dogs are allowed at the Gate under any circumstances.
- No Dogs in or around Commissary with the one exception being in a supervised, contained, shaded, ventilated vehicle in the parking lot for not more than 10 minutes to pick up your to-go meal. They must not be left alone in this situation under any circumstances.
- No Dogs in the your work site area, unless explicitly stated by your Manager.

## **EVERY DOG OWNER IS A DOG SHIT RANGER**

You, the Dog Owner, and all of the other Dog Owners, are henceforth and forever more authorized as a responsible and proud Dog Shit Ranger. Every time you see Dog Shit, or someone calls your attention to some Dog Shit, YOU are expected to pick up that Dog Shit and dispose of it properly, even if it wasn't your Dog's Shit. Also, your dog should never be running around without you, which means you will always know when it shits, and you will pick it up immediately. No exceptions. Pick up that Dog Shit!

## **ADDITIONAL EVENT-SPECIFIC EXPECTATIONS:**

- During the Burning Man Event, dogs are to be on leash at all times, unless in an enclosed, fenced home-pod dog run with 24/7 supervision. No exceptions.
- The visibility of the dog needs to be minimized to participants at all times – specifically during the Burning Man event. Dogs must be kept low profile and without incident.

We understand that dogs are also loved ones and very special to many of our DPW Staff. It must be understood that there are consequences for not adhering to the rules and expectations associated with the approval of the DPW Staff Dog Permit up to and potentially including removal of the dog and dog owner from the crew and the work site.

The success or failure of the DPW Staff Dog Permit and its future at Burning Man depends on you, the collective DPW Dog Owners.



# THE DPW MAILING LISTS

When you first sign up with DPW, we add you to at least two mailing lists.

**DPW-ANNOUNCE@BURNINGMAN.ORG** - Our announcements-only mailing list. Low traffic. Official announcements only.

**DPW-WORK-LIST@BURNINGMAN.ORG** - Our list for this year's DPW crew. We keep the posts largely on topic about work. This list will be regularly pruned to keep membership current.

For the love of all that is good on this Earth, please think twice before using "reply-all". Also, here's our Mailing List Rules and Etiquette doc, in case you haven't seen that in a while:

## ACCEPTABLE USE OF BURNING MAN EMAIL LISTS

The purpose of this policy is to provide guidelines about acceptable use of Burningman.org email distribution lists for sending and receiving email messages and attachments, or any Technology Department resources thereof. The policy describes the standards that users are expected to observe when using these resources for email, and ensures that users are aware of the consequences attached to inappropriate use of these resources.

Further, this policy serves to advise the users of those guidelines to provide a framework wherein users of these lists can apply self-regulation to their use of these resources.

Email groups are established for Burning Man committees, departments, and special projects. Email to a group should be consistent with the purpose of the group, and used to accomplish tasks related to and consistent with the Burning Man mission. Burning Man's Technology Department may restrict or suspend access to these lists where there is reason to believe that laws or Burning Man policies have been violated. Unacceptable use of email lists includes:

Use of email to support any commercial advertising or for-profit activity.

Use of email to initiate or forward chain letters. (NOTE: Most chain emails referring to viruses are hoaxes, and should be forwarded to [list-request@burningman.org](mailto:list-request@burningman.org) for review. If the content of the email is determined to be real and should be distributed to the Burning Man community, the Technology Department will take appropriate action.)

Failure to use "OT" to designate off-topic posts, or abusing the option of occasional "OT" posts after being given feedback by list Manager.

Violations of copyright laws (unlawful distribution of copyrighted printed material, audio recordings, video recordings, or computer software.)

Sending messages to an individual or group that are unwelcome. This includes continuing to send such messages after being asked by the individual or group member to cease doing so, even though the material itself may not be considered offensive.

# THE DPW MAILING LISTS

Use of email to lodge grievances that should be handled through existing Burning Man policies and procedures, such as the Conflict Resolution protocols.

Use of a false email address or “spoofing”.

Use of email to threaten or harass others, to cause annoyance, disruption, or needless anxiety.

Spamming – sending unsolicited material and/or material not related to Burning Man’s mission to the lists, or using the list to cull for addresses with which to do so.

Use of email to promote political or religious causes or events.

(Note: Given Burning Man’s commitment to public service, the use of email lists to send information about governmental, civic, or charitable organizations or community-wide events such as memorial services may be an approved use.)

Use of mass email to publicly castigate, chastise, defame, or ridicule any person, particularly any member of the Burning Man community.

The willful introduction of computer viruses or other disruptive/destructive programs into the Burning Man network or other networks.

Disruption of activity related to the Burning Man mission or the mission of the user’s specific team.

Disclosure of personal information or violating the privacy of other users. This includes publishing to others the text of a message written on a one-to-one basis, without the prior express consent of the author.

Use of email lists to obtain individual email addresses with which to execute any of the above-outlined violations in an “off-list” manner.

- List moderators and owners will monitor the use of these lists to ensure that the above-listed guidelines are met. They will also serve to re-examine list membership each year. Membership to each list is restricted to active members of that team, except as membership may be defined by an emeritus or consultant status; therefore, lists will be culled each year to ensure that membership is limited to those who have an active role in the missions of the team or of Burning Man.
- Moderators will also act to restate the purpose and mission of each list on a regular basis to ensure that all members maintain an understanding of said purposes. Moderators will be responsible for assuring that new members are advised of those missions and of these stated policies, and monitoring the list for adherence to the above-outlined regulations and policies.



**DPW  
TOOLS AND  
RESOURCES**

# DPW RANGERS



**CROW**  
**DPW RANGERS**  
**MANAGER**

The Black Rock Rangers are a public safety organization and a department of The Burning Man Project. Rangers ride the edge of chaos while serving as mediators and desert guardians of our community's shared values. The DPW Rangers are a unique team (a specialized subset of the Black Rock Rangers) deployed during the pre & post event season specifically to serve the DPW. They are members of the DPW crew who are empowered to address safety concerns, mediate disputes, and resolve conflicts. The DPW Rangers are here for you and are dedicated to the success of the DPW mission and the DPW crew.

## WHEN TO CALL FOR RANGERS?

- Any issue involving health or public safety in Gerlach and/or surrounding areas. (This includes issues related to staff, other locals, or visitors to the area.)
- Any issue related to mental health or psychological distress, especially if it involves any form of violence.
- Any issue related to Burning Man properties such as trespassing, loitering, unauthorized camping, theft, vandalism, etc.
- Any issue related to traffic (like road closures), communications (like radio system failure), or anything else that may impede the access or response of emergency vehicles or resources.
- Anyone who needs help. (Depending upon the type of issue, we may not always be willing or able to help, but you will never know unless you tell us about it.)

This is a meta point, please don't try to guess what is appropriate to call us about... if you have to guess, then call. All of this stuff is useful intel, and we want to know about everything we can, in order to be prepared to take the proper action(s), even if that is to "do nothing."

## CALL ABOUT ANYTHING ELSE THAT YOU BELIEVE MAY MERIT ATTENTION FROM A RANGER.

Rangers are on call 24/7, we generally even try to have at least one Ranger stay on comm here whenever we have to leave town, and we typically carry a radio with us wherever we go.

All of us (staff and/or locals) are eyes and ears for the community.

Rangers do not gain situational awareness by patrolling constantly and staying up all night. We do some of that if needed, but we mostly rely on reports from our fellow staff, and most of these come in via radio.

If the Ranger does not answer, call out for the MOD (Manager on Duty).

# CALL THE RANGERS

## HOW TO CALL FOR A RANGER

Please use the radio to notify Rangers of any situation described above.

Do not “self-dispatch” or go to a scene without instructions from the Rangers or MOD.

In order to avoid panic, and rumors, and to protect sensitive private information, informing the Rangers and MOD in a more discrete manner can be important.

- To notify a ranger in an immediate emergency, call on the primary radio channel by saying “Ranger, Ranger” then say your callsign.
- To notify a Ranger in a more discrete manner, 1) Call Crow on the radio and ask for a face-to-face, or give instructions to check text, or 2) Call or text Crow at (775) 690-3894.
- Rangers will notify the MOD.

The MOD can be contacted at all times via radio on the main channel.

Compose your thoughts, take a deep breath, and listen for traffic on the channel.

Then press the transmit button and say “MOD, MOD; this is (your name), do you copy?”

The MOD will answer you.

“(your name) go”

If there is any need for discretion or confidentiality please ask the MOD to call you on the phone, or to meet somewhere in person to discuss the details of the situation.

## YOU WOULD CALL A MOD AND NOT A RANGER IF YOU ARE LOOKING FOR...

- Managerial support in the absence of a direct manager
- Reporting injuries in non-BRC times when ESD is off-site
- Conflict resolution if rangers are not available



# ESD MEDICAL

Black Rock City's Emergency Services Department (ESD) is the medical evaluation and treatment, fire, mental health services, Emergency 911 Dispatch facility, and communications infrastructure for Black Rock City.

Our ESD Medical Pre/Post Registered Nurses and medical responders are dedicated burners who work at all hours to undo - and hopefully prevent - the bad decision making, illness, and accidents that can sometimes occur out here. Prevention is their top priority and you can help them with that! Remember to stay hydrated, pace yourself, use that personal first aid kit, and speak up when something is getting done a little too crazy. Keeping this team as bored and as unoccupied as possible is your first and most important duty here at DPW.

During the event, you can find ESD stations on 3:00, 9:00, 4:30, and 7:30 at the intersection just beyond the plazas, at 5:15 and Esplanade and at 12:00 between the man and the temple. Pre/Post, you can find ESD at Station 6 located at 5:15 and Esplanade during day time hours and available on call at all hours once we are on playa.

**CALL "MEDIC MEDIC MEDIC"  
OR  
"NON-EMERGENCY MEDIC"  
TO CONTACT ESD**

**CALLS AFTER HOURS (BETWEEN 8PM-7AM)  
SHOULD BE FOR EMERGENCIES ONLY.**

# OCC MED



**SAM X**  
**OCC MED**  
**MANAGER**

The Occupational Medicine (Occ Med) department provides therapeutic services for work related injuries and pre-existing injuries that impact the productivity of you and your crew, as well as "work smart not hard" ergonomic job site training available upon request.

The Occ Med team is made up of manual therapists, chiropractors, and acupuncturists, with specialized education in construction site related injuries.

Services are available to all pre and post event volunteers and paid staff working with the Burning Man Organization, for acute, chronic, repetitive, or pre-existing conditions. Alert your manager if you need Occ Med services.

How do you know if it's time for an Occ Med appointment? If you have pain, stiffness, numbness, limited range of motion, muscle weakness, spasms, strains, tingling, nearing a meltdown, or you just feel you need some therapeutic treatment to prevent injury. If you don't feel comfortable asking your manager for an appointment, or if you are having trouble booking an appointment, contact Duchess for assistance.

Occupational Medicine is in ESD Station 6 located at 5:15 and Esplanade, next to HEAT, and is open from 8:30am to 6pm.

# OCC MED SAYS: WORK SMART, NOT HARD!

## RISK FACTORS FOR INJURY:

- Awkward positions reaching behind while twisting, overhead work, poor lifting technique, constricted work space, radios (radio neck), postures held for long periods, pressure points (tool bags, radios), static postures, maintaining fixed positions
- Repetitive motions: lifting, climbing, painting, typing, tool operation, opening ice bags
- Excessive force: Lifting, pushing, pulling, moving heavy objects
- Vibration : power tools operating heavy equipment
- Stress (causes muscular tension, tight muscles = injury) physical or emotional, general unhealthy lifestyle habits, poor nutrition, poor sleep, general fatigue, rushing / shortcuts

## ADVICE FOR SMART WORKING:

- Know what you are lifting, how you will lift it and the weight of the object.
- Make sure your pathway is clear and tripping hazards and debris have been removed.
- Don't take shortcuts. Clear work space to improve access to tools and materials being handled.
- Know when you need help and ask for it!
- Don't obstruct your vision when carrying.
- Don't use a partial grip (1 to 2 fingers.)
- Don't bend or twist at waist when lifting.
- When possible alternate tasks, to reduce repetitive injury.
- Alternate heavy lifting with light tasks.
- Adjust your workspace to fit your personal needs.
- Don't pinch your toes when lifting,
- Plan workflow to optimize safety and production.
- Minimize distance that loads are lifted, lowered and transported, for example; have your lumber dropped off near work site to minimize carrying by hand.
- Position loads to be able to lift in the power zone (above the knees, below the shoulder and at the midline)
- Wear work gloves that fit.
- Choose tools that have padded grips and handles that extend across the whole pad of your hand and tools that promote neutral posture of your wrist.
- Use knee pads, when work requires long amount of time on your knees.
- Load tool belts evenly, use padded tool belts with suspenders, and use mobile tool bucket when possible.
- Pack containers so contents will not shift and the weight is balanced.
- When an object is too heavy for one person use a two person lift. When lifting with others it is optimal to pair people that are of similar heights, keep load level and lift at the same time.
- Recovery time. Take short breaks.
- Coyote says "Don't try to be a hero"
- The action you walk past is the action you condone. Speak up when you see unsafe activity. Coyote says "speak up, people won't be offended they always thank you"
- Coyote says "don't mistake idiocy for badassery"
- Always use your PPE, Hard hats, eye protection, gloves, ear plugs, boots.
- Keep your tools sharp and lubricated, Make-Out Queen says, "This is very important, because if my knife hadn't been sharpened the night before my wound would have been much worse!"

# WORK SMART, NOT HARD!

## PROPER LIFTING TECHNIQUES

Basic tips for lifting

- Squat to lift and lower
- Do not bend at the waist and twist the torso
- Keep your back straight while lowering
- Keep weight as close to you as possible
- When turning with an object, turn feet first and follow with torso
- Keep core engaged when lifting and putting down weight
- When possible keep feet apart and staggered.

## INSTRUCTIONS FOR DIAGONAL LIFTING

Use this basic lifting technique for small objects when you can straddle the load and use a wide stance (this technique is considered the safest)

- Get as close to the object as possible
- Use a wide stance with one foot forward and to the side of the object for good balance
- Keep your back straight and use your legs and hips to lower yourself down to the object
- Slide the object to you.
- Put the hand (same side as the forward foot) on the side of the object furthest from you.
- Tighten your core muscles in order to keep a straight and strong back, look forward and upward, lift slowly and follow your head and shoulders, hold the load close to your body, lift by extending your legs with your back straight, and breathe out as you lift.

## RECOGNIZE WARNING SIGNS THAT YOUR CO WORKERS / VOLUNTEERS / EMPLOYEES / EMPLOYERS ARE AT RISK FOR INJURY. WATCH OUT FOR EACH OTHER!

- Worker fatigue
- Irritability
- Unusual complaining about pain or work conditions etc.
- Exhibit pain behaviors. (not moving body parts, self restricting movements, massaging body parts, excessive stretching, modifying tools, careless work habits)
- Modifying tools
- Rushing

## WATCH OUT FOR YOURSELF, ONLY YOU CAN FEEL WHAT IS HAPPENING IN YOUR BODY

- Know your own warning signs and ask for help, breaks, or a different task.
- Signs of injury: Pain, Stiffness, Numbness, Tingling, Limited range of motion, Muscle weakness, spasms, and strains, Atrophy at the base of thumb, Changes in skin color, such as blanching of fingers (fingertips turning white), Nearing a meltdown

## WHEN MANAGING A TEAM AND DELEGATING TASKS

- Ensure that the individual is up to the task, physically, technically, and emotionally. Coyote says “Are they the right person for the job?”
- Check in on crew morale, Coyote says” is everyone getting along, having fun, not getting bitchy.”
- When necessary reassign workers to a crew that fits them better.
- Ask your team for feedback on assigned tasks, physical ability, and work site efficiency.

# THE DPW SAFETY COMMITMENT

The DPW has established a work reputation for building Black Rock City/Burning Man under challenging and evolving desert conditions. The well being of the Crew is of the utmost importance and we ask for your help in looking after each other by preventing accidents and maintaining a safe work environment.

Do not hesitate to report hazardous working conditions or make suggestions for improving safety on our job sites to your Foreman, Superintendent, or the General Manager. Your suggestions for improving the safety of our job sites will be noted.

First Aid kits are maintained on all job sites. We have designated a clinic nearby for medical treatment if your injury requires treatment beyond First Aid.

If a medic is needed call on the radio, “Medic Medic Medic” when needed. Report all injuries to your foreman.

We request your full cooperation with any accident investigations so that we can prevent similar accidents in the future.

You are expected to report to work wearing appropriate work clothes. Appropriate clothing includes sturdy shoes with leather uppers and non-slip sole and long pants.

Wear appropriate personal protection equipment to protect you from injury or illness. Personal protective equipment such as safety glasses, personal fall protection devices, and dust masks will be furnished where appropriate or required.

Keep hazardous materials properly labeled. If you transfer a chemical from the manufacturer’s container into another, you must label the secondary container.

We will not tolerate the possession or use of drugs or alcohol on the job site.

A construction site is no place for you if you are under the influence of drugs or alcohol. Tell your foreman if you are taking a prescription or over-the-counter drug that may impair your reaction, perception or balance.

If you are not completely sober, you are a safety risk to yourself and your co-workers.

Safety is as important to us as productivity and quality.

Unsafe working habits or failure to follow safety rules are grounds for disciplinary action, up to and including removal from the project.

If you are not sure of a procedure or how to operate a piece of equipment ask your foreman.

**IF YOU CAN'T WORK SAFELY, YOU CAN'T WORK HERE**

# THE DPW SAFETY COMMITMENT

**ALL MEMBERS OF THE DPW WILL FOLLOW THESE SAFE PRACTICE RULES. ASSIST YOUR SUPERVISOR IN MAINTAINING A SAFE OPERATION AND REPORT ALL UNSAFE CONDITIONS AND PRACTICES.**

1. Anyone known to be under the influence of alcohol or drugs will not be allowed on the job site.
2. No one will knowingly be permitted or required to work when their ability or alertness is so impaired by fatigue, illness, or another cause that their condition is likely to expose the participant or others to injury.
3. Crew members should ensure that all guards and other protective devices are in place and correctly adjusted before operating equipment.
4. Crew members will not operate or attempt to adjust or repair defective equipment. Report defective equipment to your Manager, Supervisor, or Safety Coordinator.
5. When handling heavy loads, ask for help or use material handling devices to prevent injuries.
6. Crew members will not handle or tamper with any electrical equipment, machinery, or air/water lines in a manner not within the scope of their duties, unless trained and authorized.
7. Do not throw or drop materials, tools, or other devices from buildings or structures until you take adequate precautions to prevent injuries caused by falling objects.
8. Only certified staff are authorized to operate a forklift, Bobcat, or other machinery.
9. All crew members will conduct a safety inspection of scaffolding, ladders, scissor lifts, and booms before using them. Hazards will be reported to the Manager and corrected prior to using this equipment.
10. Good housekeeping will be practiced at all times.
11. All crew members will participate in tailgate safety meetings when a Manager elects to conduct one.
12. Crew members will report all injuries and near misses immediately to your Manager.
13. Foremen and Superintendents will insist that crew members obey all rules and regulations necessary for the safe conduct of work and will take action to ensure compliance.
14. Horseplay is prohibited. Keep things safe, folks.



# THE DPW SAFETY COMMITMENT

## **"SAFETY THIRD" IS A COMMON JOKE YOU'LL HEAR OUT HERE.**

The reality is that we all take our work, and the circumstances we're working in, pretty seriously. Accidents are extremely prevalent in this line of work and the chances increase just that much more given the harsh working conditions. A small distraction or the coming on of heat exhaustion can disrupt your focus. All it takes is a millisecond for everything to change. People do get hurt out here. Watch yourselves! Don't get hurt out here!

## **PLAYA SAFETY TIPS**

- Stay sharp. A situation that does not necessarily seem dangerous can turn dangerous pretty quickly.
- Be aware of your surroundings.
- Look up and stay focused. Keep your eye on the ball.
- Be in touch with your body. Are you fatigued? Angry? Do you need a break?
- Know your limits. Don't push yourself to the point of endangering yourself or others.
- Don't Work Alone! You should always have someone working with you in the event of an emergency.

## **SAFETY USING POWER TOOLS**

- Know your tool. If you are using a certain tool for the first time, tell your manager. We'll have someone train you on it.
- Inspect the tool. Where is the guard? Safety? How does the cord look? Blades? What is the overall condition of the tool?
- If anything seems unsafe or is broken, immediately return the tool to the Shop Steward and report the problem.
- Always, always wear protective glasses and clothing while using power tools.
- You must be certified to operate heavy equipment. No exceptions. (Ex. Hyster, Bobcat, Cherry Picker, Skytrak, Crane, etc.)
- Certified operators and drivers must drive in a safe and responsible manner.
- Pedestrians DO NOT have the right of way out here. Don't assume the operator can hear you or see you.
- Stay alert around vehicles and heavy equipment, and keep out of harm's way.

# WORKERS COMPENSATION

**WHILE YOU ARE WORKING FOR DPW, YOU ARE COVERED  
BY OUR WORKER'S COMPENSATION POLICY.**

What that means is, if you get hurt while you are working, we will help you get the treatment you need, and help you file a claim to get your injuries covered by our insurance.

Where it gets tricky, however, is with injuries that occur outside the normal line of work, which can come up a lot in a live/work situation like ours.

So it's clear, and explicitly stated, here are some guidelines:

**ANY INJURY YOU INCUR WHILE WORKING  
ON A JOB ASSIGNED TO YOU, WILL BE SUBMITTED  
AS AN INSURANCE CLAIM.**

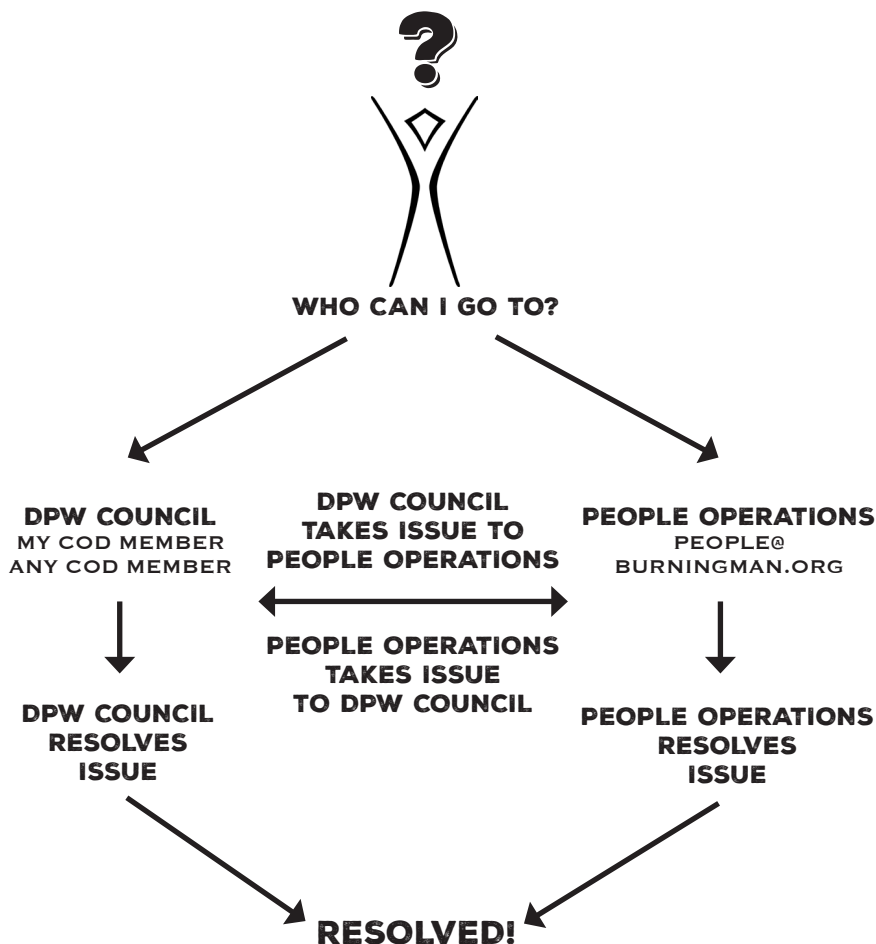
Ultimately coverage is determined by our insurance carrier, but if you get hurt while working, we will support you every step of the way.

- Getting injured during after work activities is not covered, even if you are on a job site.
- Getting injured while fighting in the Thunderdome is not covered.
- Getting injured at Burning Man, while "Going to Burning Man" is not covered.
- Getting injured while at Frog Pond, Trego or Squaw, or while exploring the surrounding areas, is not covered.
- Getting injured during Kickball, or Dodgeball, or whatever other ill-considered, injury prone activity that some folks have cooked up after hours is not covered.
- Getting injured while off work at the Black Rock Saloon, or any other Gerlach property is not necessarily covered, and will be examined on a case-by-case basis.

**IN SHORT, IF YOU GET HURT WHILE WORKING,  
YOU SHOULD BE COVERED.**

If you get hurt while you aren't working, it's most likely on you. It sucks, and you can bet we are sorry, but if you step into the situation, you need to be aware of the circumstances, and of the potential consequences. Please keep these things in mind, and be careful out there.

# ESCALATING ISSUES TO THE DPW COUNCIL, OR TO PEOPLE OPERATIONS



# PEOPLE OPERATIONS (AKA BURNING MAN'S HR DEPARTMENT)

Burning Man's People Operations team is available to you year-round to assist you with your work here in Black Rock City. The team's responsibilities include: Payroll administration, hiring, conflict resolution, and workers comp issues, as well as any issues that pertain to safety or harassment.



**MARIE**  
PEOPLE  
OPERATIONS  
MANAGER



**BANDIT**  
PEOPLE PARTNER



**GABBIE**  
ADMINISTRATIVE  
COORDINATOR

Feel free to reach out to them about any of the things listed above, or about any issue you feel needs addressing here on the job. Depending on the issue, People Operations could:

- Listen and/or provide encouragement
- Advise you on what action to take
- Send you to your Manager or another appropriate party to help resolve your issue
- Escalate the issue to the Event Operations Director
- Refer you to the Conflict Resolution Protocol
- Refer you to the Harassment and Discrimination policy
- Advise medical treatment and/or Workers Compensation Paperwork
- Begin an internal investigation

or, as a last resort:

- Notify BRC Management, BRC Rangers or the appropriate legal authorities.

**PEOPLE@BURNINGMAN.ORG**

**415.865.3800**

# YOUR MENTAL HEALTH

## MENTAL HEALTH PREPAREDNESS AT BURNING MAN

- 1. KNOW YOUR CONDITION**
- 2. TAKE CARE OF YOUR BODY**
- 3. TAKE YOUR MEDICATIONS**
- 4. PICK YOUR FRIENDS AND ENVIRONMENTS WISELY**
- 5. NEVER BE AFRAID TO SEEK ASSISTANCE**

Burning Man attracts lots of people, in all different stages of their lives, with all kinds of different lifestyles and personalities. It can be overwhelming. It can be awesome. It can be easy to fall into mental and emotional problems. Especially those of us who suffer from things like depression, anxiety, panic disorders or simply get a little shy from time to time. This is a small burner community education guide to help us be just a little bit more prepared.

Many people feel a sense of urgency to try to cover the whole event, to do everything possible and “Go wild!” Radical does not have to mean self destructive, obsessive risk taking or pushing your limits. Radical simply means uncommon. The stress to “burn out of control” is stress enough to lead a person to a horrible time and in extreme cases, harm to self or others. You can help yourself avoid these mistakes by making a mental health plan, and sticking to it. Radical Self-Abuse is NOT one of the Ten Principles.

### **1. KNOW YOUR CONDITION**

Burning Man is trusting you to know how to care for yourself. It is part of being as prepared as you can be. If you get into a bad space, there is help for you, you just have to find a Ranger.

### **2. TAKE CARE OF YOUR BODY**

What happens to you physically affects you mentally. Respect your body. Drink excessive amounts of water, wear plenty of sunscreen and eat correctly. Your physical health will help you maintain a level of control over your mental state. Build yourself a comfort space with enough time to rest, relax and regenerate yourself. Not only does it keep your head on strait, it is another way to enjoy yourself.

### **3. TAKE YOUR MEDICATIONS**

Your brain chemistry needs your help by staying on your prescription medications to deal with the added stresses, even when the temptation to take a risk, break all habits, skip one dose or go completely “natural” arises. Most people will advise completely against mixing any drugs while on the Playa.

### **4. PICK YOUR FRIENDS AND ENVIRONMENTS WISELY**

Burning Man can be overwhelming place and distract people from their normal caring selves. Not everyone is in a frame of mind to be healthy and capable of befriending you the way you need. If you feel left out, abandoned, ignored, unwelcome and shunned on the Playa, try to do two things:

- A.** Stay calm. Remember that just because people are enjoying themselves does not mean they do not care about you, they are just occupied with their own attention at the moment.

# YOUR MENTAL HEALTH

**B.** Reach out for company, until you get it. Don't give up. It takes time for people to realize you need company and support, and you will get it if you can remain patient until they are ready to change their focus to you.

## 5. NEVER BE AFRAID TO SEEK ASSISTANCE

You can always find a Ranger at one of the Ranger HQ, (located at 6 & Esplanade near Center Camp), or at one of the Ranger Outposts: located at 3 & C (behind the 3 o' clock plaza), or at 9 & C (behind the 9 o' clock plaza).

Near Center Camp is a help center called Sanctuary designed to help people who need some mental help. If you even suspect that you need a shoulder to lean on, having difficulty staying calm, clear headed or any tinge of dark or destructive thinking, find the nearest person to take you to a Ranger, or find some other means to seek out help without delay. There are people who care about your health and happiness, you just need to reach out far enough to meet them.

All of us can help each other just by showing we care. Ours is an extreme community that attracts extreme experiences. Part of this, is the extremes we go to care about each other. Reach out.

## MELTDOWNS

Meltdowns happen. We are working in stressful conditions, on tight deadlines, and in harsh environmental conditions. Circumstances and events can and will push our limits. It's enough to break your spirit, sometimes. Moreover, it can lead you to a place of bad decision-making. Fast. Just about all of us have lost it out here at one time or another. If you feel yourself starting to lose it, try to remember that this feeling will pass.

Remember that this is just an overgrown beach party; that someday you will be back where there are things like hot tubs and restaurants and movie theaters and sushi; that you won't always be in crazy hot conditions trying to get over your stress while a sandstorm is blowing in your face; that shit will be chill again someday, and when it is you'll be glad you didn't burn any bridges, or destroy any things.

## TAKE CARE OF YOUR MELTDOWN

The acronym H.A.L.T. stands for Hungry, Angry, Lonely, and Tired. The point is that we have to take care of our basic needs, first, before we can embark on any kind of deep inquiry into why we're feeling or reacting or behaving a certain way. If you're feeling one of those things, check in with yourself and ask what you need.

Take ten. Drink some water. Sit in the shade. Collect yourself. If you figure out what you need, talk to your Manager about getting it. Maybe it's an hour in your bunk. Maybe it's just to take the rest of the day off. Maybe you need to go back to town and sit in front of a TV for a bit. Maybe you need a day in Reno, to remember that Reno, and, by extension, the rest of the world, is real. Knowing what it takes to get back in the game is part of taking care of yourself out here. Ask for what you need, take the time to get what you need, and get back in the game when you can.

# MELTDOWNS

## GETTING WHAT YOU NEED

Your Manager will listen to you and support you in getting these (seemingly) little things that can make all the difference. Sometimes those little breathers are all you need to get back in the game. Phew! Great!

But sometimes we don't know what we need. We feel crappy and we can't figure it out and it seems like nothing will help. So, instead, we just keep going.

Here's the thing: checking in with yourself is a learned skill; a skill you'll probably going to get really good at if you work long enough for DPW. Any feeling that is out of the ordinary for you (anger, wanting to isolate, feeling shut down, feeling especially hurt or offended) is a red flag to you that something in you needs care. Those feelings aren't you! They are here to alert you to something that needs attention.

This is why it's so important to talk to others. Tell someone you trust what's up for you even if you think it's no big deal, or that you "should" be able to handle it yourself, or you don't see how anything could possibly change or be different.

Talk to someone, and tell them what you're looking for in the conversation. Say, "I just need to tell someone this," or "I just need to vent," or "I'm wondering if this has happened for you, too," or "I could really use some advice" or "I really need help with something." Set the conversation up to get what you need.

You'll probably agree that being part of this crew is the best part of this experience. We are each others most valuable resource. It's OK to lean on this resource.

## SHOW UP FOR EACH OTHER

On that note, we have to learn how to be there for each other. Once you start noticing your red flags, you might notice them in others. Notice them. Say something. Listen. Know that when someone else is extra ticked off, withdrawing, mopey, or super negative, those are their red flags. Don't take them personally, but do say something, to them or to someone.

Set up these conversations, too. Start with what you notice. Keep it calm and just state the facts of what you see. For example, you might say, "I've noticed that you seem really irritated at everyone today," or "I've noticed you've been spending a lot of time alone lately." Follow it with "What would be helpful to you right now? Do you need me to just listen? Just sit here? Do you want advice? Can I get you anything?" And here's an important one; "Can I let someone else know you're feeling bad?"

Your coworker may be in that head space of not knowing that anything is wrong, and not seeing how anything could be different. When someone's in that place, it's important to let them know that you see notice something out of the ordinary for them, and to spell out clear options of all the ways you're available to help and to let them choose the help they want.

This is not to say that you have to endure someone else's nasty mood. If someone's meltdown is affecting your ability to stay positive and keep working, calmly set boundaries and let them



# MELTDOWNS

know that you see that something is up for them. This can be tricky... We recommend talking to your Manager if this sounds too challenging. (See this handbook's section on conflict resolution.)

Why wouldn't we want to help each other out? Funny, we're probably all willing to be there for each other, but, when you're in the thick of it, it's so easy to forget that people are with us, rooting for us. It's good to remind each other that we're here to help.

## GETTING WHAT YOU REALLY NEED

OK, so you got a shower, you took the afternoon off and took a nap, and you still don't feel quite right. Sometimes these little breaks are not enough. Talking to your pals isn't enough. A pep talk from your Manager isn't enough. What if you get back to work and everyone's still getting on your last nerve? What if being around people becomes unbearable? What if your crappy feelings, anger, or isolation is getting in the way of you having a good life?

In this case, your red flag is telling you there's something deeper that needs to be attended to. It is super common for our time out here to dredge up old feelings and behaviors we thought we'd never see in ourselves again, or ones we didn't even know we were capable of. We're tired and overstimulated and our usual means of managing crappy feelings don't always work. We may suddenly feel like we can't handle life, let alone DPW.

**REMEMBER: IT IS POSSIBLE FOR THINGS TO BE BETTER.** If you want to live differently then you can. That's why you decided to come here in the first place, right? To live differently. Now that you've made that rather brave decision, you may find that all your old modes of living and thinking are called into question. The brave thing to do is to continue to challenge these old ways of thinking and living, even if you have no idea of the alternative. The alternative will become apparent if you keep an open mind.

**LASTLY, IT IS VERY IMPORTANT TO KEEP LETTING PEOPLE KNOW YOU DON'T FEEL RIGHT.** Boldface, all caps, we can't say it loud enough. Your Manager can connect you with more resources. Our HR department has information that might be helpful. They can also connect you with a counselor or other professional. Yes, yes, we know, counseling can seem like a drag but there are therapists and other professionals out there who get our culture and will get you, too.

**IN SHORT.. JUST KEEP WATCHING FOR AND LISTENING TO THOSE RED FLAGS.** Why? Because we fucking care about you, not just because you're a good worker, but because you're a worthy fucking human being and you're one of us. Your management, your co-workers, and this organization want to see you survive and thrive and we're going to do all we can to make that happen. Too many of us are suffering alone. Let's get each other through this.

**TOGETHER, WE ARE PRETTY DAMN UNSTOPPABLE.**

# MAINTAINING A CULTURE OF FEEDBACK

*This document comes to us by way of the Rangers' Handbook. We aren't sure who wrote it, but it's awesome information so we are reprinting it here. We have altered it slightly for clarity.*

---  
Recently, you may have heard the words “culture of feedback” around a burn barrel somewhere. If not, you have now. The Rangers DPW are transitioning toward an ethos where feedback is encouraged, expected, and well received all around.

If I do something that bothers you, I may have no idea that I've done it unless you tell me about it. I'm sure we've all fallen into the age-old issue where someone does something that bugs us, we feel that it's not that important, so we don't say anything. Over time, the little things can build up and animosity ensues. Conversely, maybe you've seen someone else doing something that is outstanding; let them know about it. Catch people doing something great and tell them. If we are going to improve as Rangers DPW, and as people in general, we have an obligation to give feedback to others and receive feedback graciously. In my experience, the best way to do this is to lay out a set of ground rules for both giving and receiving feedback.

An important concept about feedback is that it is a gift. The giver must carefully select the feedback to be given. This can take quite a bit of courage for some people. We've all dealt with giving feedback to folks who don't receive it well, get defensive, or become argumentative. Similarly, it can sometimes be tough to give honest feedback to somebody who you perceive as more senior or “above you in the food chain.” This can create a situation where folks can be hesitant to give feedback to avoid conflict. And that's a bad thing.

In this light, we also need to ensure that when we're receiving feedback, we are receiving it as a gift. Think about when grandma gave you a sweater whiskey for your birthday. Maybe it fit perfectly. If so, great! But maybe it didn't fit so well, or was ugly as sin. Whether you like it or not, it was well intentioned. Like that sweater-whiskey, you have the option, as the receiver of feedback, to use it, set it aside for later consideration, or ignore it completely. You should, however, receive the feedback graciously and accept the gift in the spirit that it is intended.

## GIVING FEEDBACK:

In the interest of creating a culture of feedback, we need to ensure that we are following a model of safety. In other words, when giving feedback, make sure that your guidance is:

**SPECIFIC** – is it clear what the feedback is about?

**ACTIONABLE** – is it something the person can actually change?

**FACTUAL** – is it objectively true?

**EMPATHETIC** – is it given with the best of intentions to help, not hurt?

**TIMELY** – is it soon enough after the incident that it's relevant?

Is the timing appropriate to ensure the receiver is in a mental space to accept the gift?

# MAINTAINING A CULTURE OF FEEDBACK

There's a lot of discussion to be had around the concept of each of these terms. The important thing to keep in mind is that feedback must be about something that the receiver can change, delivered with careful thought (how would I want to hear this?), and given soon enough that it is relevant. A very fine template for delivering feedback is:

**"THIS IS WHAT I OBSERVED."**

**"THIS IS HOW IT MADE ME FEEL OR HOW IT AFFECTED THE SITUATION."**

**"THIS IS WHAT I'D SUGGEST TO DO DIFFERENTLY IN THE FUTURE."**

Most of us have had some sort of guidance on how to give feedback. Through recent research, I've come to believe that the way I was taught was **WRONG**. I was told that when giving negative feedback, one should always preface it with something positive or give a "feedback-Shit Sandwich" of positive, negative, positive. In some people, this can cause a conditioned reaction to any positive feedback. They tend to shut down and not hear the positive because they are bracing for the negative that's about to follow. (You did that one thing really well, but...)

So speak straight. In many cases, following negative feedback with something positive is a wonderful thing. On the other hand, don't delay giving negative feedback while you look for something positive to say.

## **A FEW SUGGESTIONS FOR RECEIVING FEEDBACK:**

First, remember that just like giving feedback is a gift, so is receiving it. However, like grandma's ~~sweater~~ whiskey, it's not always what we want or what we are looking for. Remember that the giver is trying to help. Whether you take it or leave it, either way, please appreciate that someone is paying attention to what you are doing and is taking the time to hold up a mirror for you and to offer you some heartfelt, empathetic advice.

Second, ask clarifying questions to get the most out of feedback. Ask for examples, interpretations, details, etc. The key when asking clarifying questions is to make sure that you are not being defensive. Stick to the facts and see what you can glean from the other person's perspective.

Third, and possibly most importantly, don't offer justifications or excuses. Receiving feedback is a chance to hear someone else's take on what you did. It's not your job or cause to convince them that their perspective was wrong or flawed. If you find yourself starting to justify, make excuses, or correct your feedback-giver, it's time to walk away and reset. Then maybe sleep on it for a day or two and see how it sits with you in the morning.

Finally, be gracious. There are few opportunities in our adult lives to get input from a peer, so be sure to appreciate the person who took the time to thoughtfully provide you with feedback. And as mentioned above, for some people the simple act of giving you feedback about something may represent a courageous effort on the part of the person giving it. Please be sure to respect and acknowledge it with a genuine "Thank You"

# HAVING HARD CONVERSATIONS

*Adapted from content by Shir Nir and Lauren Zander, Handel Group*

## **HARD CONVERSATION STRUCTURE**

Good communication is what makes an organization work and in most organizations is insufficient. Most of us don't communicate the most important things and don't deal with the hard conversations. We choose to gossip or ignore or sweep things under the carpet. We get irritated and upset with people and that leads to a decrease in relationships and communication and an ability to collaborate, be happy and produce results. We make excuses and justifications that it will not make a difference and tell ourselves that we can deal with it or that it will go away, but it never does and never works. At some point we may explode or leave and only because we didn't deal with the real problems. Since effective communication and relationships are the most important aspect of an organization, we have created a process to give people a way to have the hard conversations.

## **1. CREATE A SCRIPT BEFORE HAVING A CONVERSATION**

Every conversation exists in a context/frame and if you don't design and create it with the other person they might have a different one. The frame should include the following:

- Identify the intention of the conversation and state it clearly; i.e. "By the end of this conversation..."
- Get clear about why this is a difficult conversation for you. i.e. Fear you will be hurt or hurt the other person, scared you will be fired or retaliated against, worried the person will leave, etc.
- Get clear about what you need to say and how you should say it.
- Don't assume you know the truth, they have theirs and you have yours.
- Make the conversation about how you feel, not about what they did; they can't argue about how you feel.

## **2. ASK FOR PERMISSION TO HAVE THE CONVERSATION**

## **3. SET UP ENOUGH TIME AND DON'T HAVE THESE CONVERSATIONS WALKING DOWN THE HALLWAY**

## **4. DON'T ARGUE WITH THEM**

## **5. MAKE AGREEMENTS AT THE END AND MAKE SURE YOU ARE RESOLVED OR ASK TO HAVE ANOTHER CONVERSATION**

## **6. MAKE AND GET PROMISES AND CONSEQUENCES IF APPROPRIATE.**

## **7. DON'T HAVE THIS CONVERSATION UNLESS YOU BELIEVE THAT IT WILL WORK. IF YOU HAVE NEGATIVE THEORIES ABOUT IT, YOU WILL FAIL.**

# GIVING AND RECEIVING DIFFICULT FEEDBACK

## TIPS FOR GIVING AND RECEIVING DIFFICULT FEEDBACK

- Make the feedback timely (it's best within 24-48 hours) but not in the "heat of the moment", i.e. not when you are feeling angry or emotional.
- If possible, rehearse or role-play the conversation with a trusted person.
- Stick to commenting on performance & behavior not personality or attitude.
- Don't tackle multiple topics in one discussion – stick to one or two.
- Have a private conversation with the person, not in public, and start by setting an agenda and letting the person know what you want to talk to them about.
- Do not start the conversation by asking the person how they feel the issue is going. Then you will most likely have to directly contradict them.
- Go straight to your message without beating around the bush.
- Once you have given your feedback, ask for that person's side of the story. I.e., "What is your reaction to that?" Then listen closely so you can surface the conflict.
- Your next move depends on the reaction of the person.
- It's always better if the other person is a part of coming up with the solution to the problem, not having it imposed. One way to get there could be by asking, "How do you think we should fix this?" Even if you don't like proposal they offer, you can at least use it as a springboard.
- Sometimes you have to agree to disagree and state how you would like to move forward. The point is not to win the argument, it's to change the behavior.
- Once you've given your feedback, listened to the other person's story and laid out a game plan, recap the conversation and make sure you're both on the same page.
- Lastly, if appropriate, you may want to introduce the possibility of consequences.

## USEFUL FEEDBACK IS:

- Respectful
- Direct
- Specific
- Constructive
- From your own experience
- Both Strengths and Areas for Improvement

## ACCEPTING FEEDBACK NON-DEFENSIVELY:

When you ask for feedback, you are asking someone to help you:

- Acknowledge them by paraphrasing what they say.
- Assume an "Attitude of Gratitude"

## YOU CAN ALSO:

- Ask for examples
- Ask the person what the impact was on them (e.g. "What was that like for you?")

\*Avoid explanations, rationales, reasons why and apologies

\*Leave problem solving or fixes for later

# ACTION STEPS FOR BEING A TRANS\* ALLY

*Reprinted with permission from Liat Wexler*

## Words matter

Why? By using problematic language you hurt real people and allow others to think it's ok. That's what keeps the cycle of violence going.

Terms like tranny, she-male, he-she, it, trap, hermaphrodite, T-girl, and boi are generally derogatory or imply that someone isn't "real." That includes prefixes like real, bio, genetic, natural, or born-woman/man. **Don't use them.**

**Do say:** *cisgender* when you mean someone who isn't transgender.

Transgender is an adjective, not a noun or verb.

**Say** a *transgender person* or *trans man/woman*, **not** "a transgender," "she is transgendered," or "a transman /trans-man."

## Be an Active Bystander

When you hear others saying things in hurtful ways, making a joke, snickering, or fetishizing trans\* people, start a conversation. Share what you know and how it affects you and people who matter to you. Let others know you don't want to live in a world that makes it ok to demean groups of people. Share options about other language to use.

## Names

The name a trans\* person gives you **IS** their **real** name. Questioning it takes away a person's agency and buys into the myth that trans\* people are deceptive. Some people don't want to be called Jimmy if their name is James. Give everyone that same courtesy.

## Pronouns

They replace a person's name when talking in the third-person. You have pronouns too, we all do!

Examples:

- Ze/zir/zim
- He/him/his
- She/her/hers
- They/them/theirs
- Cie/hir/hirs

(pronounced see/here/heres)

You might prefer cake to pie, but a person's pronouns are not up for debate.

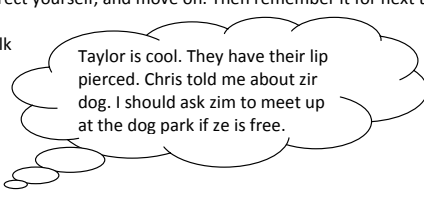
Even if they are new to you. Even if you were taught different grammar rules.

While pronouns imply something about gender, they don't declare someone's gender identity.

Someone's pronouns might be different than what you assume, so it's best to ask, "**What pronouns should I use for you?**" Then use that pronoun and encourage others to do the same if you have permission.

**What if I make a mistake?** Apologize briefly, correct yourself, and move on. Then remember it for next time.

You might need to slow down while you talk so that you think first. You might also try practicing talking about a person in your head or out loud when you're alone.



Taylor is cool. They have their lip pierced. Chris told me about zir dog. I should ask zim to meet up at the dog park if ze is free.

Introduce yourself with your name **and your own pronouns**. This makes it safe for others to do the same.

# ACTION STEPS FOR BEING A TRANS\* ALLY

Trans\* people have lost homes and jobs, friends and family, and have been assaulted and murdered when others revealed their trans\* status. Remind others who ask or gossip about a person they know or think is trans\*.

## "Outing"

Get permission before sharing information about a trans\* person. Just because they trusted you does NOT mean they want to disclose their identity, name, pronouns, medical choices, etc. to anyone else.



## Sexual Orientation

Being gay doesn't mean you're trans\* and being trans\* doesn't mean you're gay. Sexual orientation is about who we're attracted to. Gender identity is how we see ourselves. Trans\* people can identify as gay, lesbian, straight, bisexual, pansexual, asexual, queer, etc. just like cisgender people.

"Have you had 'The Surgery'?" =

"What do your genitals look like?"

Check with yourself first...

**Would I ask anyone else this question?**

You're also asking about private medical information. Would you ask someone you don't know well about a medical condition? Remember, some people can't afford or choose not to get surgery or hormones. That doesn't make them any less trans\*.

Speaking of how expensive it is...

Be a loud **advocate** for full access to respectful health care including basic primary care, hormones, and facial, chest, and genital surgeries.

Some health insurance plans exclude trans\* people from getting **any** coverage, not just transition-specific surgery.



## Bathrooms

Gender variant people may not match the little signs on the restroom door



Trans\* people experience violence and harassment in public bathrooms

**Help make bathrooms safer.** Encourage businesses and agencies to have gender-neutral bathrooms. Some people may want to be accompanied to the bathroom so they feel less vulnerable to verbal or physical attack.

**Speak UP  
not FOR**

**Listen to trans\* voices.** You might have good ideas and great intentions. Always first ask what trans\* people want and need from you. They are the experts on their own lives!

**Do the work  
before you add  
the "T" in LGBT.**

- Read, follow blogs, and educate yourself before asking trans\* people to teach you
- Include trans\* people at all levels of your work, not as tokens
- Encourage, make way for, and develop trans\* leaders

**Glossary of Trans\* Terms:** <http://www.erinhoudini.com/transgender-glossary.html>  
**Cisgender Privilege Checklist:** <http://takesupspace.wordpress.com/cis-privilege-checklist/>

**Injustice at Every Turn - A Report of the National Transgender Discrimination Survey:** [http://www.thetaskforce.org/reports\\_and\\_research/ntds](http://www.thetaskforce.org/reports_and_research/ntds)

**Intersex Roadshow:** <http://intersexroadshow.blogspot.com/> (Intersex people sometimes intersect with the trans\* community as well as face other stigma)

## Good reads:

"My Gender Workbook", Kate Bornstein  
"Transgender Warriors", Leslie Feinberg  
"Whipping Girl", Julia Serano  
"Transgender History", Susan Stryker



# HOW TO GET LAID AT BURNING MAN

**A PUBLIC SERVICE ANNOUNCEMENT BROUGHT TO YOU BY  
THE BUREAU OF EROTIC DISCOURSE (B.E.D.)**

*(The following pages are reprinted from BUREAUOFEROTICDISCOURSE.ORG)*

**BURNING MAN IS A PLACE WHERE YOU CAN ATTEMPT ANY ADVENTURE YOU CHOOSE:** spiritual, physical, emotional, or even sexual. You may see a lot of semi-naked folks walking around, and maybe you'd like to get busy! Fun! The only question is: How to do it? We at the Bureau of Erotic Discourse (B.E.D.) want you to have the best sex possible and we have just the steps you need to follow when you are searching to get laid with someone else who wants it, too:

**1) ASSESS YOUR OWN DESIRES AND BOUNDARIES.** What kind of sexual interaction do you want to engage in? What kind of sexual interaction would violate your boundaries? It's important to be very clear with yourself on both counts. Do you want oral sex? Or just a snuggle bunny? A make-out partner? A hot and heavy interlude with a ton o' lube? In terms of your boundaries, do you not want to engage in penetration? Do you want to play with bondage but avoid orgasms? Decide what it is you do and do not want so that you are clear with yourself before you even search for a partner.

**2) SELECT SOMEONE COHERENT.** You don't want to have sex with someone who is so loaded that they can't express what they do and do not want. It's against the law, for one thing, and it's unethical and uncool as well.

**3) APPROACH YOUR COHERENT, POTENTIAL BED BUDDY AND TALK TO THEM.** Ask them about themselves and comment on how sexy and awesome you think they are. Flirt shamelessly. If the vibe is good, get up the nerve to tell your buddy what you want to do with them. Say it in a sexy, direct fashion. Promise that you will be an attentive and communicative partner.

**4) IF YOUR BUDDY REFUSES YOUR OFFER...** either in a gentle or rude way, continue talking with them if that seems fun, or wish them a great burn and walk away with your head held high. That was a success! You did it! You told someone your desires, you were rejected, and the world didn't melt! Hooray! Now go get a cool drink, have a sit-down, lick your paws, reassess the situation, and start from scratch with someone else.

**5) IF, HOWEVER, YOUR BED BUDDY SEEMS INTERESTED IN YOUR EXPRESSION OF YOUR DESIRES, ASK THEM ABOUT THEIR DESIRES AND LISTEN WITH RAPT ATTENTION.** Ask your bed buddy if they would like to participate in an erotic game where you each express your desires and boundaries to one another. If they agree, listen attentively and speak clearly. Discuss safe sex and birth control, if applicable. Then decide what fun and naughty things might work for both of you and propose them. If your bed buddy agrees, get busy, you hound dogs! And take as much pleasure from not doing things that your bed buddy doesn't want to do as you get from engaging in things you both want.

**HAVE FUN AND BE SAFE!**

# WHY NOT JUST RELY ON NONVERBAL SEXUAL COMMUNICATION?

Can't everyone just tell when their prospective partner wants to have sex with them from their nonverbal behavior? Unfortunately, no.

**FIRST, THERE IS THE PROBLEM OF MISINTERPRETATION OF NONVERBAL CUES.** You can't be sure that flirting or making out with you means someone wants to have sex with you. It may mean they are just very friendly! Even engaging in sexual petting does not mean that a person wants to engage in penetration with you. It may mean that the person just likes heavy petting, and may not want to go further.

Many people choose to engage in petting instead of penetration in order to avoid the increased risk of STDs and pregnancy that penetration poses. So petting and fondling alone cannot mean consent to sex. You need verbal sexual communication to be sure!

**SECOND, THERE IS THE PROBLEM OF ASSUMING THAT PASSIVITY MEANS YOUR PARTNER IS GOING ALONG WITH WHAT YOU WANT.** One common reaction to sexual trauma is the “deer in the headlights” effect. Like other mammals, we may freeze when we feel threatened or under attack. Another response to sexual trauma is what's called “dissociation,” where a person becomes deeply passive and becomes detached, mentally leaving their body to escape.

**SO JUST BECAUSE YOUR PROSPECTIVE PARTNER IS NOT RESISTING DOES NOT MEAN THEY CONSENT TO WHAT YOU WANT SEXUALLY.** Passivity and silence may mean they are experiencing your actions as trauma. So, although nonverbal communication might not be reliable to indicate a willingness to have sex, you really have to pay attention when the nonverbal message is to back off! **Silence is not consent!**

## SO WHAT IS CONSENT?

**SEXUAL CONSENT IS AN AGREEMENT THAT REQUIRES PEOPLE WHO ARE OF LEGAL AGE, ARE PROPERLY INFORMED, ARE NOT UNDER COERCION, AND ARE NOT INCAPACITATED.** The consent model holds that one person proposes an action and the other gives permission for it. Consent is the bare minimum required for legal and ethical sexual activity.

**THERE ARE A LOT OF THINGS THAT DO NOT IMPLY CONSENT.** Sexy costumes are not consent, nudity is not consent, being drunk is not consent, being underage is not consent, being asleep is not consent, and being too scared to resist is not consent.

**CONSENT MAY BE WITHDRAWN AT ANY TIME.** If you have agreed to start something and find that it feels wrong to you, you have the right to stop it, and your partner has the obligation to honor your change of heart. Losing the ability to say “No” through intoxication also withdraws consent.

# CONSENT REQUIRES HONESTY

If one person agrees to something then the other person has to be honest or the deal is void. You would not want to buy defective goods, so don't sleep with them, either.

BED emphasizes that consent is required, but we want more than mere consent.

We believe in mutual enthusiasm! The best way to get to that enthusiasm is for the involved parties to talk about what all them really desire, and what they want to avoid. That requires open and honest communication and negotiation.

There are a lot of levels between consent and enthusiasm left to talk about. We could explore these issues for days, but it's much more important for you to explore them with your partners.

## COMMUNICATION IS THE BEST LUBRICATION!

Good communication makes it more likely that you will get lucky and it also greatly enhances the experience of sex itself.

# SEXUAL ASSAULT AND RAPE

In most U.S. states, rape requires nonconsensual sexual penetration, and sexual assault is nonconsensual sexual contact. Here we try to not make a huge distinction, because both categories are likely to be experienced as traumatic and invasive. Regardless of what you call it, unwanted sexual contact is simply unacceptable, on or off the Playa.

There are many myths in this culture about what rape really looks like. One myth is the stranger with a knife leaping out from behind a dumpster to grab an innocent woman and drag her into an alleyway. This kind of rape does happen, but not so often as people think.

## **MOST RAPE HAPPENS BETWEEN PEOPLE WHO KNOW EACH OTHER, IN SOMEONE'S HOME OR TENT.**

Most rapes involve no weapons. Most rapes happen quietly when one person is passive and crying and the other doesn't care about their partner's sexual boundaries. With better sexual communication and sensitivity, many rapes are preventable! Note that partner rape, even spousal rape, is illegal in all 50 states. According to RAINN (Rape, Abuse & Incest National Network), in the U.S., 1 in 6 women will be sexually assaulted in their lifetimes; 73% of rape victims know their assailants; but only 1 in 16 rapists will ever spend time in prison.

Either men or women can commit rape, and either men or women can be raped. Rape is all about a lack of consent, not about the biological details.

# **TO AVOID COMMITTING SEXUAL ASSAULT, YOU NEED TO COMMUNICATE BEFORE YOU INITIATE SEX.**

Assess and express your desires and boundaries! Ask about and honor your bed buddy's desires and boundaries! Either person can stop at any time.

You can also improve your sexual communication skills by practicing alone or with a safe friend. Start with non-threatening subjects, move to more explicit ones.

In sexual interactions in the real world you need to also be on the lookout for people who do not respect sexual boundaries. And you need to be careful about not assuming consent.

**ALCOHOL AND DRUGS IMPAIR JUDGMENT.** They may decrease sexual inhibitions, which can be fun, but they also decrease one's ability to say "no" or resist a sexual advance. Sex with someone who is too inebriated or stoned to consent is legally rape in all 50 states. If you'd like to have a buzz on when you are being sexual, then get your agreements made while you are both sober. A good rule of thumb to use is that if you can't drive, you probably can't give consent.

## **IF YOU ARE ASSAULTED**

If your precautions are not enough, and you are sexually assaulted, then there are steps you need to take if you are going to report it. It remains your choice, although we note that reporting an assault may save someone else from being raped by the same person. Most rapes are committed by serial rapists.

Find someone who can get you help and get you to Emergency Services. This could be a friend, a BED member, a Black Rock Ranger, or one of the LEOs (Law Enforcement Officers) at the event. To help preserve legal evidence, you should make every effort to save anything that might contain the perpetrator's DNA. You should not bathe, use the restroom, change your clothes, or change anything in the area where the assault happened.

If you do go to Emergency Services, they are obliged to report the incident, but pressing charges remains up to you.

## **REMEMBER, IT'S NEVER YOUR FAULT IF SOMEONE SEXUALLY ASSAULTS YOU.**

# LAW ENFORCEMENT AT BURNING MAN

## **ALWAYS:**

- Be polite when dealing with Law Enforcement (L.E.)
- Note the day/date, time, & location of any incident you witness or are involved in
- Note the vehicle logos & uniform to determine which L.E. Agency you are dealing with.
- Make a note of the vehicle number, which is usually written on the side window in grease pen. (Example: B235)
- If possible, note the officer's name. (Either by reading their name tag, or by introducing yourself.) Note that L.E. officers do not like to shake hands, as they are trained that such contact may be a threat. So do not extend your hand, or take offense if they decline to match this gesture.

If a L.E. officer is engaged in a stop or an arrest, stay back from the scene. You can watch from a distance, but do not interfere. Note: the range of a taser is about 30 feet, so 40 feet is a good safe distance.

## **LAW ENFORCEMENT AT BURNING MAN:**

- US BUREAU OF LAND MANAGEMENT (FEDERAL)
- PERSHING COUNTY (STATE)
- WASHOE COUNTY (STATE)
- NEVADA HIGHWAY PATROL (STATE)

**FOR WHAT IT IS WORTH**, we have had a fairly friendly relationship with the Washoe County deputies that serve in Gerlach.

Generally speaking, if you are friendly to L.E. then they will be friendly in return. Even if they are not, it still reflects positively on our crew and BM Staff if we **'TAKE THE HIGH ROAD'**. It may take several interactions for some of these officers to let their guard down, lower their defensive barriers and preconceived notions, allowing them to see the light.

If you do have/ witness a bad interaction with a L.E. officer(s) please fill out one of our L.E. Feedback Forms, and turn it in to Dispatch at the DPW Depot, or to Ranger HQ. Likewise, if you have a particularly good interaction with LE, please fill out a L.E. Feedback Form, so that we can reinforce good behavior in the officers who are doing it right.

A copy of the L.E. Feedback Form is conveniently included here in your DPW Handbook, just two pages forward from here.

# **HOW TO SPEAK TO LAW ENFORCEMENT**

REPRINTED FROM LAWYERSFORBURNERS.COM

**"OFFICER, MY NAME IS [GIVE YOUR REAL NAME]."**

**"AM I BEING DETAINED, OR AM I FREE TO GO?"**

**"PLEASE EXPLAIN TO ME YOUR PROBABLE CAUSE FOR  
STOPPING ME, AND IF IT SEEMS REASONABLE TO ME, I WILL  
GIVE YOU MY PERSONAL IDENTIFICATION INFORMATION."**

**"AM I FREE TO GO?"**

**"I POLITELY REFUSE TO GIVE YOU ANY  
FURTHER INFORMATION."**

**"AM I FREE TO GO?"**

**"I DO NOT CONSENT TO ANY SEARCH OF ME OR MY BE-  
LONGINGS, TENT, VEHICLE OR CAMP."**

**"AM I FREE TO GO?"**

Remember, this is legal information not legal advice, which is an interpretation of the applicable law to specific circumstances. We urge you to consult a lawyer for legal advice about a particular legal question or issue you may have.

# WEAPONS

Weapons are prohibited at the Burning Man event site (Black Rock City) according to the Closure Order. The Closure Order is a public announcement that the Bureau of Land Management issues in collaboration with the Burning Man organization and includes temporary restrictions to protect public safety and resources on public lands and makes it possible for us to hold the event.

This year's Closure Order is in effect from August 4th - September 15th (this means from the moment we occupy the site, onward).

Staff (and participants) are forbidden to carry and hold weapons on their person or in their camp/dwelling on the Burning Man event site during this time. Staff found to be storing or carrying weapons will be dismissed from the event and immediately removed from the event site. Here's an excerpt from Closure Order:

## **NOTICE OF TEMPORARY CLOSURE AND TEMPORARY RESTRICTIONS OF SPECIFIC USES ON PUBLIC LANDS FOR THE BURNING MAN EVENT, PERSHING COUNTY, NV**

### **WEAPONS**

1. The possession of any weapon is prohibited except weapons within motor vehicles passing, without stopping, through the public closure area on the west or east Playa roads.

2. The discharge of any weapon is prohibited.

3. The prohibitions above shall not apply to county, state, tribal, and Federal law enforcement personnel who are working in their official capacity at the event. "Art projects" that include weapons and are sanctioned by BRC LLC will be permitted after obtaining authorization from the BLM authorized officer.

4. Definitions:

(a) Weapon means a firearm, compressed gas or spring powered pistol or rifle, bow and arrow, cross bow, blowgun, spear gun, hand-thrown spear, sling shot, irritant gas device, electric stunning or immobilization device, explosive device, any implement designed to expel a projectile, switch-blade knife, any blade which is greater than 10 inches in length from the tip of the blade to the edge of the hilt or finger guard nearest the blade (e.g., swords, dirks, daggers, machetes), or any other weapon the possession of which is prohibited by state law.

Exception: This rule does not apply in a kitchen or cooking environment or where an event worker is wearing or utilizing a construction knife for their duties at the event.

(b) Firearm means any pistol, revolver, rifle, shotgun, or other device which is designed to, or may be readily converted to expel a projectile by the ignition of a propellant.

(c) Discharge means the expelling of a projectile from a weapon.

Any person who violates the above rules and restrictions may be tried before a United States Magistrate and fined no more than \$1,000, imprisoned for no more than 12 months, or both. Such violations may also be subject to the enhanced fines provided for at 18 U.S.C. 3571.



# LAW ENFORCEMENT FEEDBACK FORM

REPRINTED FROM LAWYERSFORBURNERS.COM

For anyone who received a citation in the last 3 years.

First Name \*

Last Name \*

Playa Name

E-Mail Address

Best Contact Number

Officer Type \*

- US Bureau of Land Management (Federal)
- Pershing County (State)
- Washoe County (State)
- Nevada Highway Patrol (State)
- Don't Know

What Year? \*

Describe your encounter with law enforcement at Burning Man. \*

Do you believe that law enforcement treated you unfairly, violated your rights, or overstepped their authority? If yes, please describe.

Did you receive a citation or were you charged with a violation? \*

- Yes
- No

What was the offense charged?

What was the ultimate outcome of your encounter or your charged offense?

*Note:*

*You may ask for this form from DPW Dispatch or any BRC Ranger Outpost.*



**THE 2022  
BURNING MAN  
EVENT**

# WAKING DREAMS

The 2022 Burning Man theme will explore the transformative power of dreams, both literal and figurative, and celebrate the dreamers who channel this potent energy in eye-opening, often surrealistic, sometimes life-changing ways. Because after all what is Black Rock City if not a collective manifestation of the community's dreams?

Everyone dreams, and no one knows why. Since the dawn of whenever, people have striven to explain the inexplicable: as a way of receiving messages from the supernatural; as a means of astral travel for the soul; as a portal into our past lives; even as a glimpse into a kind of meta-reality, to which what we perceive as waking life is in fact but a dream. Modern science views the question through a more mechanistic lens, describing sleep as a kind of scheduled downtime for systems maintenance, allowing us to sort and tag new data into memory and rejuvenate our overworked myelin sheaths; the images we experience in the process being the equivalent of test patterns on a video monitor.

Freudians and Jungians counter that these projections are far from random, and in fact represent the subconscious mind rattling the cage of the conscious, either to relive some past trauma or to communicate thoughts that the waking mind tends to ignore. Either way, it's clear that dreams do usually draw from what we have experienced in our waking lives, from what we have seen — or in the case of those blind from birth, who do not dream in visuals, what has been heard, felt, or otherwise sensed. There is a long cultural history of people working to access and influence their dreams, and to channel subconscious insight into waking creativity. From sleeping on specially crafted dream beds in temples to better receive divine inspiration, to the keeping of dream journals and other types of dream work. These methods are often designed to increase the incidence of lucid dreaming — the awareness that one is dreaming while inside the dream — or simply to better remember the thoughts and impressions that otherwise tend to evaporate so quickly upon waking.

Countless creative breakthroughs have been fueled by dreams, both in the arts and the sciences. The periodic table of elements and the spiral helix of DNA are just two examples of the subconscious solving a puzzle in dreamtime that the dreamer couldn't resolve when awake. So it's no surprise that in search of such inspiration people have developed techniques to more readily access and recall the dream state. The inventor Thomas Edison, for instance, used to take naps in his study holding a steel ball in either hand, poised over a pair of metal plates. When he fell asleep, the noise of the crashing balls would immediately wake him up, and he'd write down everything he could remember. For the artist, or for anyone pursuing a path of creative self-expression, dreams can be a boundless sea of inspiration.

Dreams are, of course, also a timeless motif in art itself. In the world's oldest surviving work of fiction, the hero Gilgamesh dreams of mighty axes and falling stars. From the bizarre dream-worlds of Edgar Allen Poe and Lewis Carroll to films like *The Wizard of Oz* and *Inception*, we experience narratives that unfold principally or entirely in a dreamscape, inverting the ordinary order of consciousness by giving short shrift to waking life. And in the visual arts, the surrealist movement called explicitly for this sort of inversion, rescuing dreamtime from the oblivion of waking forgetfulness and making it central to the artistic process. André Breton, the movement's founder, noted in the *First Surrealist Manifesto*: "The vast difference in impor-

tance, in weight, that the ordinary observer grants to events while awake and asleep, has always astonished me.” Given that the average human spends a decade or more of their lifespan in dreamland, this does beg the question: is what we experience in dreams any less a part of our existence than our waking lives? Breton’s answer was a fierce “no,” and he railed against what he called “an incurable mania for reducing the unknown to the known,” rejecting realism and rationalism as a dull mélange of “mediocrity, hatred and dull conceit.” A century later surrealism remains a potent force in modern art, and much of what we think of as Burning Man art can be considered to be in or adjacent to the surrealist canon. That reintegration of dreaming and waking consciousness that fuels surrealism also sounds a lot like how many people describe their Burning Man experience, as a sort of waking dream that can approach a psychedelic state, even without the use of drugs. This reflects not only the profusion of surrealist art on the playa every year, but the environment itself, a stark and otherworldly landscape straight out of a Salvador Dalí canvas. It is a signature aspect of our culture that we transform our dreams into actions in the world. Not just an inner transformation but an externalization of that vision, bending the arc of reality toward the fantastic and bringing the world along for the ride.

Of course when we speak of dreams in this sense, we’re not just talking about what goes on behind our twitching eyelids during REM sleep, but in a larger sense of our hopes and aspirations for the future. When people talk about “living the dream” they generally don’t mean having a conversation with a talking crow or giving a speech in the nude. Rather, they mean making life choices that aim to satisfy their true desires, and not simply accepting the choices made for them by circumstance. As we all know, this is a lot harder than it sounds. In a world saturated with the false desire-cues of media and advertising and the persistent drone of social media, many find it difficult to even know what they really want, to find and hear that true inner voice that operates outside the chalk-lines of social control and perhaps even of conscious thought. When you peel back the onion of “transformative experience” and ask Burners in what specific ways they have changed, the answers are not entirely surprising: they change careers, they change addresses, they end unhappy relationships. And they often take up, or return to, a creative pursuit: dusting off that unfinished novel, picking up a musical instrument, or making art, not necessarily as a career move but for its own sake.

The word “radical” in the principle of Radical Self-expression refers not to something extreme or revolutionary, but to that which rises from one’s deepest inner self, literally from the root of your being. It suggests forms of creative expression that are grounded not in market trends or any popular aesthetic, but in an individual’s unique vision of the world. As we’ve said, finding that inner truth is never easy, and neither is manifesting it in the world, yet there are aspects of the Burning Man experience that may help catalyze the process. First is the de commodified space of Black Rock City, which for many people is their first exposure to a world not thoroughly saturated with brand iconography, commercial persuasion, and economic status markers. With those background signals dialed down, it becomes more possible to actually listen to one’s own heart in a condition of immediacy. Second is what some call the “permission engine” of Burning Man culture, the exuberant “yes” you will hear in response to any number of unlikely ideas, which can turn into a tidal wave of support and collaboration.

After a long hazy blur of pandemic insomnia, unanchored in time and adrift between sleeping and waking, it’s time to start imagining the future again. When we get back to Black Rock City in 2022, three years will have passed. That’s more than a thousand days and nights of pent-up hopes and desires, all coiled up in our psyches and ready to burst out onto the blank canvas of the Black Rock Desert. Whether it’s a dream of artistic expression, a yearning to connect with others in a fractured society, or simply a desire to live a more meaningful and authentic life, Burning Man is the place where dreams can and do come true.

# **DPW 2022 TIMELINE: PRE-EVENT**

<b>MON</b>	<b>7/18</b>	<b>MORNING MEETINGS BEGIN IN GERLACH THE BLACK ROCK SALOON OPENS MEALS BEGIN AT BRUNO'S IN GERLACH</b>
<b>THU</b>	<b>7/28</b>	<b>GOLDEN SPIKE</b>
<b>FRI</b>	<b>7/29</b>	<b>SURVEY BEGINS CLOSURE ORDER BEGINS</b>
<b>FRI</b>	<b>8/5</b>	<b>FENCE! NOTHING BUT FENCE!</b>
<b>SAT</b>	<b>8/6</b>	<b>OTHER PROJECTS BEGIN TRANSP0 BEGINS</b>
<b>TUE</b>	<b>8/9</b>	<b>LAST PRE-SEASON MORNING MEETING IN GERLACH</b>
<b>WED</b>	<b>8/10</b>	<b>MEALS BEGIN AT COMMISSARY ON PLAYA DPW BEGINS MOVE TO PLAYA LAST PRE-SEASON NIGHT IN THE SALOON</b>
<b>THU</b>	<b>8/11</b>	<b>MORNING MEETINGS BEGIN ON PLAYA SHOWERS ARE OPEN</b>
<b>FRI</b>	<b>8/12</b>	<b>LAST PRE-EVENT BREAKFAST IN GERLACH</b>
<b>SAT</b>	<b>8/20</b>	<b>EARLY MAN GATE AND PERIMETER ARE LIVE</b>
<b>MON</b>	<b>8/22</b>	<b>THEME CAMPS ARRIVE</b>
<b>FRI</b>	<b>8/26</b>	<b>LAST PRE-EVENT MORNING MEETING</b>

# **DPW 2022 TIMELINE: EVENT WEEK**

<b>SUN</b>	<b>8/28</b>	<b>BURNING MAN GATES OFFICIALLY OPEN AT MIDNIGHT</b>
<b>MON</b>	<b>8/29</b>	<b>GO TO BURNING MAN. GO EARLY AND GO OFTEN.</b>
<b>TUE</b>	<b>8/30</b>	<b>NO, REALLY. STOP HIDING IN YOUR WORK CAMP. GO MEET SOME PEOPLE AND LOOK AT ART. FIND SOME CAMP THAT MAKES PANCAKES. GO HELP SOMEONE PUT UP THEIR DOME. GET OUT THERE.</b>
<b>WED</b>	<b>8/31</b>	<b>MOOP PUB CRAWL: 2PM @ 2 AND ESPLANADE DRINK. MOOP. REPEAT.</b>
<b>THU</b>	<b>9/1</b>	<b>THE ANNUAL DPW PARADE: 3PM AT THE DPW DEPOT</b>
<b>FRI</b>	<b>9/2</b>	<b>MAN PAVILION STRIKE BEGINS</b>
<b>SAT</b>	<b>9/3</b>	<b>THE MAN BURNS COLLEXODUS BEGINS</b>
<b>SUN</b>	<b>9/4</b>	<b>BURN GARDENS BEGIN WOOD COLLECTION BEGINS TEMPLE BURNS AFTER DARK</b>
<b>MON</b>	<b>9/5</b>	<b>THE PARTICIPANTS RETURN TO THE WORLD. TAKE A DEEP BREATH. WE DID IT.</b>



# **DPW 2022 TIMELINE: POST-EVENT AND RESTO**

<b>TUE</b>	<b>9/6</b>	<b>MORNING MEETINGS RESUME ON PLAYA HIGHWAY CLEANUP BEGINS BURN GARDENS / WOOD COLLECTION ENDS</b>
<b>WED</b>	<b>9/7</b>	<b>COLLEXODUS ENDS</b>
<b>THU</b>	<b>9/8</b>	<b>HOT SPRINGS REOPEN ALL NON-WORKERS OFF PLAYA</b>
<b>FRI</b>	<b>9/9</b>	<b>LAST SUPPER AT COMMISSARY</b>
<b>SAT</b>	<b>9/10</b>	<b>LAST BREAKFAST / LAST LUNCH</b>
<b>MON</b>	<b>9/12</b>	<b>MORNING MEETINGS RESUME IN GERLACH</b>
<b>WED</b>	<b>9/14</b>	<b>PLAYA FIRE SALE - EVERYTHING MUST GO</b>
<b>THU</b>	<b>9/15</b>	<b>DE-FENCE! (PROBABLY)</b>
<b>MON</b>	<b>9/19</b>	<b>PLAYA RESTORATION BEGINS CLOSURE ORDER ENDS</b>
<b>TUE</b>	<b>9/20</b>	<b>HAVE A DRINK AND SHOUT "HOLY SHIT 50 YEARS! HAPPY BIRTHDAY!" AT ONE ANOTHER FOR SOME REASON</b>
<b>FRI</b>	<b>9/30</b>	<b>GOLDEN T-STAKE (OBSERVED)</b>

**THE BLM INSPECTION WILL BE IN EARLY OCTOBER  
SOON AFTER THAT...**

**IT'S JUST A DESERT AGAIN**

# THE FIRESIDE CIRCLES



## **LOCATIONS:**

### **3, 6, 9 AT PROMENADE/ESPLANADE AND 12:00 NEAR PT. 3**

The Fireside Circles, now in its fourth year, were designed by D.A. and produced and built by the Department of Public Works at the request of the org to have a place for fire on the open Playa.

Cast out of concrete, the Fireside Circles were specifically designed for the community to respectfully gather around a simple fire that is low to the ground.

Each Fireside Circle comes with a full cord of firewood and a shovel placed nearby reads on the handle, “You are the Firetender.” The intention was that the community itself would tend the fire.

## **DPW FIRESIDE CREW**

The Fireside Crew will depart from Moop Map HQ (5:30 Esplanade) and drive around the Playa to each Fireside Circle, and start the fire at night and make sure it is clean by day.

- DPW Fireside Crew goes out every night after nightfall and lights each Fireside Circle with Duraflame Firestart Firelighters. No gas/diesel/lamp oil or any other accelerant is used.
- Daily, DPW Fireside Crew inspects each Fireside Circle for trash, moop, etc. As Playa Restoration Manager it makes me feel good that the community has been respecting the Fireside Circles and keeping it clean.

The Fireside Crew is a fun way to roll around the city while having a purpose.

Do you like to light fires? Talk to D.A.

# DPW PARADE THURSDAY



Photo by John Curly

## **DPW PARADE RULES:**

**WE GATHER AT THE DEPOT AT 2, AND ROLL OUT AT 3**

**NO DRIVING WHILE INTOXICATED**

**NO FIGHTING**

**NO STEALING**

**NO INVADING CAMPS**

**EVERYBODY BE COOL**

Failure to follow the rules may force us to suspend you from DPW. Over a Parade.  
Which would be really fucking stupid. Follow the rules.

**THE DPW PARADE** is our rolling celebration of all of our hard work and achievements in building Black Rock City. Building, burning, leaving no trace. It's an amazing thing we do...A gift to the citizens of Black Rock. Be proud of who you are— of who we are— and what the DPW as a workforce and community represents.

Our customs may be strange to others, remember to be respectful to yourself and to others when you're shouting at and celebrating. Also: Because we're a super-sexy spectacle, expect that participants are going to take pictures, probably without asking permission first. Get over it. You are rock stars, and it's a parade at Burning Man. Enjoy it. Revel in it. Any memories of the DPW Parade that you can retain are yours to keep forever.

# DPW PARADE REDSHIRTS

photo by John Curley



The DPW REDSHIRTS function as the ground crew keeping the Parade line together, directing traffic, guiding us through tight spots, and making sure we have a clear path through the city. They'll also be keeping BRC Participants at a safe distance, and making sure they don't end up on board, in front of, or underneath our vehicles.

The DPW Parade is a motorized chaotic affair, so try and keep your head about you. Show the Parade Drivers and Redshirts respect, they are staying sober so you don't have to. Wanna join the Redshirts? Talk to D.A.

photo by John Curley





# COLLEXODUS

COLLEXODUS!!!!  
HOPE WISHES AND DREAMS!!

Saturday, Sunday, Monday & Tuesday live the dream and be apart of the team that brings all the happiness and joy to DPW compliments of our friends the Burners leaving Black Rock City and sharing all of their unused belongings for us to put to good use. Come help unload vehicles and sort all types of goodies.

Perhaps you love to stock shelves for hours and days.... Come help us Tuesday thru Friday unload into the Saloon in Gerlach for all your Resto enjoyment!

Ask your local Fluffer for more details!



**MILE HIGH  
COLLEXODUS  
MANAGER**



photo by John Curley

# BURN GARDEN WOOD COLLECTION

Located at 3, 6, and 9, near Promenade and Esplanade, the Burn Gardens are a cluster of Burn Platforms used for burning wood during the Burning Man Event.

After the Man burns, starting Sunday morning at 7am The Burn Garden Wood Donation Team will facilitate the collection of Wood Donations where participants can donate good quality, usable lumber. The participants will be doing most of the heavy lifting, you just need to direct them.

Additionally, we will make sure that participants do not overstack the burn platforms or burn inappropriate materials. No trash, recycling, or compost allowed in the Burn Platforms.

## **WHEN:**

Three-hour shifts starting Post-Event, Sunday through Tuesday.

## **WHERE:**

There are three Burn Garden/Wood Donation Stations.

Locations at 3:00, 6:00, and 9:00 near Promenade and Esplanade.

## **WHO:**

We need YOU to join the BURN GARDEN WOOD DONATION TEAM! There will be three volunteers per each Burn Garden. Interested? Talk to DA, Can I Watch?, or Weldboy.

## **VOLUNTEER RESPONSIBILITIES:**

- Oversees and directs the burning of wood by participants. No trash, recycling, or compost allowed in the Burn Platforms.
- Oversees and directs the collection of wood donations.



# JOIN THE PLAYA RESTORATION ALL-STAR TEAM!



photo by Vertumnus

## MONDAY SEPTEMBER 19TH TO SATURDAY OCTOBER 3RD

Playa Restoration aka “Resto” is actively recruiting brand new DPW Volunteers to join the Playa Restoration All-Star-Team! Who are Playa Restoration’s Leaders of Tomorrow? Is it you? Because Resto is looking for you today!

Sign-Up Now to be in consideration!

### WHO WE ARE

We are the team that ensures that Black Rock City is left clean and beautiful and without a trace, culminating with the BLM Site Inspection.

### RESTO SCHEDULE 2022

Pre-Resto Line Sweeps begin directly after the event!

Resto’s official season starts Monday 9/19 and ends Monday 10/3

The work week is Monday thru Saturday with Sundays off, weather permitting.

The BLM Site Inspection is scheduled for Thursday 10/6

Due to the unpredictability of the weather at this time, the Playa Restoration work season and BLM Inspection may be subject to extension.

### PROVISIONS

Room • Board • Playa

Sign up at [restoration@burningman.org](mailto:restoration@burningman.org) today!

**RESTORATION@BURNINGMAN.ORG**



# BEYOND BURNING MAN



The Burning Man Regional Network is the year-round embodiment of the Burning Man experience, supporting it as a global cultural movement.

There are dozens of Burning Man regional events happening around the world each year. They each have their own flavor, and their own feel, and are all fantastic experiences not entirely unlike the one we are having out in the Black Rock Desert.

Regional events have their own work crews; Burning Flipside has the Shaven Apes... Nowhere has WerkHaus... Kiwiburn has their own Ministry of Public Works. Lots of the folks from those crews have come here and worked DPW. Some of them are even among us right now...

If you enjoyed your experience here with the DPW, you might want to check out some other regional events, and maybe even think about joining their work crews. It's an amazing thing we do out here, but it's always great to see how other folks do things, to share and contribute to our larger knowledge base, and to bring everything you've learned back home!

Want to know more? Check out <http://regionals.burningman.com> to see what's going on!

Get out there in the world! We've got people all over, and there's a hell of a lot going on out there! Check it out, and bring back mad skills!



**THIS EDITION OF THE DPW  
HANDBOOK IS DEDICATED TO  
THE CREW WE HAVE LOST  
SINCE JULY OF 2019.**

**AVEY DEHIA**  
**KAYLA MARIE STINNETT**



IN LOVING MEMORY



# JAY MINGLE

## JINDRICH KADLEC



IN LOVING MEMORY



# **CENTAUR**

## **JOSHUAH MICHAEL GIBSON**



IN LOVING MEMORY





# **MOBY**

## **COREY ONDERICK**



IN LOVING MEMORY





# WENDEE KEY



IN LOVING MEMORY



# **FRESH MEAT**

**LEO ANTHONY GHIRARDELLI**



IN LOVING MEMORY



# CLAUS BRIGMANN



IN LOVING MEMORY



# TAEVEN LIGHT



IN LOVING MEMORY





# **EASYGOIN'**

**GARTH FERRIS**



IN LOVING MEMORY



# **QUIET GIRL**

**SUSAN BARRON**



IN LOVING MEMORY



# MANDO

## MANDO ALMENDAREZ



IN LOVING MEMORY





# GHOST DANCER

## QUINN YARBOROUGH



IN LOVING MEMORY



# **MISS CLAIRE**

## **CLAIRE DAPHNE FORTUNE**



IN LOVING MEMORY





**OK. HERE WE GO.  
BLACK ROCK CITY.  
IT'S HAPPENING.  
RIGHT NOW.**



**NOW IS YOUR CHANCE.  
GO. GET IT.  
MAKE IT AMAZING.  
MAKE IT COUNT.**



# THE OFFICIAL 2022 DPW HANDBOOK



photo by Cobra



**CHIEF EDITOR AND PRODUCER:  
LOGAN MIRTO AKA  
"COBRA COMMANDER"**



**DESIGN AND FORMAT:  
DOMINIC TINIO AKA "D.A."**

All content by Cobra Commander, D.A., various Burning Man policy makers, and The DPW Council of Darkness. Cover Photo By Logan Mirto. 2022 DPW Logo by D.A.

Photo Contributions by John Curley, Chayna Girling, Mr. Klean, Duchess, Cobra Commander, D.A., Stuart Harvey, and many others.

Thank you for being a part of this incredible experience.

...and Thanks, Larry.

**DPW.BURNINGMAN.COM**



photo by Cobra

*"Let this thing show you everything it has to offer, and drink it all in.  
If you are lucky, you'll never be the same again."*

- Cobra Commander, 2019

