
HANDBOOK
2020
DEPARTMENT OF PUBLIC WORKS
BLACK ROCK CITY, NEVADA

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photo by Ruin

PUCKER UP, BUTTERCUP

Hotspot and I were recently reminiscing about the early days of the PETROL operations. She took over the Fuel Department in 2016 and had inherited a world that needed a great deal of renovation. It was a real fixer upper. And clearly, she was the perfect person for the job. These complex operations and all their systems did not look like this when she first took over. I joined the team in 2017, the second year of her leadership and it was Rodeo days, for sure. Everybody knew a little bit of everything and every moment was a dead run. We knew that we powered everything. We knew that nothing could run without us: work trucks, art cars, generators, heavy equipment, all of it. It was exhausting and exhilarating, and I couldn't get enough.

Most years, I am completely oblivious to the theme of the event. Often I don't realize the theme until I get my Thank You Card in December. (Oh, I think to myself, so that was the theme!) But, this year's Burning Man theme hits differently. AXIS MUNDI: the Tree of Life that connects the Heavens and the Earth. To state the obvious, DPW is definitely not Heaven, but it isn't really Earth either.

We put the AXIS in the AXIS MUNDI. We build the grids, install the fences, survey the roads and place the spires. We build shaded home spaces for ourselves and public spaces for the participants. We link the logistics and communicate the plans. We fuel the vehicles and we fuel ourselves. We BUILD THE MAN, and then we burn it. As DPW, we are the very mesh network connecting all the pieces of our amazing city. And it is often a rodeo, so we saddle up and get it done. And every year, I see these bright spots where things get better and better because of the brilliance and dedication of these DPW crews putting their magic on these operations.

When we returned to the desert after the pandemic in 2022, I was struck by the comments of the Paiute elders at the Golden Spike ceremony. In the years of our absence, the playa had seen disregard and abuse. The elders knew that we would clean up any messes we found, ours or otherwise.They were grateful we had returned because they knew we would take care. I know this is true. We bring our hard hands and big hearts to the work. Take care of the playa, take care of each other, and take care of yourselves.

Let's build a city.

-Shnanigans, June 2026



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

The mission of Burning Man Project is to facilitate and extend the culture that has issued from the Burning Man event into the larger world.

Burning Man Project is the nonprofit in service to the global Burning Man cultural movement. Year-round, Burning Man Project ignites participatory creativity by supporting gatherings, and providing tools, inspiration and guidance to anyone wishing to spark Burning Man in their lives and communities. The nonprofit produces the Burning Man event in Black Rock City, and nurtures art, local gatherings and projects that help humanity and the world thrive.

Burning Man is a global cultural movement that brings people together through participatory creativity, community-run gatherings, and innovative local projects. From the Burning Man event in Black Rock City, to Regional Events in more than 90 countries, from 35 Burners Without Borders chapters, to hundreds of other collaborative projects, Burning Man serves as a catalyst to activate the most playful, innovative aspects of humanity.

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.



DPW 2026 TIMELINE: PRE-EVENT + EVENT

July 26th	DPW Council Begins Arriving In Gerlach
July 29th Wed	Bruno's Opens For Meals
July 30th Thurs	BLM Closure Order Begins
	Shoreline Construction Begins
Aug 1st Sat	GOLDEN SPIKE!
	Survey Begins
	Shoreline Village Launches
Aug 2nd Sun	Meals and Showers Start At Shoreline
Aug 3rd Mon	Morning Meetings Start at The Shoreline
Aug 5th Wed	DPW Homecoming at The Shoreline
Aug 7th Fri	BRC Survey Ends
Aug 9th Sun	FENCE DAY!!
Aug 10th Mon	Gate Road Build Day
	General Construction Begins
Aug 12th Wed	Last Morning Meeting at The Shoreline
Aug 13th Thurs	MOVE TO BRC
	Commissary Opens in BRC (dinner)
	Last Lunch at Shoreline Commissary
	Wet Spot Opens
	Petrol Depot Opens
Aug 14th Fri	First Morning Meeting In BRC
	Last Dinner at Bruno's
Aug 22nd Sat	EARLY MAN!
Aug 24th Mon	Theme Camps Arrive
Aug 25th - 26th	Hell Station Opens
Aug 27th Thur	4:20 Spire???
Aug 28th Fri	Purchasing Team Makes The Last Reno Run
Aug 29th Sat	Last Morning Meeting Before The Event
Aug 30th Sun	BURNING MAN BEGINS: Gate Opens
Sept 2nd Wed	DPW PARADE
Sept 5th Sat	THE MAN BURNS
	Collexodus Begins

Sept 6th Sun	THE TEMPLE BURNs
	Burn Gardens/Wood Donations start
	Last day of Hell Station fuel services
	(includes propane cylinder fills)
Sept 7th Mon	BURNING MAN ENDS – Put your pants on!

YES, WE DID ALL THAT WORK FOR A SINGLE WEEK OF BURNING MAN I BET IT WAS A GOOD WEEK, THOUGH

DPW 2026 TIMELINE: POST-EVENT AND RESTO

Sept 8th Tues	Teardown Begins
	Morning Meetings Resume
	Purchasing Runs Start Again
Sept 11th Fri	Last Supper at BRC Commissary
	Wet Spot Closes
Sept 12th Sat	MOVE OUT OF BRC
	Last Lunch at BRC Commissary
	First Dinner at Shoreline Commissary
	First Dinner at Bruno's
Sept 13th Sun	PETROL Depot goes to limited service
Sept 17th Thurs	DE-FENCE!!
Sept 18th Fri	Last Shoreline Lunch
Sept 18th - 20th	Spring Break / Shit Show Weekend
Sept 21st Mon	PLAYA RESTO BEGINS! Pants off at work only
Oct 3rd Sat	DPW/NVO Talent Show
Oct 7th Wed	RESTO ENDS
Oct 8th Thur	BLM Site Inspection
Oct 9th - 10th	DPW Exits Gerlach
	BLM Closure Order Ends

AFTER THAT...WE RETURN TO THE DEFAULT WORLD WHICH IS SOMEHOW MORE FAMILIAR AND INFINITELY STRANGER THAN ANYTHING WE CAN COOK UP IN BLACK ROCK CITY

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

THE BURNING MAN FOUNDERS



JACK RABBIT
MARIAN GOODELL
FOUNDER
OF BMP AND
COMMUNICATIONS
TEAM, CHIEF
EXECUTIVE OFFICER



DANGER RANGER
MICHAEL MIKEL
FOUNDER OF BMP
AND BLACK ROCK
RANGERS



HEADY
HARLEY K. DUBOIS
FOUNDER OF BMP
AND COMMUNITY
SERVICES, CHIEF
CULTURE OFFICER



MR. KLEAN
WILL ROGER
PETERSON
FOUNDER OF BMP
AND DPW



ROSIE
CRIMSON ROSE
FOUNDER OF
BMP AND FIRE
CONCLAVE



SWORDFISH
LARRY HARVEY
FOUNDER OF BMP,
CHIEF PHILOSOPHY
OFFICER (CPO),
BUILT THE FIRST
MAN

THE COMPANY, AND THE PROJECT

YOU WORK FOR BURNING MAN.

Technically you work for Burning Man Project, the latest iteration of a company founded in the late 90's by the folks on the preceding page. Previous iterations had names like Black Rock City, LLC and Paper Man LLC. We transitioned to the nonprofit BMP in 2013.

The 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.

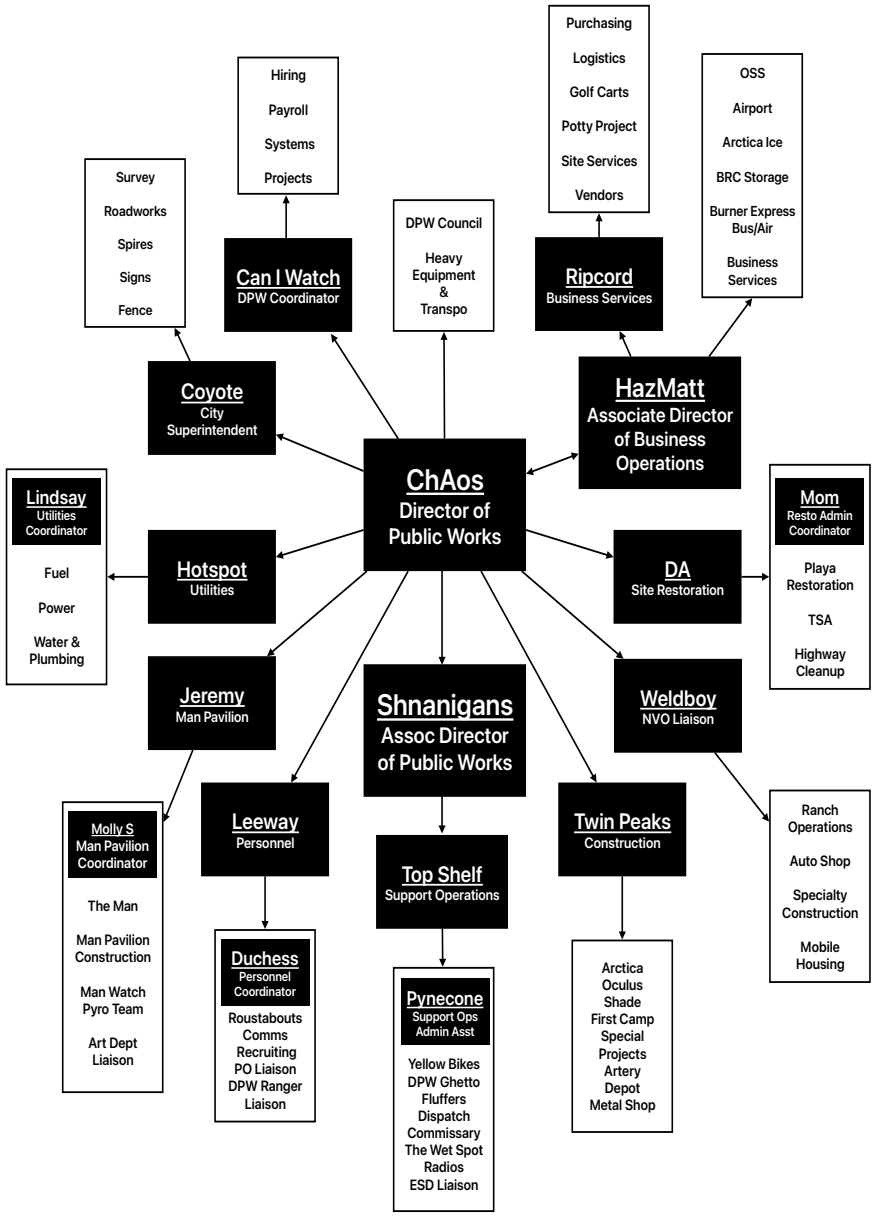
The Department of Public Works is our team.
The entire department is overseen by Chris Neary aka ChAos, Director of Public Works and Shannon Ongaro aka Shnanigans, Associate Director of Public Works.

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

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



2026 DPW MANAGEMENT ORG CHART



WHAT THE HELL IS A DPW COUNCIL, ANYWAY?

Since our founding in 1998, Will Roger managed things. Will and Flynn Mauthe 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 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.

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 Burning Man Project Leadership, 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.

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

Well, the short version is this: ChAos manages the department and directly oversees HEaT. Coyote plans out and installs the city. D.A. oversees waste stream management and Playa Restoration. HazMatt deals with big agency contracts and a whole bunch of other stuff. Hotspot manages power, fuel, water, and plumbing - the critical utilities. Jeremy oversees all aspects of the Man Pavilion including the building of the Man. Leeway recruits and organizes the people. Ripcord deals with vendors, logistics, purchasing, and sanitation. Shayna aka Can I Watch handles many of our administrative processes including hiring and payroll. Shnanigans works with ChAos to manage the DPW as a whole system, keeping it all together. Top Shelf manages the support crews that keep us alive in the desert. Twin Peaks wrangles the big DPW construction crews. Finally, Weldboy manages Black Rock Station with its many teams and projects, and acts as a bridge between the DPW and NVO Councils. Many, many other amazing people help us in these efforts.

Most DPW Council members are year-round Burning Man employees. This is their job, all year long. HazMatt and ChAos are on the Budget Committee helping to keep BMP on





course, as well as representing us in too many meetings to name here. Leeway manages our personnel database and serves as the face of the Council in many ways. Shnanigans runs the DPW Wellness Project and supports other Council members when things get slow and heavy. Jeremy finds ways to make the Man Pavilion (and by extension a lot of art at Burning Man) more environmentally sustainable and more integrated with our stated values. Twin Peaks works with planning and sourcing. D.A. & Hotspot work with the BLM and with the Government Relations teams on our environmental compliance, and D.A. also handles art production and graphic design for Burning Man throughout the year. Hotspot works in the research & development efforts to make our power grids more efficient and reduce our fuel usage to move us towards our organization's carbon reduction goals. 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 SPREADSHEETS and MEETINGS. So, so many. Burning Man is made of these things, 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 make and maintain spreadsheets to keep track of the millions of important details that we need to get right. We meet with other departments and teams to make sure it all comes together smoothly. We have spreadsheets for lumber and golf carts and porto-potties and people. 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 and tracking this thing, from the processes that make it work to the philosophy behind it all. Between us, we have over a century of combined DPW experience. We all love this thing, and spend all the time and energy it takes every year to make it the best it can be.

So that's who we are (actually we are people, too, with interests outside of this thing...and interesting stories! Coyote is a talented musician and writer, ChAos was a snowboard bum for years, HazMatt rode here for his first time on a bicycle! Twin Peaks has a clothing and costume business. 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 the reservoir, or go 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.

Thank you for joining us, and for helping us make this thing we love 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

DPW COUNCIL 2007-200:
PLAYGROUND • HAZMATT • COYOTE • COBRA COMMANDER • GHOST DANCER

DPW COUNCIL 2008-2010
PLAYGROUND • HAZMATT • COYOTE • COBRA COMMANDER • GHOST DANCER • BIG STICK • JOE THE BUILDER

DPW COUNCIL 2010-2012
PLAYGROUND • HAZMATT • COYOTE • COBRA COMMANDER • GHOST DANCER • JOE THE BUILDER • CHAOS

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

DPW COUNCIL OF DARKNESS 2016
CHAOS • COBRA COMMANDER • HAZMATT • COYOTE • FIREBALL • D.A.

DPW COUNCIL OF DARKNESS 2017-2021
CHAOS • COBRA COMMANDER • HAZMATT • COYOTE • D.A. • FIREBALL • KIMBA • WRENCH

The Pandemic brought a great deal of change. We didn't build Black Rock City for two years in a row. Across Burning Man Project, about half of the leadership turned over. DPW was no exception.

DPW COUNCIL OF DARKNESS 2022 - 2023
CHAOS • HAZMATT • COYOTE • D.A. • HOTSPOT • GOATT • TWIN PEAKS • SHNANIGANS • LEEWAY • WELDBOY

DPW COUNCIL OF DARKNESS 2024 - 2025
CHAOS • HAZMATT • COYOTE • D.A. • HOTSPOT • JEREMY • TWIN PEAKS • SHNANIGANS • LEEWAY • WELDBOY • RIPCORD

DPW COUNCIL OF DARKNESS 2026
CHAOS • HAZMATT • COYOTE • D.A. • HOTSPOT • JEREMY • TWIN PEAKS • SHNANIGANS • LEEWAY • WELDBOY • RIPCORD • TOP SHELF • CAN I WATCH

In the last few years we've added Council positions to account for the fact that Construction and Utilities are actually two departments, that Support Ops is an entire job on its own, that Business Services needs to be at the table, that we now have an Associate Director, and that the DPW Coordinator has grown into a department-level role.

*About the "Council of Darkness" thing: about the time we were filling out articles of incorporation into the nonprofit, Cobra suggested that the DPW Council should be called The DPW Council of Darkness as a reminder to everyone that Burning Man is supposed to be fun. We laughed and wrote it down. People ask us all the time why we are called The DPW Council of Darkness, and the answer is this: Because we thought it was funny for five minutes, and it stuck. That's really it. We all have to live with that.

THE DPW COUNCIL (OF DARKNESS)



CHAOS
DIRECTOR OF PUBLIC WORKS



HAZMATT
ASSOCIATE DIRECTOR OF BUSINESS OPERATIONS



COYOTE
BLACK ROCK CITY SUPERINTENDENT



D.A.
RESTORATION MANAGER



LEEWAY
PERSONNEL MANAGER



WELDBOY
BLACK ROCK STATION MANAGER



JEREMY
MAN PAVILION MANAGER



TWIN PEAKS
DPW PROJECT MANAGER / CONSTRUCTION SUPERINTENDENT



HOTSPOT
UTILITIES SUPERINTENDENT



SHNANIGANS
ASSOCIATE DIRECTOR OF PUBLIC WORKS



TOP SHELF
SUPPORT OPERATIONS MANAGER



CAN I WATCH?
DPW COORDINATOR



RIPCORD
BUSINESS OPERATIONS 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 CREWS & MANAGEMENT

DPW MANAGEMENT

Like most complex organizations, Burning Man (and DPW by extension) has a hierarchical management structure, and a chain of command. Ours can look like any combination of the following depending on the needs of the crews:

BURNING MAN'S CEO
EVENT OPERATIONS DIRECTOR

DEPARTMENT DIRECTOR

COUNCIL MEMBER ADMIN/ COORDINATOR	**COUNCIL MEMBER CREW MANAGER**	**COUNCIL MEMBER SENIOR MANAGER/ DEPT. MANAGER CREW MANAGER**

CREW MANAGER
CREW ASSISTANT MANAGER
SUPERVISOR
CREW LEAD
CREW

For simplicity, we tend to refer to everyone at the Crew Manager level and above as a "DPW Manager". Please be careful not to use the word "Manager" lightly, and do not add it to new titles or roles created on your team without talking to your Council Member. 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 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 Staff Camp has 1 Manager position, 1 Assistant Manager position, 3 Crew Lead positions, and 3 Volunteer positions, for a crew total of 8 staff.

Example 2
The Yellow Bike Crew has 1 Manager position, 1 Assistant Manager position, 1 Groundskeeper Position, 1 Shop Steward Position, 7 Lead Mechanic positions, and 9 Volunteer positions, for a crew total of 20 staff.

Example 3
The Arctica Construction Crew has 1 Manager position, 1 Assistant Manager, 4 Carpenter/ Scissor Lift Operator positions, and 7 Volunteer positions, for a crew total of 13 staff.

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.

DPW ADMIN

COORDINATOR



CAN I WATCH?

Shayna Wade-Reich AKA Can I Watch? supports the Director of Public Works (Chaos) and the DPW in successfully achieving its goals year after year. You can find her either working remotely, in Gerlach, or on Playa. She oversees many projects including Shoreline Deployment Project, Staff Ice Program, Event Resource Requests, DPW Hiring, DPW Payroll, as well as organizing the chaos and more!

HIRING ASSISTANT



PERMISSION GRANTED

Sadie Whiteley aka Permission Granted supports the DPW Coordinator with DPW Seasonal Hiring and various other tasks. You might see Sadie when you need help getting your paperwork processed or if you have any questions with Paycom. Sadie loves to help you out and get you out on playa ready to work. Come visit her in her office in Gerlach or on Playa.

PAYROLL COORDINATOR



THE GENERAL

We're tracking hours these days, and someone has to manage that biz and this season it's The General aka Jennalee Rhodes! 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!

PERSONNEL COORDINATOR



DUCHESS

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.

RESTORATION ADMIN COORDINATOR



MOM

The Resto Administrative Coordinator provides support to the Environmental Restoration Manager, facilitating operations including Line Sweeps, Special Forces, Highway Cleanup, Transfer Station, and Organic Waste throughout the event production cycle. A primary focus is on efficiently managing and maintaining established online systems and documents, such as spreadsheets and time-tracking logs, to ensure a successful operation.

STAFF SUPPORT ADMINISTRATIVE ASSISTANT



PYNECONE

Pynecone runs the Staff Support / DPW Radios Office under the mighty Support Ops Manager (Top Shelf) — DPW's one-stop shop for radios, BMIDs, DPW swag, and wellness resources. When she's not holding down the treehouse, pixel-wrangling beautiful, functional designs, or crunching data snacks, you might catch her in the wilds of the Commissary, cramming an inhuman amount of Morning Meeting notes onto a dry erase board. Plus, she's awesome.

DPW UTILITIES MANAGEMENT



HOTSPOT
SUPERINTENDENT



LINDSAY
COORDINATOR



NINES
PERSONNEL MANAGER

Welcome to Utilities, the pumping, humming, occasionally sparking heart of this whole operation. While other crews are building the city you can see, we're maintaining the infrastructure that's not as visible — the water systems, the power infrastructure, the vehicle fueling stations, the stuff that has to just work so everyone else can do what they do. It's hot, it's gritty, it's wildly unglamorous, and deeply satisfying when it all comes together.

DPW CREWS

ARCTICA CONSTRUCTION



SUNSHINE
MANAGER



SHORT BUS
ASSISTANT MANAGER

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.

ARTERY BUILD: DARK ARTS



JOB SECURITY
MANAGER

The Dark Arts, Artery construction crew, builds the main structure for the ARTery 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 helping to keep the flow of art alive in Black Rock City!



BLACK ROCK CITY YELLOW BIKE PROJECT



RUDY GUILIANI
MANAGER



LUKE
ASSISTANT MANAGER



photo by John Curley

The BRC Yellow Bike Project builds hundreds of bicycles each year and deploys them for free, communal use in Black Rock City. They also oversee bike collection efforts post-event. The Yellow Bike Project is here to encourage human-powered transportation within the Burning Man community. Want to help assist in the creation of pedal-powered transportation for the city? Want to get those dusty knuckles covered in bike grease? Reach out to Giuliani!

BUSINESS SERVICES



RIPCORD
MANAGER

The Business Services team works as vendor liaisons for the DPW and Black Rock City support departments, including Vendor camps and the BLM Compound. They facilitate procurement, contracting, delivery, placement, maintenance… and keys. Lots of keys.

CAMP AKA DPW GHETTO



CONRAD
MANAGER



FLIP
ASSISTANT
MANAGER



The DPW Ghetto is the official home and staff camp of DPW on-playa, where you can enjoy water, shade, electricity, port-o-potties, burn barrels, a stage, music, art, food, recycling, our world-famous bar, and much much more! Assigned to live in the Ghetto? Wanna know where you can set up your tent or trailer? Wanna complain about the loud, crappy music at 2am or you just wanna play your own loud, crappy music at more reasonable hours? Talk to Conrad and Flip!

CENTER CAMP CONSTRUCTION AKA OCULUS



AUSTINTATIOUS
MANAGER



WHO'S YOUR ADDY
ASSISTANT
MANAGER

Oculus is the construction crew that builds the Center Camp, said to be the world's largest temporary tensile shade structure. They are a motley collection of riggers, carpenters, and equipment operators who push hard to have the superstructure ready for the Center Camp staff to come in and put on the finishing, decorative touches before the gates open. Center Camp is a many-layered onion of different departments and crews who work together to turn it into a colorful, buzzy hub of art, performance, and community. It all starts with DPW's Oculus.



photo by MonkeyBrains / iamquantum

COMMISSARY



SUGGA
MANAGER



SEX HAIR
ASSITANT
MANAGER



photo by Charles Mosneron Dupin

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. **Scrub your grubby paws!**

DPW DEPOT



UNKLE RUNKLE
MANAGER



NIGHTCRAWLER
ASSISTANT
MANAGER

The Depot is DPW's on-playa construction and receiving hub and our mini storage of sorts. Located at the very end of 5:30. It is home to the DPW/NVO Common Shop & Fire Extinguishers, Trailer Row, The Wet Spot, TSA, The Yard, Spires Construction, the Receiving Container, and where we park all the things. The staff at the Depot are always great at helping you get what you need. 19-22

DPW DISPATCH 411



ODIN
MANAGER



HOT SOCKET
PRODUCTION
ASSISTANT

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 Radio Trailer 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 radio? Go for Dispatch!

FENCE CREW



HOWLER
MANAGER

A proud DPW tradition, Black Rock City's Perimeter/Trash Fence is one of our only all-hands-on-deck operations. 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... by hand. Gloves, knives, medical tape, and guts are recommended. Ready to pound some fence? Report to Howler!



photo by Ruin

FIRST CAMP CONSTRUCTION



GIETER DONE
MANAGER



MIYOKO
ASSISTANT
MANAGER



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. Do you have what it takes? Mustache up and talk to Patrick Geitzen.

FLUFFER TEAM INDUSTRIES



MILE HIGH
MANAGER



RHANA
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 the pre-season. They Fluff the work season. They keep on Fluffing during the Event. They Fluff Tear-Down. They Fluff Resto. We 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!



photo by Ruin

FLY RANCH ENTRANCE



DOC TRE
MANAGER

Officially, they're part of Roadworks. *Allegedly.*
This small team spends its season at an undisclosed location somewhere past where most people stop asking questions. Charged with standing watch over a critical desert resource and assisting operations as needed, they have perfected the art of being forgotten about until somebody needs something.
If you've never heard of them, good.
The water truck is running. Everything is fine.

FUEL TEAM AKA PETROL



CARLA
DEPARTMENT MANAGER



PATRICK
DEPOT FUEL OPS MANAGER



G-MAN
MOBILE FUEL OPS MANAGER



BRANDO
ACCOUNTS MANAGER



ELLIOT
PROPANE MANAGER

If it burns fuel, we feed it - and these days, we're getting pickier about what we feed it. Renewable fuels are slowly replacing petroleum based fuels in this operation. The fuel team are stewards of the land, working to keep the desert safe from spills, while filling generators and other equipment that keep our operations running, our bodies cleaned at night, our homes cool, and our bellies filled. This crew's work ethos is strong, and you can learn a lot about event operations from working with them as they support EVERY group on playa in one way or another.

This department also runs the BRC Fuel Program, a safety program that delivers fuel to participants and operates the Hell Station for the two weeks surrounding the event.

The PETROL Depot is open 8:00 am–4:00 pm daily from 8/13–9/13, with fueling capabilities from Fence to De-Fence. The Hell Station is open 9:00 am–4:00 pm daily from 8/25–9/6.



GOLF CARTS



SPECIAL KAY
MANAGER

The Golf Cart team maintains Burning Man's Golf Cart fleet, allowing specific departments to loan Golf Carts and fulfill our every race car dream in slow motion! You'll roll past the Golf Cart Service Center on your way into Commissary. Bring your loaner Golf Cart in for service every day to keep them race car-ready. All carts are in Monday after the event for our final race to the depot. Check in at our Service Center for details. At the end of it all, this crew follows Leave No Trace and deep-cleans 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!

HEAVY EQUIPMENT & TRANSPO AKA HEAT



CUERVO
DEPARTMENT MANAGER



RAPUNZEL
OPERATIONS AND TRAINING 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, or build it, chances are HEaT has something to do with it. Making it safe and keeping the dream alive. Need gear, HEaT can help! Join us for drinks at the roll up after five or, stop by and say Hello at 5:15 & Esplanade. Sense of humor required.



KIRBY
OFFICE MANAGER



CUT N SHOOT
EQUIPMENT DISPATCH MANAGER



JANKY LOAD
TRANSPORTATION MANAGER



BRUISER
CRANE OPERATIONS & RIGGING MANAGER

HIGHWAY CLEANUP



BARBARELLA
MANAGER



BRIGHTSIDE
ASSISTANT MANAGER



KID-A
ASSISTANT MANAGER

A critical branch of Playa Restoration, the Highway Cleanup Crew targets the roads and surrounding areas to clear road debris and trash shed by passing vehicles during Exodus as well as year-round. Our mission is to keep the roadways safe, reduce environmental impact on local communities, and uphold the "Leave No Trace" ethos beyond the playa. Want to keep the highways beautiful? Come find Barbarella, or talk to any of the crew at MOOP Map HQ (5:30 & Esplanade) or Email **resto@burningman.org**

LOGISTICS



MINO
LOGISTICS MANAGER



JOY GREMLIN
LOGISTICS ASSISTANT MANAGER

Located in the Commissary Business Park, Logistics is responsible for equipment that comes on rent through external vendors. This includes rental vehicles, UTVs, specialized equipment, buildings, fencing, electric bikes, handling the process from pickup to return.



photo by Sadie Whiteley

MAN PAVILION



JEREMY CRANDELL
PROJECT MANAGER



CARRIE BARNES
CONSTRUCTION FOREWOMAN



MOLLY S.
PRODUCTION COORDINATOR

DPW's Man Pavilion team consists of design, construction, electricians, lighting, sound, pyrotechnics and, of course, the Man (Man Krew and neon).
Each year, a selected concept inspired by the event's theme is delivered to the Man Pavilion team to design, engineer and construct the physical structure that is the base for the Man. The Man base designs are specific to each year and, as such, provide a unique challenge every year. We work with artists, architects, engineers, builders, carpenters, metal fabricators and vendors of all sorts to deliver a massive art project before Burning Man's gate opens. Additionally, there are several art installations within the Man Pavilion realized by invited artists. The resulting Man Pavilion is staffed 24/7 by Man Watch to support everyone who visit the site during event week - and then we release it on Burn Night.



photo by Shalaco

METAL SHOP



METAL HEATHER
MANAGER



SLOTMASTER
ASSISTANT MANAGER

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.

PLAYA RESTORATION AKA RESTO



DA
MANAGER



MOM
ADMIN COORDINATOR

Playa Restoration is the post-event All-Star Team responsible for cleaning up Black Rock City and executing our "Leave No Trace" mission. Our ultimate showdown is the Bureau of Land Management's (BLM) Post-Event Inspection. We grid and sweep the entire playa to remove MOOP (Matter Out of Place), preserving the Black Rock Desert and securing the permits needed to return next year. Want to join the team? Email **resto@burningman.org** or come find us at MOOP Map HQ (5:30 & Esplanade).



DPW POWER CREW



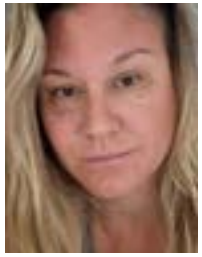
TANK COMMANDER
OPERATIONS MANAGER



GENIE
TECHNICAL MANAGER

Electrons don't move themselves across a dusty desert — that's our job. The Power Crew designs, builds, and maintains dozens of independent networks across Black Rock City. Our team is constantly testing new technology to give old ideas new life, bridging diesel and renewable power options as we seek to reduce Black Rock City fuel consumption. OVER FORTY MILES of rubber jacketed cable are slung across the desert floor to bring us lights, relief from the heat, cold water, working pumps, cold storage, and our favorite tunes while we build the rest of the city.

PURCHASING



SHINY
MANAGER



MURDER
ASSISTANT MANAGER

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. 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.

ROADWORKS



MUSCLE TITS
MANAGER



SAUSAGE GIRL
ASSISTANT MANAGER

The Roadworks Crew create and maintain 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
PERSONNEL MANAGER



DUCHESS
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. Does your crew need Roustabouts? Check in with Leeway and Duchess around lunchtime. Are you a Roustabout? Come to the afternoon check-in to find out what's on the docket for tomorrow!

SHADE



KATNIP
PRODUCTION MANAGER

Shade Crew is a hard working, hard playing, shenanigans loving, teamwork based crew. They work in the sun all day, so you don't have to. It's hard physical work and long days in the elements, moving lumber, swinging hammers, climbing ladders, and stretching shade cloth by hand. In 2023 despite the crazed weather they built 180 structures totaling over 3 acres of Shade in 3 weeks. It doesn't take a lot of construction experience because they build a fairly simple style structure. What makes Shade awesome is the teamwork with a wonderful crew, and sense of accomplishment at the end of every day.



photo by Ruin

SHOWERS AKA THE WET SPOT



SHOWER FATHER
MANAGER

You want a shower? Of course you do. It's fucking dusty out here. Shower Father and the 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: 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, glaring, staring, & sexy times. The Wet Spot is CO-ED with an additional unit that is female-identifying only. Need the use of a private shower? Just ask the Wet-Spot Crew! Want to keep your privates private? Wear a bathrobe and hang it outside the shower stall curtain.

SIGNS



DARK SPARKLE
MANAGER



SWEET PEACH
ASSISTANT MANAGER: INSTALLATION



POPPY
ASSISTANT MANAGER: PRODUCTION

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." The street signs are hand-painted and designed anew each year to match the theme of the event. It's a tradition of art coinciding with civic infrastructure that dates back to the first street signs in '97.



photo by John Curley

SITE SERVICES



MOMMA PHOENIX
MANAGER

For every greywater tank, porta potty, and handwashing sink, there is someone from Site Services who has put their hands on it. Figuratively speaking anyway. This department ensures that all sanitation assets are deployed and maintained through managing the work of an external vendor.

This team is also responsible for handling trailer servicing, coordinating pump outs with the vendor as well as directly delivering potable water to all staff trailers via water trucks operated by our drivers directly.

SPECIAL PROJECTS



BAR-FIGHT
MANAGER



SCUMBAG
ASSISTANT MANAGER

Special Projects build things for every department at Burning Man and roam the Playa taking care of any special carpentry needs. Special Projects 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



BLACKTHORN
MANAGER

SPIRES are 14' 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 or BUILD Spires? Report to Blackthorne.

SURVEY



COYOTE
MANAGER

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. Black Rock City also unofficially boasts being the world's largest clock. Prove us wrong!



TSA: TRANSFER STATION AUTHORITY

TSA TRANSFER STATION

Located down 5:30 by the DPW Depot, the TSA crew manages the proper sorting of all trash and recycling from event infrastructure and operations, while educating staff on proper waste stream protocols.



MOON
MANAGER



GROMMET
ASSISTANT MANAGER

TSA ORGANIC WASTE

Based at the Commissary on 5:30, this crew manages the proper sorting of organic waste, trash, and recycling generated by Commissary operations, while educating staff on proper waste stream protocols.



EMILY B
MANAGER

DISCORD KITTEN
ASSISTANT MANAGER



photo by Moon

WATER & PLUMBING



CROP TOP
MANAGER



GROUND CONTROL
ASSISTANT MANAGER

The Waterworks department handles potable water logistics for DPW infrastructure, as well as art honorarium projects and some theme camps with interactive arts elements through the Civic Water Program. This all-star team handles the impossible daily by coordinating quality control and water deliveries in the arid desert environment of Black Rock City!

And how do we get 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 infrastructure locations such as the Commissary, the Wet Spot, the hospital, and throughout the city. Without the plumbing you wouldn't have the water!



photo by Chop-Shop

DPW SUPPORT CREWS

DPW RANGERS



CROW
CO-MANAGER



VICTROLA
CO-MANAGER

The DPW Rangers are a team of skilled peer counselors, crisis responders, and conflict mediators who support the DPW as human beings navigating an incredible and sometimes challenging experience together. Having a bad time that a hammer or a spreadsheet can't fix? Call the Rangers!

DPW MEDICS



MAMA B
SUPERVISOR

From late-July until early October, ESD staffs a small crew of medics (primarily EMTs, paramedics, and registered nurses) to support the DPW/NVO crews building and disassembling Black Rock City infrastructure.

THE DPW EXPERIENCE



JOIN THE PLAYA RESTORATION ALL-STAR TEAM! AKA "RESTO!"



photo by Steve Tietze

MONDAY SEPTEMBER 16TH TO SATURDAY OCTOBER 5TH

Embracing the beauty of the Black Rock Desert while MOOP Sweeping with Playa Restoration is a one of a kind transformative experience. 175 of the best of the Black Rock City community united in a single cause– Leave No Trace!

From Monday, September 16 to Thursday, October 3, we need 200 of Black Rock City's finest to ensure we leave no trace on the Black Rock Desert and Highways while creating the essential MOOP Map (Matter Out of Place Map) and passing the Bureau of Land Management Site Inspection on October 3rd!

Whether you're a seasoned veteran who's mastered the art of Leaving No Trace or a brand spankin' newbie– we want you to join!

THREE WAYS TO JOIN RESTO!

RESTO MAIN SEASON - Full Time Staff are on site from September 16th to October 4th, restoring the playa and making Black Rock City look like it never happened. This includes Moop Sweeps, Special Forces, and Highway Cleanup. This crew is a mix of paid roles ($15/hour) and volunteers.

EARLY START CREW - Additionally, we have a few paid positions to start Resto as early as September 2nd until the 12th when we clean up and take down the Trash Fence, clean road debris on the Highways, test the event site for MOOP, and jump on the Trash Train! There are paid jobs at $15/hour, working for the Man.

JUMP-IN VOLUNTEERS are those of you who can only come out for a few days– whether right after the event or later in the Main Season! Your short-term commitment can make a lasting impact!

Apply in person at MOOP Map HQ at 5:30 Esplanade or email
resto@burningman.org

DPW ORIENTATION

1. **DPW COMPASS:** The DPW Compass is an online site where so many of your orientation, onboarding and curiosities will be answered! You must get the link from your Manager or a work-email to complete your Onboarding steps- while you're there, explore the page and find more online resources at your fingertips!
2. **DPW ROUND-UP:** You must fill this out before you arrive to Gerlach, period! Fill it out! No Soup For You!
3. **GETTING HERE: RIDESHARES**
   - For Arrivals: **DPW Arrival Rideshare form 2026**
   - For Departures: **DPW Departures Rideshare form 2026**
   - View the spreadsheet / find your ride options here: **DPW-Staff Rideshare Spreadsheet 2026** (Choose Arrivals or Departures via the sheet tabs at the bottom.)
4. **DRIVING YOURSELF?**
5. Check out this awesome **447 Pullouts List** that our very own Bobcat in the Reno Office made so you know when a pull-out is coming up! Stay safe!

BEFORE YOU ARRIVE: RESERVATION INFO

You need to confirm your arrival date and housing needs with your manager. Your manager will communicate and confirm your needs with the NVO Housing team, and establish expected arrival dates and times with you before you head to Gerlach.
Please don't arrive early!
If you need to make an update, reach out to your manager and fill out the **Visit Fabulous Gerlach** form with your new arrival info - you may request a 2 day acclimation period before your contract with prior approval from your manager.

SO YOU JUST ARRIVED TO GERLACH...

CHECKING IN:

1. Your first stop in Gerlach is the Gerlach Office. Talk to the folks at the front counter and let them know you're expected. They'll check you in and point you to your next steps. These may include:
2. Visiting the Credentialing team for your Wristband and/or Vehicle Sticker.
3. Getting a Radio, if you have been assigned one.
4. Talking to the DPW Personnel team (if that's a part of your check-in).
5. Visiting the Housing team for directions to your Bunk, Trailer, Box, or Camping spot, and Personal trailer spot.

*** Everyone must check in with the Housing Office before heading to their Village, or have advanced check-in.** If you skip this step, **you will be denied entry and asked to return to the office.**

DPW ORIENTATION

GERLACH OFFICE HOURS:

- **Monday–Saturday: 8:00 AM – 6:00 PM**
- **Sunday: 10:00 AM – 5:00 PM**

If you must arrive **outside of these hours**, please:

1. Contact your **direct manager** to make arrangements,
2. Let **NVO Housing** know in advance by any of these options:
    - Calling the office: **775-557-2200**
    - Slacking **Sylkia** and/or **Upper Budget**
    - Filling out the Visit Fabulous Gerlach (VFG) form (get it from your manager.

If you're unable to reach anyone, **plan to stay in Fernley or Reno for the night**. Be prepared to **dry camp** until the office reopens the next day, especially if you're pulling a personal trailer.

YOU HAVE CHECKED IN! NOW WHAT?

Head to your Village - first stop find the Mayor! Your Village Mayor will help orient you and show you where you're staying.

DIRECTIONS: If you're new here and don't know where to go or how to get where you've been told you're camping, check out this… DPW Google Map!

- **Heading To Playa:** Take the right fork heading North out of Gerlach and go until you hit 12-mile. You will pass the normal Burning Man Entrance at 8 mile and keep on.
- **12-Mile Exit** will take you on Haul Road to Point 1. The Speed limit is currently slow. It will get slower soon. Go Slow.
- **SHORELINE:** Veer right to take the dusty road heading around the shoreline. You should've gotten confirmation from Housing about where you're camping.
- **BRC:** After Fence Day and everyone has moved into BRC Proper. Take HAUL ROAD straight in- do not veer right. If you're heading to the **DPW Ghetto Staff Camp (5:35&D)**, you'll be going straight to the center of the camp where the Bar and Couches are: Ask for **Conrad or Flip!**

DPW ORIENTATION

SETTLING IN

- Setup your space, get cozy, drink water, get lay of the land, get some sleep.
- Be prepared to attend the MORNING MEETING at 7:30 the day your contract starts and confirm with your manager! NO MM ON SUNDAYS.
    - **Your Village's** designated MM gathering spot.
    - **BRC:** DPW Meeting Shade in front of the Commissary.
    - If you have questions about this, your Manager will advise. Ask them.
- Once we move from the 3 Desert Villages (Gerlach Estates, Shoreline and Black Rock Station) into BRC proper, **you can find DPW Administration in the DPW Business Park outside of the Commissary** if you run into problems or questions.
- It is always recommended to take an acclimation day or two before you start work, so make sure you set up an appropriate arrival date with your Manager. Drink electrolytes. Get oriented. Meet your new department and identify where your staff resources are so you can be as comfortable as possible in this challenging environment.
- Remember there are people you can talk to if you find yourself struggling. We can't do this alone and we don't expect you to, either. You can go to any Manager or Council Member you trust, DPW Personnel, People Operations (PO). You don't always have to know what's going on or what you need to open a conversation about it.

NOTABLE

- Please self care, be kind, give grace, approach with curiosity, get some sleep! Set some good boundaries for yourself or the playa will do it for you probably at just the time you don't want it to.
- Remember if you play hard, you still need to show up for your role and your team. Taking care of ourselves is the first step to helping others.
    - If you're feeling cranky or drained, you might just need:
    - More sleep - try a power nap!
    - When was the last time you ate something substantial? Salty?
    - Something hydrating- maybe some electrolytes instead of that next beer?
    - A shower can be revolutionary out there. We don't always realize when our bodies are overwhelmed by the environment and washing that dust off does wonders. Try a little vinegar-dilution for your hair. <3
    - Supplements and vitamins can be a great support to an active lifestyle. ;)
    - Some quiet time alone with nature can be nice.
    - If you're feeling strained from the physical labor, ask your Manager about OccMed when it's on site.
- Talk to someone if you're struggling inside and learn about support resources available to you.
- There is no shame in being human. This is an expansive social experiment and we are participating in a big way for an extended time frame. It's reasonable to have big feelings, and also important to recognize the impact on the people and teams around you.
- The only way we do this is together.

THE DPW MORNING MEETING



7:30AM MONDAY-SATURDAY

ON PLAYA AT THE DPW SHADE IN THE COMMISSARY BIZ PARK

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. Leeway, Weldboy, and special guests rally the troops and lead the charge on the day. We attempt to inform and inspire, but we will settle for getting us all out of bed. 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.**

If you want to be a guest host, let us know! It's always good to have fresh energy up here and it gets you used to yelling exuberantly at a crowd, which is an important life skill.

ATTENDING A MORNING MEETING

1. Move Close & Be Quiet. Do those things.

2. We start at 7:30 sharp. Show up on time.

3. Raise your hand to ask a question, or if you need clarification.

THE DPW MORNING MEETING

SPEAKING AT A MORNING MEETING

1. In the words of Shakespeare, Brevity is the soul of wit. Make your message short, clear, and punchy.

2. 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 Leeway and Weldboy are doing and that is plenty.

3. 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.

4. No Lost and Found announcements. Not even one. That is an endless slip down an infinite slope.

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, this is when the 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.



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 on 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 Team.

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 with your Manager to secure an arrival date that will allow you to acclimate and be ready to work on the first day of your contract.

WHAT AM I GONNA BE DOING?

Every crew in DPW works hard. Expect physical or construction work, T-stake pounding, painting, carpentry, organizing, cleaning and other things in the sun or heat 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. If you're particular about your own brand of gloves, bring em. Closed toed work shoes/boots. Personal work items that make your day better. If you do bring your own tools, make sure to mark them so that they can be identified as yours. However, we can't replace lost or broken tools so if you bring your own stuff, it's at your own risk.

ARE THERE PHONES/WIFI AVAILABLE?

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

Wifi is also available for some of the times and locations we'll be living and working in, though the further away from town we get and the bigger the population becomes, the more these signals struggle. Be sure to do all your downloading at home before you get here because there won't be streaming bandwidth available and much of it is taken up by work.

DPWFAQ

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 where if you don't choose to take breaks, the Playa will choose for you- usually at the worst time. Tired, sick, and otherwise distracted workers are not happy or safe workers. There is also a very important element of choosing how to spend your finite energy- when you say Yes to something, what are you saying No to? Balancing your experiences here is key. Sleep is vital. Nourish yourself often. Drink Water. Talk to your Manager about what you need.

ARE THERE LAUNDRY FACILITIES AVAILABLE?

Laundry facilities are available at the Gerlach Estates Trailer Park, Black Rock Station, Black Rock Social Club and pay units at Brunos. Please connect with the mayor of your village to see which units are most appropriate for where you're staying.

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:

Burning Man
Attn: (your legal name)
390 Main St. / B319
Gerlach, NV 89412

Do not post this address on social media or make asks to your entire friend list to send you things. We get a massive amount of packages - 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- it is not recommended. 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.

DPWFAQ

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

No! These facilities are largely used for Nevada Operations (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 traditional breakfast 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 in Black Rock City, the commissary will have veggie meals available pre and post-event. There's also a food form on the DPW Compass we invite everyone to fill out for our meal planners and while requests are not guaranteed, this is a great step in the right direction.

WILL DRINKING WATER BE PROVIDED WHILE I'M WORKING?

Yes! Water and electrolytes. DRINK IT.

ARE THERE SHOWERS?

Showers are available in trailer houses in the Gerlach Estates, the Copper Pit, Black Rock Station, and often shower trailers will be made available in situational circumstances year to year. Once we move out to the Playa, we have a whole Showers Court available as well. You can get the details on them from your Manager. The showers in Gerlach are unavailable during the time we are on playa.

IS THERE RECYCLING OUT THERE?

Yes! Compost, plastic and aluminum are all collected for recycling in the Gerlach office, at the Estates and at the Black Rock Saloon! Also, during the event, aluminum is recycled at Recycle Camp! There are recycling bins as you leave Commissary, and the Transfer Station Authority also helps individual crew worksites and camp sites setup their Collection Stations! Please always sort your trash - **WE TAKE THIS VERY SERIOUSLY** - and remember to tie off any personal hygiene waste items in small bags (dog poop bags work great!) without mixing them with other trash or recycling.

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. We want you to stay strong with us until the end!
- Workdays start for many of us with the 7:30am MORNING MEETING – While these meetings are optional for many, you are highly encouraged to come. Check with your manager about how you should start your work day. This is one of the most important aspects of our day and is generally the only time that all of DPW will be assembled together. Expect general announcements, work progress, assignments, weather reports and 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 crew, your 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, Black Rock Station and satellite camps as necessary, and having our meals and Morning Meetings at the Gerlach Chow Hall (which is in the Longhorn room at Bruno's; enter through the right side door towards the back of the building), Black Rock Station Commissary and satellite villages. We commute for the work day.
- 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 Radios Shade.
- Meals On Playa:
  Breakfast 6:30am – 8:30am · Lunch 11:00 – 2:00pm · Dinner 5:00 – 8:00pm
- Expect strenuous manual labor, a hot sun in high temperatures during the day and unpredictable nights with occasional dousing thunderstorms, 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 120º F and can dip into freezing at night during the post-event fall season. Stay hydrated and allow your body a couple of days to adjust when you get here. Nourish. Rest. Take care of business proactively so you can play when you want to.
- Heat exhaustion can sneak up on you quickly. Keep water with you at all times and pay attention to what your body needs.
- Expect wind 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 alkaline- abrasive, corrosive, conductive, and gets everywhere. Vehicles, tools, gears, rubber gaskets, zippers, computers, etc. will eventually corrode and short out. Just saying.
- Be situationally aware and keep an eye on each other. Use the Buddy System.
- Yes we work and play hard but remember to take care of yourself. Rest is good — get some. Tomorrow we do it all over again. And after Burn Week too.

VOLUNTEER RIGHTS AND RESPONSIBILITIES

While volunteering for Burning Man is a gift freely given, with no expectation of compensation or remuneration, we jointly acknowledge these rights and 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 you have a part in planning, that your honest opinions are respected and that appreciation will be expressed by other team members.
2. **The right to relevance.** You have the right to be matched with meaningful assignments that further your personal goals, or expand your abilities, knowledge, and experience. The right to receive orientation, training, a job 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 without being made to feel bad about it. 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 go volunteer somewhere else that will be more fun for you.

YOUR RESPONSIBILITIES AS A VOLUNTEER:

5. **The responsibility to communicate your needs.** Feel like your work isn't meaningful? Not what you thought you'd signed up for? Or just bored and ready for something else? Talk to the team, providing specifics about your dissatisfaction and at least 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 improve the situation.
6. **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!
7. **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.
8. **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 before taking your work with you to the detriment of the larger community.

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 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)



Photo by Lee Newberry

THE DPW MAILING LISTS

RELEVANT LINKS: MAILING LIST SIGN UP

DPW-ALUMNI-DISCUSS LIST

This is a space outside of social media where we can stay connected with each other and with community updates from DPW as well.

This space is for all DPW past and present in good standing to talk within the list about relevant topics, share stories and network.

This is not a place where we will be sending job-postings, discussing current season work topics, discussing interpersonal politics, or being intentionally disruptive to each other or our inboxes.

To remain on the list for access but not receive all the email all the time, find directions to customize membership here: **How To: Google Groups**

Have you done a full season with DPW and want to be on the DPW Alumni List but are not? Check your Google Groups first, then talk to Leeway.

THE DPW ANNOUNCE! LIST

The DPW Announce list is a place where we make all our DPW Announcements for those who are interested in keeping in the know.

This is for DPW Members, Hopefuls, Recruits, Friends and Family, and other Burning Man Departments. This is a place that receives more tailored, public-facing announcements from DPW Management and is not open for members to reply or start conversations.

THE DPW-WORK-DISCUSS LIST

This is a tradition as old as time itself where people get added when they are confirmed for the season on a crew to talk about the work season coming up/happening. Invariably someone always asks about boots, rideshares, lost water bottles, who dropped my soap? And the rest of us try to get y'all to be quiet long enough to fill out ya dang "paperwork" before you arrive.
This is also where we send out DPW Operations Updates, current season job postings, and any needed information for the upcoming season.

HOW DO I GET ON ONE OF THESE?

When your DPW Application is accepted you will be added to the DPW Announce List. Also, anyone curious about DPW news can request to be added at the link below. This is a public list!

When you are accepted onto a DPW Crew for the season you will be added to the DPW-Work-Discuss List.

When you have made it through a season, you will be added to the DPW-Alumni-Discuss List. If you are not on one of these lists and you think you should be, you can let us know here: MAILING LIST SIGN UP

THE DPW MAILING LISTS

HOW DO I GET OFF ONE OF THESE?

TO MANAGE YOUR SUBSCRIPTION or UNSUBSCRIBE/ LEAVE GROUP, please follow this link and manage it from google groups: **https://groups.google.com/my-groups**
To unsubscribe from any group and stop receiving emails from it, send an email to **groupname+unsubscribe@burningman.org**.
We highly recommend you simply change your subscription from "Each Email" to "No Email" as seen in the capture below. If you "Leave Group" instead, you run the risk of being added back in during the annual department add for all active DPW staff. This will also give you access to the group via website should you want to check in.
If you want your email to be removed permanently from the Alumni List or Announce List, you can write to **dpw@burningman.org** to have your access removed.

STAY ON THE LISTS BY BEING CONSIDERATE, THOUGHTFUL AND KIND IN YOUR COMMUNITY.

If there is something you want to bring up that you're not sure about, check in with your peers and folks you trust before you hit send.
For the love of all that is good on this Earth, please think twice before using "reply-all".

Read on for the hard and fast rules that we all follow on the lists:

ACCEPTABLE USE OF BURNING MAN EMAIL LISTS

(from People Operations)

The purpose of this policy is to provide guidelines about the 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.

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** 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.)

THE DPW MAILING LISTS

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

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.

All DPW mailing lists are governed by our Behavioral Standards agreement, our Harassment, Discrimination, and Retaliation Prevention policy, and our Online Policy.

NVO



Nevada Operations ("NVO") staff are responsible for: overseeing personnel, managing the Gerlach office, storing equipment, maintaining assets and sites, and coordinating transportation, among other duties that span the entire year. They also play a vital role in hosting, feeding, housing and supporting staff, especially during the Burning Man event.
Essentially, NVO staff are the foundation of the local workforce, or, more accurately, "the DPW, for the DPW (and beyond)", extending their support to all Burning Man departments. This reflects the commitment of NVO staff to sustaining and enhancing the infrastructure needed for the success of the Black Rock City and its community.
As Burning Man Project has grown, so has the need for dedicated long-term personnel - for a team to oversee and support the growth of Burning Man in Gerlach, on the Ranch and at the 360 property - and so Nevada Operations (NVO) was born.

DEEP DESERT EXCURSIONS & CONVOYS

It's beautiful out here, and getting out into the deep nowhere can be really rewarding. Here are 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, jack, lug wrench, anti-freeze, & quart of oil.
- Bring jumper cables, & a 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, +5Mhz offset, 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 wet 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.)
- Learn how to find and use the North Star to get your bearings.

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

LIVING IN THE THREE VILLAGES



photo by Pynecone

HOUSING & SHELTER

FOR DPW SEASONAL ON-SITE PRODUCTION CREW

INTRODUCTION

DPW housing is a complicated affair. There are a lot of us to keep track of, and we live in a bunch of different places throughout the event operations cycle.
To manage the complexity, all of DPW's housing/shelter information should be coming from individual crew members, up through their Managers/Pod Hosts, and to Council Members who are handling the power, shelter and placement requests with the appropriate BMP departments to get us all situated.
Our Pre/Post BRC and BRC Camp Planning, Housing & Shelter requests are similar to years before. There is not a general housing form.

Though the Power Request deadline is probably closed by the time you read this, many of our crews are still in full hiring and recruiting phase, so there is still some wiggle room to make updates. What this means is we've all got to be mindful and take responsibility to get our shelter dimensions and camping plans into our Managers ASAP!

Information the Managers and Pod Hosts will be capturing :
What kind of shelter will you be living in?
What are the dimensions of your shelter? Please include height.
Will you be hoping to move your camp/returning during the event week?
Have you been approved to bring a cat/dog?
If you are camping in a pod that is different from your crew pod, you will need to be having these conversations with both your Manager AND your Pod Host.

HOUSING & SHELTER

EARLY OPERATIONS: THREE VILLAGES

The Gerlach Estates - Shared Common Housing with bunks
Black Rock Station - LC's, Trailers, Boxes
The Shoreline - LC's, Trailers, Boxes, Vehicles, Shiftpods, Tents.

DPW VILLAGES IN BLACK ROCK CITY

DPW Ghetto Staff Camp
Camp Mapping & Council Member: TopShelf
Manager & Mayor: Conrad
Pod Leads / Managers

DPW Utility Village - Power, Plumbing, Fuel
Camp Mapping & Council Member: Hotspot
Support: Pending
Utilities Crew Managers

DPW Construction Village - Bikes, Metal, Signs, Special Projects
Variety of Council Members: Twin Peaks, Coyote, TopShelf
Separate Large Crew Camps
Crew Managers

DPW HEaT Village
Council Member: Chaos
Support: Cuervo
HEaT Office Manager

DPW Depot
Council Member: Twin Peaks
Support: Unkle Runkle

DPW Moop Map HQ
Council Member: DA
Support: Mom

WE'RE ALL GUESTS HERE IN GERLACH



Photo by DA

Here we are, Gerlach, the frontier outpost perched precariously on the cosmic fringe. Every day in this desert is a beautiful one, less one thing. Whether that one thing be battling bugs big enough to ride or dodging dust storms that seem to have a personal vendetta, fear not - the sunsets here could melt away any qualms.

The folks you'll meet here are the stuff of legend - a motley crew of Burning Man enthusiasts, small-town ranchers and retirees, and love-struck wanderers who've all taken a tumble down the rabbit hole and decided to stick around. As much as we're all about embracing the chaos, let's not forget our manners. Remember, when you're here, you're viewed as an official representative of Burning Man Project. So, whether you're ordering coffee at dawn or dancing on tables at dusk, keep it classy and courteous. We've got a reputation to uphold!

Gerlach is no Black Rock City, so, while we're here to spread Burner love and ethos, let's also show some love to the locals; mind your manners, be respectful, and who knows? You might just end up with a new best friend! In Nevada Operations we strive to be good neighbors, to minimize our footprint, and to build bridges with a town that's put up with our shenanigans for longer than we can remember. Let's do this thing with style, with grace, and with a whole lot of laughter.

How to be a Good Neighbor to the Locals from the Locals:

- No trespassing! All neighboring properties are private properties, trespassing is prohibited. Do not park on their property. Do not use their water.

- Dress respectfully and appropriately. Gerlach is not Burning Man; shirts and pants/bottoms for all genders are always required in town and in local businesses.
  Be a responsible and respectful community member. Do not disturb our neighbors in any way.

- Leave No Trace; let's leave Gerlach looking better than it was when we arrived.

- Do not pass the school bus. Don't pass it on 447, or 34, do not pass it if it's stopped. If the Gerlach K-12 school bus is out, act as if there is possibly a child running around near by.

WE'RE ALL GUESTS HERE IN GERLACH

Driving Expectations:

- DO NOT DRINK AND DRIVE. Period. Driving under the influence is grounds for termination.

- Follow all posted speed limits and vehicle operation laws:

  - Main Street is 25 mph, side and back roads are 15 mph max.

  - County Road 34 from Gerlach to Black Rock Station/ Fly Ranch is mostly 55mph unless otherwise posted.

  - Butts go in seats, if there is a seat belt, use it. Drivers do not allow for passengers to stand in or on the vehicle or sit on the sides of your truck bed.

Note about County Road 34: This route is deceiving, it looks like an innocent, rarely traveled path but it has been known to claim both vehicles and lives. We travel this road to get to our work sites, locals use 34 to get to their ranches. The county roads department is often out working on the road. You'll come upon roaming cows, rabbits, and massive farm equipment. It is not safe to speed or pass, especially against a double yellow line. It is barely safe to pass when you have the right of way to do so. Take it easy out here, why on earth would you be in a rush to get to work?



photo by Pynecone

GERLACH, NV U.S.A.

Gerlach is located in Washoe County, Nevada. It was founded in 1906 during the construction of the Feather River Route of the Western Pacific Railroad. A two-hour drive (about 100 miles northeast) from Reno, Gerlach is the gateway to The Black Rock Desert-High Rock Canyon Emigrant Trails National Conservation Area and has become known as an outpost for the Burning Man event.

After its inception, Gerlach remained a railroad town. It was filled with people who worked for the railroad, Washoe County road department, and the nearby U.S. Gypsum Mine in Empire. About 7 miles south of Gerlach, Empire was established with the founding of the gypsum mine in 1923. 90% of the drywall produced in the United States came from materials mined there.

At its peak around 1950, Gerlach and Empire's combined population totaled over 1,000 residents. It was home to two restaurants, five bars, two motels, and a handful of other small businesses. In 1976, the people of the town bought the property from the railroad company, put in a better water system, and created a town board as their municipal government.

Gypsum mining was the historic staple of the local economy until 2011 when the original mine closed. It has since changed hands and reopened at a fraction of its previous capacity. The population of Gerlach is estimated to be around 130 people, according to a 2020 Decennial Census.

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.

ECONOMY

The economy of Gerlach is based primarily on tourism in the nearby Black Rock Desert and hunting. Hunters from all over the west travel to Gerlach to hunt a wide variety of games such as chukar, geese, deer, and antelope. Other active industries are a Union Pacific switching station in Gerlach and public services of Washoe County, which include its roads department and the Gerlach K-12 School, a public school operated by Washoe County School District. When the original mine closed in 2011, the school's student enrollment decreased dramatically to a total of 8 students; since the reopening of the mine, more families have moved to the area and, as of 2021, the enrollment peak was 36 students. Many of the inhabitants of Gerlach are elderly retirees, some of whom operate small private businesses (primarily internet-based due to the town's remote location).

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 used except in cases of emergency.

THE GERLACH OFFICE



Photo by DA

The Geralch Office is open year-round to facilitate Burning Man Project's presence in the local community of Gerlach, NV. The office serves as our NVO operations headquarters that supports event logistics, administrative support, receiving department and visitor information center. The Office staff keeps us running smoothly and on target. Come in for a friendly smile and enthusiastic assistance with your questions! It is located in the center of town at 390 Main Street across the street from the Black Rock Saloon, with a big ol' sign, a shaded porch, Come say hello and see what's in the candy bowl this week!

Official Hours of Operation: 8am - 6pm daily, July 1st until Resto.

- The office is stocked with general office supplies - pens, paper, printers and notepads, a tiny staff kitchen area with snacks, drinks, and a shared fridge.
- Drop in desk space is available upon request, connect with the office staff to reserve a spot. Space is limited but we try to make it work.
- Speak to the office staff for:
    - Specific office supply needs, special requests.
    - Extended office hours for managers and staff.
    - Any support or questions you have, the office staff are here to help.
- What the office doesn't have:
    - Indoor plumbing. Portos and a handwashing sink are located out back or there are restrooms across the street in the Black Rock Saloon.
    - General use telephones. Phones are for business purposes only. There is a phone in the Saloon for general use.
    - Privacy. Do your best to keep your conversations to yourself and pick up confidential papers from the printer.
- Try to be quiet and chill when you come in - especially in the back rooms. We are all trying to focus. Please be mindful of the doors, they like to slam.

GERLACH LIVING: DPW ACCOMMODATIONS

The Gerlach Estates aka The Trailer Park has 10 trailer houses with multiple rooms, bathrooms, kitchens, and living rooms. Unless otherwise posted, the living spaces of the trailer houses are considered communal use areas. This requires utmost respect of your friends and colleagues and is an exercise in patience and community values.

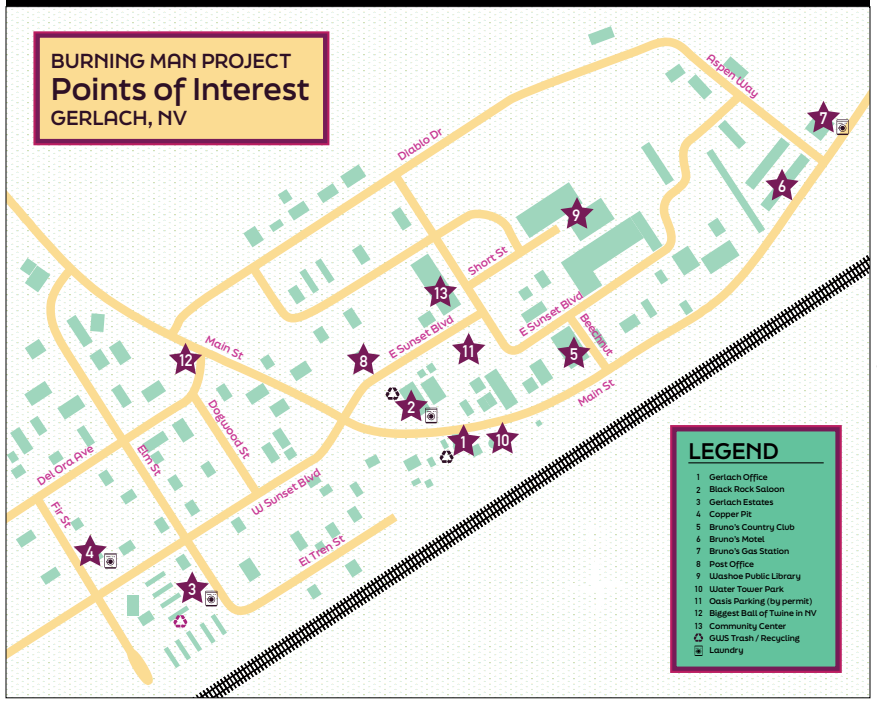
For all living accommodations made available for DPW while in Gerlach:

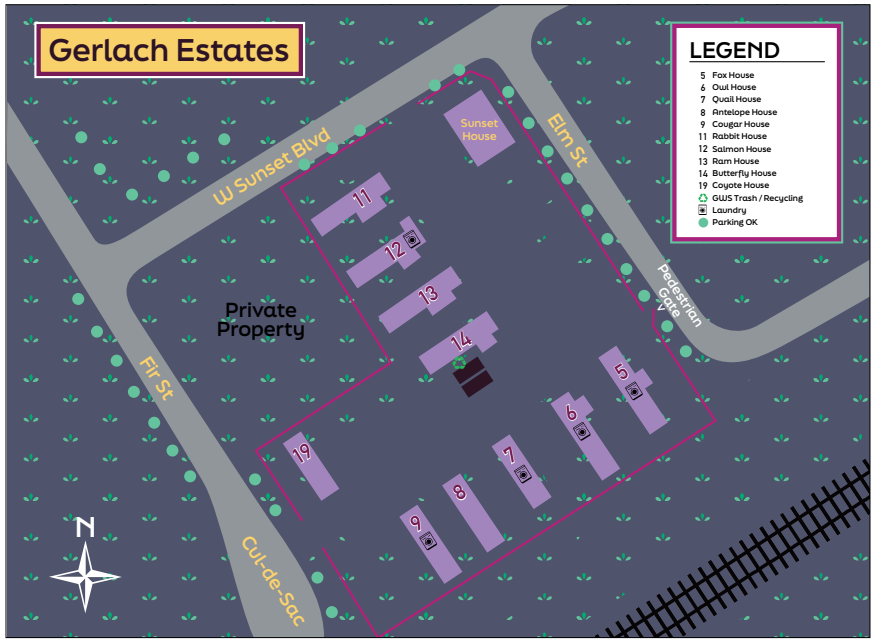
- The main entrance to all trailer houses is located on the side of the trailer, not the front.
- No smoking/vaping/incense allowed in any of the residential properties.
- All staff, guests, and visitors must check in with the NVO Gerlach Residence team.
- All staff must be checked out of your trailer 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 Council. All guests must fill out the Visit Fabulous Gerlach form.
- All neighboring properties are private properties. Trespassing is prohibited.
- Keep the noise down in town. Noise 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.
- There are pathways 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 so 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 Gerlach Housing Crew.

Laundry can be done at the Black Rock Social Club. The trailer park includes units 5, 6, 7, 9, and 12, as well as the Sunset house. The Copper Pit has 3 machines available, or you can visit the laundromat at Bruno's gas station.

GERLACH MAP





Maps by Pynecone

THE BLACK ROCK SALOON & SOCIAL CLUB

Gerlach, NV

Est. 2004

DRINKS. MUSIC. AIR CONDITIONING.

BLACK ROCK SOCIAL CLUB HOURS:
Mon thru Sat: 8am – Bar Close. Sunday: 10am – Bar Close

BLACK ROCK SALOON HOURS:
Mon thru Sat: 5pm – Bar Close. Sunday: Bar Manager's Discretion

The Black Rock Saloon & Social Club aka "The Saloon" is Burning Man's private establishment for staff and crew members. The 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 to 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 Saloon, but permitted. The animal must be on a leash and must be accompanied by its owner at all times.
- If the manager on duty says the animal has to go, it has to go.
- Report all damages or faulty equipment to the Saloon Management staff.
- Conserve Internet bandwidth, do not stream or download huge things. (Streaming to the TV is OK).
- Be respectful of our neighbors. Keep it down on the porch, and on your way home.

SHART

ShART is the official community shuttle for Burning Man project staff and volunteers. Whether you need to get to a shift, grab a meal, or connect with friends, ShART is here to bridge the distance and keep our teams moving safely across the desert! Operations will ramp up beginning August 1st and service to BRC will begin on August 10th! Standard operations pause after August 22nd (Early Man) as we shift gears for the Burning Man event During this window, one dedicated ShART shuttle will remain operational to transport staff in Gerlach, ensuring continued crew access to the Black Rock Saloon until the event begins.

Once the event concludes, full ShART operations will resume on September 8th. The shuttles will run on regular routes to support staff during Resto until the final piece of moop is cleared and the season officially ends on October 10th.

STOPS
We connect the dots across our entire operational footprint. Catch a ride between:
Black Rock Station (The Ranch)
Shoreline
Black Rock City (BRC) [8/10 - 8/22]
Gerlach (The Saloon & Estates)

SCHEDULE
We run a daily split-shift schedule to cover peak crew movements:
Morning Shift: 6:30am - 5:00pm daily
Evening Shift: 4:30pm - 12:30am daily



BLACK ROCK STATION



BLACK ROCK STATION IS BURNING MAN PROJECT'S PRODUCTION AND STORAGE FACILITY.

Black Rock Station (BRS or The Ranch) is available to all Burning Man teams and crews for Burning Man projects. Workspace is allocated based on the work to be performed, in coordination with other teams and as schedule and space permit.

Work on the Ranch must be scheduled in advance and scheduled through the Black Rock Station and Ranch Operations managers. Space and time are serious considerations and communication is necessary to assure projects can be completed safely and on time.

Everyone working at BRS should be professional, safe, sober, flexible and respectful while working with other crews and individuals.

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

No overnight sleeping or camping on the Ranch without advance scheduling with the Black Rock Station manager or the Ranch Operations manager. Persons who are not members of Burning Man Staff or volunteers may only stay on the ranch with permission in advance.

BLACK ROCK STATION

WHEN YOU COME OUT TO LIVE OR WORK AT BRS:

- Check in at the Gerlach Office before heading out to the Ranch.
- Check in with Ranch Operations upon arrival at the Ranch. You must sign in when you first arrive on the Ranch, No Exceptions.
- Familiarize yourself with the Emergency & Safety plans as well as the locations of Emergency Equipment and First Aid Kits. Ranch Operations 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 not allowed without the permission of the BRS 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 not allowed. We take this seriously.

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 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.

THE BATHHOUSE

Please keep it clean and pick up after yourself. This is a shared area so contributing to keeping this space clean makes it better for you and everyone else. If you need cleaning supplies or restocking of supplies please look in the back closet or the cabinet at the front of the bathrooms. If you can't find the supplies that you are looking for, please reach out to Ranch Ops and they'll help you find more.

BRS 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. This is not just a good work habit but is a safety issue as well. Clean as you go. Use the areas assigned to you and respect others' workspaces. If you think you'll need to work in a specific workshop, please check in with the manager of that area or Ranch Operations so that we can help find you a solution if that space is not available.

TOOLS

All construction and automotive tools are provided for the use for 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 the Ranch Common Shop. If the tool is damaged or needs repair, or you have concerns or questions about a tools operation, please contact the Common Shop Lead or someone on Ranch Operations. Please report problems immediately to ensure timely repair or replacement of the tool.

Return tools you are not using and let us know if you find tools out of place.

MATERIALS

Materials and supplies are not usually for general use. They have been purchased, inventoried and stored for specific crews and projects. If you don't know who it belongs to and you haven't talked to the person who does, do not use it. Ranch Operations has access to general use materials and supplies that can be used on a first come first serve basis. When you need help with materials, please reach out to Ranch Operations so we can assist you.

BLACK ROCK STATION



DPW IN
BLACK ROCK CITY

THE COMMISSARY BUSINESS PARK

FIND IT AT 5:45 & E

The Business Park hosts not only DPW Offices but also includes other departments like NVO, People Operations, Peer Counseling, etc.
This is the hub of production management wracking their brains to solve problems in real time. It is also a nexus of all your favorite DPW resources!

THE DPW MEETING SHADE

You can't help but see this towering shady beast as you navigate to and from the Staff Commissary, this is where the DPW Morning Meetings are now held. At the back of the shade is the…

DPW RADIOS TRAILER - 4508

This trailer was formerly located at the Depot, and was commonly referred to as the Dispatch Trailer. It has become so much more and space is limited, so please come in the LEFT door one at a time. Hang out under the shade structure while you wait.

DPW STAFF SUPPORT / DPW RADIOS OFFICE - 4508 (left door)

Your one-stop shop for BMIDs, swag, wellness resources, sign-up sheets, and the occasional giggle! Additionally, if you are assigned a radio for your role (your manager would have told you this before your arrival), come here for assistance with anything related to radios.

DPW DISPATCH - 4508 (right door)

DPW Dispatch is the nerve center of DPW. Serious calls happen here, so please keep it quiet in our trailer. For radio batteries to replace your sadd-ery (especially after hours), head to the balcony door on the RIGHT — do not climb, just knock and wait. The dispatcher will come to you when they can. Please don't open our doors or walk in. Thanks, we love you

DPW

DPW PERSONNEL OFFICE - Sage Office Box B172

You can find Leeway or Duchess here through the days if you have questions or issues you want to talk to someone about, ranging in a wide arc- whether it's interpersonal, about the work you're doing or experience you're having, you want to make a report, your BMID info, dog program, get your photo taken, department protocols, or simply not even knowing where to go with whatever you're carrying inside, you can swing by, slack or radio for guidance.

THE BROC MEETING SHADE

Tucked out of the way of most foot traffic, this is an overflow meeting shade often reserved for other departmental meetings and low-key one-on-ones.

COUNSELING & PEOPLE OPERATIONS

The Peer Counseling and Staff Counseling teams are here to talk to you about the time you're having if you want to do some heavy lifting with someone professionally trained to help. Talk to your Manager, Council Member, Personnel or swing by the PO lounge to get on their dance card.

THE COMMISSARY BUSINESS PARK

NVO HOUSING OFFICE

There is an office box right on the corner of everything that should be fairly obvious if you know to look for it- talk to your Manager before you approach these guys with questions. Many of you will never need to. They will also be stationed at Shoreline & Gerlach pre-BRC for check-in.

FLUFFER STATION & FLOFFICE

You can stop by here to fill up on water and grab a midday snack or beverage in the coolers they have down Snack Alley. ALWAYS BE NICE TO YOUR FLUFFERS. And NEVER EVER put your waterbottle to the water spigots. Ever. Bad Touch.
Also don't wash your dishes here- there is a station outside the Commissary's handwashing station (that is NOT the handwashing island) that usually has dishsoap and a sponge for your reusable to-go containers.

EVERYTHING ELSE

If you need to know about it, someone will tell you where it is and who to talk to. Otherwise the rest of those folks are busy crunching spreadsheet tetris and believe us, you don't want to get in on that.



photo by Charles Mosneron Dupin

DPW STAFF CAMP

THE DPW GHETTO



The DPW Ghetto is our official Staff Camp and for manyt of us, our home in Black Rock City. If you intend to camp at the DPW Ghetto, Conrad, the Ghetto Manager, is responsible for placing your camp in a suitable location.

It's our 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 3 am, 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.

See **"Housing & Shelter"** section for more DPW Staff Camps.

THE DPW DEPOT

The DPW Depot is the Department of Public Works receiving and storage area and also includes some of our service locations.
Located at the end of 5:30 in Black Rock City, the Depot is staffed with regular business hours 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 Common Shop
- DPW Waste and Recycling Management
- The Wet Spot - Staff Showers
- Fleet Vehicle Parking
- Receiving and storage yards, including firewood, tools, lumber, and materials



THE WET SPOT



WELCOME TO THE WET SPOT!

OPEN HOURS - PRE/POST

OPEN HOURS - Pre/Post
6:00AM - 9:00AM / 5:00PM - 9:00PM

HOURS FOR EVENT WEEK

7:00AM - 7:00PM (Closed 1-2pm for cleaning)

**** HOURS FOR EARLY BURN AND LAST SUPPER ****

6:00AM - 9:00AM / 2PM - 6PM

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:

- No dogs
- No Cameras
- No Hair dye
- No Sexy time
- Leave No Trace in Our Communal Space

*One person per stall

THE WET SPOT IS MOSTLY CO-ED

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

Contact Showers Manager Shower Father on the DPW Ops channel for more information and assistance!

TRANSFER STATION AUTHORITY: TSA BASIC SORTING GUIDE

LOCATED AT THE DPW DEPOT DOWN 5:30
OPEN DAILY 9 AM TO 12 PM AND 2 PM TO 5 PM

The TSA: The Transfer Station Authority is the crew responsible for the disposal of all trash + recycling generated by the cornucopia of staff and volunteer departments which make Burning Man possible! We're located along 5:30 by the Depot, open every day from 9am-12pm and 2pm-5pm, and always happy to help educate folks on how to properly sort their waste. We accept properly sorted materials in the following categories:

Aluminum cans (crush em!)
Plastic Bottles, Jugs & Tubs (#1, #2, #5 and #6)
Cardboard (clean and flattened)
Glass (bottles + jars)
Scrap Metal
Cigarette Butts (They're recyclable!)
Landfill (aka trash)
Electronic Waste (batteries, etc.)

Things we don't accept:
Compost: All compostable materials can be brought to the Commissary's TSA Organics Waste Crew during Lunch and Dinner!
Sharps: all sharps can be brought to medical
Ashes/Coals: bring 'em to the Burn Gardens at 5:30 Esplanade across from MOOP Map HQ :)

TSA COMMISSARY WASTE STREAM

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. Helpful information is 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 - our friendly Organic Waste Stream Crew will be there to assist you. The majority of the waste that you will create in the Commissary consists of organic and compostable materials. We divide the "Compost" into two categories to educate about the materials and for more efficient transportation over to our dumpsters.

THE EVENT

AXIS MUNDI



"The World Tree rises at the center of the cosmos, its roots in the underworld, its branches in the heavens, its trunk in the middle world of men." —Mircea Eliade

In nearly every culture on Earth people have imagined a center point for their existence, a celestial column that connects us with powers greater than ourselves. To the Maya it was the Ceiba tree, to the Norse Ygdrassil, to the Celts the Crann Bethadh. The ancient Greeks called it the cosmic pillar, and the Slavs knew it as the Great Oak. Siddharta's Bodhi tree, the sacred cottonwood of the Lakota, and the Iroku of the Yoruba can all be seen as manifestations of the same deeply rooted idea.

In some cultures this pathway between the worlds stands in a specific location, a sacred spot defined by myth and memory. In others it is wherever human intentions position it, like the totem poles of the Pacific northwest or the churinga pole of native Australian peoples, carried in nomad's kit and erected at each camp along the way, to anchor the group to their history and cosmology. In his book The Sacred and the Profane, Mircea Eliade tells the story of one such group, who lost their churinga and collapsed in collective grief, unanchored from the cosmic tree and suddenly unmoored in the world.

The Man can be seen as our version of the cosmic tree, a Jacob's Ladder connecting us to the unseen and unknowable. It functions as the axis mundi of our far-flung world, around which we all spin at 1,000 miles an hour, clinging to each other to keep from flying off into space. Each summer it rises from the ancient lakebed of the Black Rock Desert, and throughout the year its sibling effigies are planted at regional gatherings around the world.

To say that intention creates reality is for the most part magical thinking, but social realities are indisputably brought to life through group imagining. Few would argue that intangibles like money and nation states are unreal or illusory. We make them real through belief. Likewise, our shared ethos gains substance in our collective actions and forms a social reality. As Larry Harvey wrote in the 10 Principles, "we make the world real through actions that open the heart."

AXIS MUNDI

"A human being is a part of the whole called by us universe, a part limited in time and space. He experiences himself, his thoughts and feelings as something separated from the rest, a kind of optical delusion of his consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us. Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty." —Albert Einstein

The world tree is also the tree of life, with every species on Earth related to every other species in the tangled bank of evolution's roots and limbs. On one branch, countless genetic lines of homo sapiens all trace back through DNA to Mitochondrial Eve, the mother of us all. As special as we like to believe we are, we are but one branch of the great tree; to acknowledge this is not a rejection of humanism, or a denial of individual agency, but an admission of humility in the face of our undeniable interdependence.

And yet, through the magical constructs of social reality, we imagine ourselves as standing apart from the natural world, and increasingly apart from each other as well. Divided by borders, and further fragmented by custom and belief into tribelets of ideology, each suspicious and distrustful of the other. And further still, divided into content feeds in a social network, one human to a screen, connected only by dubious proxy.

If Burning Man can be said to have meaning in this fractured world, it is to remind us through our collective actions that we are not alone, that we are part of something larger. Every day, on every continent, people are coming together to experience forms of creativity, generosity, and togetherness that are our birthrights as members of the human family. For some, the simple act of living outdoors for a few days, immersed in the majesty and occasional perils of nature, is the path to reconnection with the natural world of which we are all a part.

When I look up in the universe, I know I'm small but I'm also big. I'm big because I'm connected to the universe, and the universe is connected to me." —Neil Degrasse Tyson

Burning Man 2026 in Black Rock City and beyond will celebrate the interconnectedness of our global community, the new social realities we are creating together, and our enduring ties to the natural world. Creative interpretations of the cosmic tree will send their roots into our collective past, and spread their branches into a sky of possibility.

DPW PARADE WEDNESDAY



photo by John Curley

WE GATHER AT THE DEPOT AT 3, AND ROLL OUT AT 4

It's a helluva time. We get to roll through Black Rock City in all of our glory and bestow the majesty of our presence upon a grateful populace while they shower us in praise and beer. This bit of public theater depends on people thinking we're awesome and that we should be appreciated for what we do. Which leads us to the cardinal rules of the parade:

1) DON'T BE A DICK TO PARTICIPANTS.
EVEN IF THEY ARE DICKS TO US.

2) DON'T PUT ANYBODY IN HARMS WAY.
EVEN IF THEY'RE BEING REAL DUMB.

Failure to follow the rules may force a suspension 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.

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 Leeway and D.A.

DPW PARADE REDSHIRTS



photo by John Curley

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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!!!!
HOPES, WISHES AND DREAMS!!



GRIZZLY MADAMS
HEAD LEAD

Saturday, Sunday, Monday & Tuesday after the Man burns, you can live the dream and be a part of the team that brings all the happiness and joy to DPW! Come join the friendly revelry, jovial gaiety, and unfettered heckling that is Collexodus! Donations to the DPW/NVO cause are compliments of our friends, the Burners leaving Black Rock City, and the donation of their unused belongings and goods for us to put to use. Perhaps you love to stock shelves for hours and days... Well then come help us post-event on Tuesday thru Friday to unload into the Saloon in Gerlach for all our Resto enjoyment!

Ask your local Fluffer for more details!



BURN GARDEN WOOD COLLECTION

BURN GARDEN / WOOD DONATION STATIONS
NOW ONLY AT 5:30 ESPLANADE
Operated by Playa Restoration Location:
5:30 & Esplanade (Across from MOOP Map HQ)

Timeline: Sunday morning (post-Man Burn) to Tuesday post-event

The Burn Gardens provide the use of DPW-made metal burn platforms for wood burning by participants as well as collection points for new, unused lumber donations. Friendly staff will be on site to direct participants and enforce strict burn regulations.

BURN REGULATIONS:
ACCEPTED: Wood and clean lumber donations only.

NOT ACCEPTED: Cardboard, paper, compost, recycling, and trash.

PROHIBITED BY LAW: Burning toxic/synthetic materials (couches, stuffed furniture, rugs, PVC, etc.).

ATTENDANT RESPONSIBILITIES:
1) Oversee and direct the collection of clean wood donations.
2) Oversee and direct safe wood burning by participants.



BEYOND BLACK ROCK CITY



The Burning Man Regional Network is the year-round embodiment of the Burning Man experience, supporting it as a global cultural movement. There are over 65 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 its 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!

TAKING CARE OF YOU

OCC MED

Welcome to the Occupational Medicine (Occ Med) Department



SAM X
MANAGER

At the Occ Med Department, we specialize in addressing work-related and pre-existing injuries that may impact your productivity and well-being. Our goal is to support you and your crew with effective therapeutic services and practical ergonomic training.

COMPREHENSIVE SERVICES

Our team includes licensed manual therapists, chiropractors, and acupuncturists with specialized education in construction site-related injuries. We are dedicated to providing care for:

- **Acute Injuries:** Immediate care for sudden injuries.
- **Chronic Conditions:** Ongoing issues that affect daily work.
- **Repetitive Strain Injuries:** Issues resulting from repetitive tasks.
- **Pre-existing Conditions:** Management of old injuries that may flare up.

ERGONOMIC JOB SITE TRAINING

Preventing injuries and maintaining productivity is essential. Our ergonomic training covers:

- **Proper Body Mechanics:** Techniques to reduce strain while performing tasks.
- **Workstation Setup:** Adjustments to tools and equipment to fit your needs.
- **Posture Correction:** Best practices to minimize stress on joints and muscles.
- **Movement Strategies:** Encouragement of regular movement and stretches to prevent stiffness and fatigue.

This training is customized and conducted directly at your job site to ensure it is practical and tailored to your specific work environment. By participating, you can reduce the risk of injuries, enhance comfort, and improve overall work efficiency.

HOW TO ACCESS OUR SERVICES

Our services are available to Pre- and Post-event volunteers working or volunteering with the Burning Man Organization for 2 or more weeks. Here's when to consider scheduling an Occ Med appointment:

- **Symptoms:** Pain, stiffness, numbness, limited range of motion, muscle weakness, spasms, or tingling.
- **Preventive Care:** Therapeutic treatment to prevent injury or manage stress.

To schedule an appointment, inform your manager, who will contact us to arrange it. If you are uncomfortable asking your manager or are having difficulty booking an appointment, please reach out to Duchess for assistance.

LOCATION AND HOURS

Our department is located at ESD Station 6, at 5:15 and Esplanade, next to HEAT. We are open from 8:30 AM to 6:00 PM.

Take proactive steps towards better health and productivity with Occ Med's comprehensive services and ergonomic training. Your well-being is our priority!

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, (Coyote says only during sex)
- 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.

YOUR MENTAL HEALTH

MENTAL HEALTH PREPAREDNESS AT BURNING MAN

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 these 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. Have some self-regulating practices in place that can help you remain centered and grounded.
B. Reach out for company and don't be afraid to seek it on your own. Don't give up. It takes time for people to realize you want company and support, and often you will get it if you can remain patient, curious and open-minded.
C. NEVER BE AFRAID TO SEEK ASSISTANCE
If you're out in the world having your Black Rock City experience and you aren't trying to go to DPW crew or management, you can always find a Ranger at Ranger HQ (located

YOUR MENTAL HEALTH

at 6 & Esplanade near Center Camp), or at one of the Ranger Outposts: located at 3 & C (aka Tokyo, behind the 3 o'clock plaza), or at 9 & C (aka Berlin, 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 feel like it breaks the spirit sometimes. Moreover, it can lead us 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 crumble at the edges, try to remember that this feeling, too, shall pass.

Perspective check: remind yourself 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 all in its right place 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. 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 electrolytes. 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, or even just take a shower. 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 it, and get back in the game when you can.

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 reset. 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 of getting that break, we just keep going…

Here's the thing: checking in with yourself is a learned skill- a skill you're 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 flag to you that something in you needs care. It's a message your body is telling you, and valuable information! Those feelings 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. Sometimes even in the telling we find something we didn't know we needed.

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. If someone asks you these things, get curious and try to give a thoughtful answer.

You'll probably agree that being part of this crew is the best part of this experience. We are each other's most valuable resource. It's OK to be human with each other.

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. Take note. Say something gently. If you have bandwidth, listen. Know that when someone else is extra ticked off, withdrawing, mopey, or super negative, those are their red flags. Try not to take them personally, but do say something, to them or to someone you trust.

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 teammate 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 notice something out of the ordinary for them, 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 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.)

Sometimes it can feel confusing as to why someone may not want to help us out, but often it's not a matter of wanting. They may not have the bandwidth, the energy, focus or time, or even ability to understand how to help in the ways you need. When you're in the thick of it, it can be so easy to forget that people are with us, rooting for us, even if they can't offer the support or solutions we

MELTDOWNS

want them to. Someone out there can, and management can help you connect with that person.

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 or fulfilling experience?

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 anything, let alone DPW.

REMEMBER: IT IS POSSIBLE FOR THINGS TO BE BETTER.

You can find a different way to move. That's why you decided to come here in the first place, right? To live differently, try new ways. Now that you've made that rather brave decision, you may find that many of 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. An alternative will become apparent if you keep an open mind for long enough. The gentle, self-care thing to do is to give yourself permission to set the bravery down for a bit and find comfort in what you know, nurturing your mind and body, small enjoyments, and release some of the pressure you had on yourself by releasing and reframing some of your previous expectations. What is here now? It takes both of these modes to climb the mountain, to build strength, to grow.

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, or alternatively, you can stop into the DPW Staff Support Office to find out about available 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. Don't let it get bad before you ask to see someone- this is not a failing, this is healthy self-care during a challenging moment.

IN SHORT... Just keep watching for those flags and listening to the messages your body is sending you. We fucking care about you, not just because you're a good worker, but because you're a worthy, unique human being and you're one of us. Your management, your co-workers, and this organization wants to see you survive and thrive.
Together, we are pretty damn unstoppable.

MAINTAINING A CULTURE OF FEEDBACK

This document comes to us by way of the Rangers' Handbook. A guy named Safety Phil wrote it. 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 is embracing 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 fits drinks perfectly. If so, great! But maybe it didn't fit taste so good or was ugly as sin weak and flavorless. 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?

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

MAINTAINING A CULTURE OF FEEDBACK

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.

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."

CONSENT

CONSENT DOESN'T END WITH A "YES" OR "NO." IT REQUIRES CLEAR COMMUNICATION, MUTUAL RESPECT, AND ONGOING AGREEMENT.

It's not just sexy, it's a requirement for being in a community. It can often feel like a taboo topic but we actually engage in the practice of consent all the time!

While more commonly thought of as sexual in nature, consent is also a matter of respecting someone's autonomy anywhere in life.

Want to use somebody's something? Ask before borrowing.

Want to feed a staff dog? Definitely ask. No really.

Want to vent to a buddy about a difficult situation? Ask if they have bandwidth.

Want to kiss somebody a first, second or 6th time? Ask! Try being direct- respecting their agency is a vital building block of any connection, and there's nothing more attractive than considering someone else's experience and bodily autonomy.

WHAT IS SEXUAL CONSENT?

Sexual consent is an agreement that requires people who are: of legal age, properly informed, not under coercion, and 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. Lack of consent is a serious safety issue and will not be tolerated.

SO, WHAT DOES CONSENT REQUIRE?

Sometimes this can feel like a tricky gray area since a lot of us are wired differently, but there are a few pretty universal points.

<u>With yourself and others-</u>

- Honest Information Sharing! If it's not informed consent, it's not consent.
- Proactive/ongoing communication! Feelings can change and consent may be withdrawn at any time.
- Using Your Words Clearly- body language is not enough and is easily misinterpreted.
- Respecting and being specific about boundaries.
- Dismantling expectations & assumptions by asking questions and making agreements. Asking questions lets the other person know that their "no" is welcome.
- Make your agreements with each other when you're both sober!
- Mutual Enthusiasm is also checking in when things feel off.

EXAMPLES OF ENTHUSIASTIC CONSENT

- "May I pickle you?" - Yes please!
- "How would you feel if we pickled?" - I've been hoping you'd ask!
- "Just to be upfront, my STD status is pickled and in the past it was pickled too. What's yours?" - Oh, thanks for sharing! That's okay with me. I just got tested- do you wanna see my results?
- "I'd like to eat pickles with you and I have protection, unless you have some you prefer?" - I love that brand, let's go!

CONSENT

AND CHECKING IN

- Is this still okay?
- How are you feeling?
- We can pause or stop anytime you want- just let me know.
- I feel like the energy has shifted, let's take a little break! I'm gonna grab a pickle, can I get you one too?

WHAT IS A 'BOUNDARY' ?

Typically they are declarations of your personal limits and what action you will take if they are crossed (e.g., "I only have sex with partners who also use condoms with anyone else, so if that's not something you're willing to agree on, I won't be having sex with you"). Setting healthy boundaries is an ongoing process that requires self-awareness and practice.

TIPS:

- Focus on "I" statements: Frame your boundary around your feelings and needs rather than controlling or limiting the other person.
- Define the action: A boundary isn't truly set unless you know exactly what you will do if it is violated. You don't punish the other person; you make a choice to protect your own space or leave the situation.
- Thank the other person for sharing their boundaries with you, even if it creates a result you don't enjoy- they are being honest and you respect that.
- Don't let someone else push your boundaries- verbally alert them if you want, then be prepared to respect your own if they do not.
- A consensual agreement is when both people honestly commit to supporting each other's boundaries, and will speak up if something in that agreement needs to be reassessed.
- Boundaries and Agreements are the tools and materials of Consent- they are the way the thing gets built. The quality and care with which you navigate them are the keys to success.

WHAT SEXUAL CONSENT IS NOT

- If you ask someone if you can engage with them in a certain way and they respond with: "I don't know" or "Ummm…" "Maybe." "Let me think about it." "I guess."
- They are silent, shrug, ignore the question entirely- those are all NO.
- If they say "Okay." but their body language is closed off, they shy away from you or your touch, they turn their back to you, keep trying to leave the area or find somewhere else to be… these are also No.
- If you cannot tell but something feels off- that is a No! Maybe that is your own body telling you something your mind is missing.
- If they were really into it, said yes, and then something shifted as time passed… maybe their enthusiasm went away, they started spacing out or drawing back… you're questioning if what used to be a yes may have turned into a not really. That is also actually a No.
- A soft no is still a No- consider anything that is not a hell yes = No.
- If they are intoxicated and do not have their faculties about them, it is a No. Do not "take them to bed", respectfully put them to bed. If you're too drunk to drive, you're probably too intoxicated to consent.

CONSENT

- If it happened already, your expectations of it happening again does not equal consent.
- Flirting or insinuations, dancing, sexy costumes, nudity, being asleep/unconscious, lack of resistance and/or being too scared to say no is not consent.
- Arousal, lubrication, or orgasm are involuntary bodily responses. They do not equal consent.

WHAT IF A NO FEELS LIKE A YES?

If you get a no that really confuses you, instead of trying to talk with that person further about the topic which could feel like pressure or manipulation, try closing the conversation with- "Can I ask you again sometime?" or "Could you be interested in that in the future?" (obviously this is only valid in certain situations and just once, okay? Also, really use your judgement.)

If they say Yes, thank them and now you know you're welcome to bring it up once again when the timing might be better.

If they say Maybe, for all your intents and purposes it's a No. The ball is in their court but treat the answer like it's a No. Because it is a no.

If they say No, thank them, don't engage further about it, and give them some space. Shake it out! If you need to talk about it, try a friend, manager, council member, counselor, personnel. Continuing to engage with that person on the topic once they've shut it down is considered harassment, don't do that. Really. We're not all gonna be each other's cup o tea and that creates more room in life for the people who are.

WHEN CONSENT IS NOT GIVEN - SEXUAL VIOLENCE: HARRASSMENT, ASSAULT AND RAPE

"Sexual violence" is a broad, non-legal term for a wide range of harmful acts that violate a person's autonomy and safety. - RAINN (rainn.org)

We're gonna be real here and talk about some uncomfortable topics. This is very important reading, especially if you've never really thought about it before. If you're thinking about skipping this because it's too uncomfortable or "could never be you", consider how impacted the other person could be if you accidentally were doing these things to them, or if you saw an unsafe situation unfolding but didn't think it was a big deal and walked away. Consider the women in your life who had no choice- "1 in 5 women in the United States experienced completed or attempted rape during their lifetime." (www.nsvrc.org/statistics)

Regardless of what form it takes, unwanted sexual contact is simply and utterly unacceptable, on or off the Playa. In fact, sexual assault is not just a violation of community standards- it is a felony. There are many myths in this culture about what it 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. While this is a common perception, it's not the most common form of assault that happens. Most sexual assault happens between people who know each other, in someone's home (or tent). Most rapes involve no weapons and happen quietly when one person is passive and the other is ignoring their partner's sexual boundaries.

CONSENT

SOME UGLY & REAL STATISTICS

ACCORDING TO NSVRC & RAINN (BOTH NATIONAL NETWORKS) IN THE USA:

11% of sexual assaults are committed with a weapon.

43% of men reported experiencing some form of sexual harassment and/or assault in their lifetime.

82% of underage rape victims and 90% of adult rape victims are female.

68.5% of sexual assaults occur at or near the victim's home or their relative's home and

60% of rapes are committed by someone known to the victim.

33% of women who are raped contemplate suicide.

Approximately **70%** of rape or sexual assault victims experience moderate to severe mental distress, a larger percentage than for any other violent crime.

Sexual assault can happen to any gender. If something happened to you without your consent, it wasn't your fault. Whether you froze, didn't fight back, someone used pressure or manipulation—whatever happened matters, and your experience is valid. You are not alone.

IF YOU GET SEXUALLY ASSAULTED

Please report it. I know it can be confusing, scary, triggering or traumatic, but nobody deserves to deal with that alone - what matters most is that you get support and are heard. The world is wild and fucked up sometimes, and we all need to help each other stay safer and supported- your experience matters and can make a real difference. As of 2019, "Only 25% of SA victims in the United States report to law enforcement." (A Systematic Review of Evidence-Based Treatments for Adolescent and Adult Sexual Assault Victims)

STEPS TO MAKE A REPORT & AFTER

1. You need to be seen by Emergency Services as soon after the incident as you can. You can go to your Manager, a Council Member, PO, anyone in management you trust. You can also find anyone with a radio and ask them to call for ESD, DPW ESD, a DPW/Black Rock Ranger, or one of the LEOs (Law Enforcement Officers) at the event.
2. 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. Many of those in management that are listed here are mandatory reporters- they are obligated to report the incident- but pressing charges remains up to you.

3. You don't have to decide to press charges right away, just focus on getting the evidence logged while you can and then decide later if you want.
4. We encourage you to talk to someone- your Council Member and People Operations will be able to connect you with someone trained and certified to give you the mental support you need to process and navigate what happened while you're here, and what kind of support to look for when you get home. The first 3 months are shown to be an important period- "Early therapeutic intervention drastically accelerates this healing timeline." (https://pmc.ncbi.nlm.nih.gov/articles/PMC8766599)
5. If you choose to leave playa and go home for the rest of the season, that is 100% okay. Taking care of yourself should be your #1 priority always.
6. Self-care is not selfish. (https://rainn.org/self-care/3-truths-about-self-care-for-survivors)

Additionally: RAINN's National Sexual Assault Hotline
Have you or someone you love been sexually assaulted or abused? You are not alone. Contact RAINN 24/7 to connect with a real, live person who's trained to help.
Call: 800.656.HOPE | Online Chat | Text : HOPE to 64673

COLLABORATING ON A SAFER WORLD

Being human is weird, uncomfortable and hard. It's also beautiful, pleasurable and full of wonder. We can't control all of what we experience, but we can make a difference in the way we show up. We can work together to preserve the beauty, respect and honor of human connection and exploration, and even if we can't make it completely safe, we can damn well make it considerably safer.

STAYING SAFER WITH NEW ACQUAINTANCES OR STRANGERS

- Don't go somewhere dark/isolated, enclosed/private, back to their tent or trailer, alone with someone you just met or barely know. Every city has predators and Black Rock City is not exempt.
- If you decide it feels safe, show someone you trust where it is and carry a gps tracker on your person (in your sock or shoe is a great spot.) Tell your friend when to expect to see you next and ask them to check in. For real.
- Establish boundaries early! If interest/feelings are escalating, it's okay to straight up tell them, "I'm not available for sex tonight, just to set expectations."
- Leave with confidence anytime it doesn't feel right. Lie if you need to. You don't owe them an explanation- just go.
- If you're in party mode, be careful about drinks they offer you- same as in bars anywhere else in the world.
- Always tell or take a buddy with you when adventuring with new people, or if you plan on getting intoxicated.
- Don't share personal information like where your tent/camp is located.
- Understanding the survival responses "Fight, Flight, Freeze, Fawn" that can be triggered in yourself or another person and how they can manifest in the moment.

BEING A SEXUALLY SAFER PERSON FOR OTHERS

You need to communicate before you initiate sexual activity, period. 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, and move to more explicit ones at your own pace. Have fun with it! It can be awkward as hell, just like sex! Having a sense of humor is going to help. With everything.
And knowing when to be serious- In all sexual interactions you need to be on the lookout for people who do not respect sexual boundaries, including their own, and make decisions supporting your own and their safety. If you are too intoxicated to tell if they are too intoxicated to consent, then so are you. Get some sleep and drink water and talk about it when the hangover has cured.

INFORMED CONSENT IS FREEDOM.

IS NECESSARY.

IS THE BASELINE FROM WHICH EVERYTHING GOOD BEGINS.

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!

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

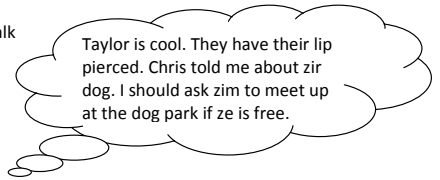
(pronounced see/here/heres)

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.



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
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

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DPW | NVO WELLNESS RESOURCES PROJECT



In 2023, the DPW Staff Support team created the project to help you connect to support available during the event cycle. Keep an eye out for posters around town for on-the-spot access & bookmark the linktree site on your smartphone. Find everything from the nearest pharmacy to low-cost dentists - and beyond. Visit the DPW Staff Support Office in Gerlach or on playa, or visit **linktr.ee/dpw_wrp.**

BMP STAFF WELLNESS RESOURCES

BMP EMPLOYEE ASSISTANCE PROGRAM (EAP)

Burning Man Project offers a variety of free wellness, legal, and financial services through ACI Specialty Benefits, which are available for all staff, which includes employees, volunteers, and their families. We encourage you to create an account before you have a need for it, using the website link and company code listed below. All staff are offered 3 sessions per year of therapy, life coaching, or financial advice. The EAP website also provides access to a live chat and articles with helpful information. Available 24 hours a day, 7 days a week.

Call: **800-932-0034**
Press 1 to speak with a counselor immediately
Press 2 to schedule time with a counselor
Email: eapinfo@acispecialtybenefits.com
Website: **portal.allonehealth.com**
Company Code: **BRC659**

SELF CARE THERAPY 2024 in Gerlach/BRC - Schedule with Nipps or Leeway

BRC AID - a volunteer organized mutual aid network for the workers of Black Rock City.
Website: **brcaid.org**

PEER SUPPORT COUNSELING AND COACHING - an offer to receive counseling support and/or coaching from members of the Peer Support Counseling and Coaching team. For one-on-one appointments, please reach out to volunteerism@burningman.org to schedule time with counselors.

BURNING MAN HIVE WELLNESS CHANNEL - If you have a Burner profile, sign up to our new space to connect with others interested in the Burning Man culture; the Wellness channel offers weekly mental and physical health articles designed to help you manage stress, navigate the workforce, and make healthy choices. Hive Wellness is a space for our community to interact through topics that speak to our modern sense of self care. Together with our wellness community, we share articles and discussions related to this topic.

DPW | NVO WELLNESS RESOURCES PROJECT

HOTLINES

NATIONAL SUICIDE PREVENTION LIFELINE - a helpline dedicated to suicide prevention.
Available 24 hours a day, 7 days a week
Call: **800-273-TALK (8255)**
Website: **988lifeline.org** (Chat function available)

TRANS LIFELINE - provides trans peer support
Available 24 hours a day, 7 days a week
Call: **877-565-8860**
Website: **translifeline.org**

BLACK VIRTUAL THERAPIST NETWORK - an online directory of licensed Black therapists through the Black Emotional and Mental Health (BEAM) Collective.
Website: **beam.community**

NATIONAL HELPLINE - a resource tailored for individuals and families facing mental and/or substance abuse disorders through SAMHSA.
Available 24 hours a day, 7 days a week
Call: **800-662-HELP (4357)**
Website: **samhsa.gov**

DISASTER DISTRESS HELPLINE - natural- and human-caused disaster geared crisis counselors through SAMHSA the Substance Abuse and Mental Health Service Administration.
Call: **800-985-5990**
Text: **TalkWithUs to 66746**
Email: DDH@mhaofnyc.org (Webform available on the website below)
Website: **samhsa.gov/find-help**

DPW | NVO WELLNESS RESOURCES PROJECT

ZENDO PROJECT

Safe Space
If someone is having a challenging experience try to move them into a comfortable, warm, and calm environment. If possible try to avoid noisy or crowded spaces. Ask what would make them most comfortable. Offer blankets and water.

Sitting, Not Guiding
Be a calm meditative presence of acceptance, compassion, and caring. Promote feelings of trust and security. Let the person's unfolding experience be the guide. Don't try to get ahead of the process. Explore distressing issues as they emerge, but simply being with the person can provide support.

Talk Through, Not Down
Without distracting from the experience, help the person connect with what they are feeling. Invite person to take the opportunity to explore what's happening and encourage them to try not to resist it.

Difficult is Not Necessarily Bad
Challenging experiences can wind up being our most valuable, and may lead to learning and growth. Consider that it may be happening for an important reason. Suggest that they approach the fear and difficult aspects of their experience with curiosity and openness.

WELLNESS RESOURCES PROJECT



SELF CARE THERAPY

STRUCTURE & PROTOCOLS

RIDE

Radical Inclusion, Diversity, and Equity (R.I.D.E.)

At our collective best, Burning Man is a multicultural, open, inviting, and inclusive community. By bringing an anti-racist and anti-discriminatory lens into our strategies and work, we are strengthening these values, and helping to build the future we want to live in. We are inspired by the vision of the Beloved Community, in which all people can share in the wealth of the earth. We are building new pathways to make sure more people have the opportunity to participate in this community and are able to see themselves in Burning Man. We are working to expand the participation of BIPOC communities, and to foster diversity in our policies, programs, and processes within our organization and our events.

For more information visit burningman.org/about/about-us/diversity-radical-inclusion.

BURNING MAN'S BEHAVIORAL STANDARDS AGREEMENT

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
- Speech or expressions that demean, vilify, or perpetuate stereotypes against individuals or groups based on their protected characteristics
- Coercion (abuse of power – including but not limited to sex, drugs, resources, etc.)
- Sexual Assault
- Intoxication while on duty
- Theft or vandalism

I agree, as both staff and/or a manager, 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, I agree to be my awesome self,
look out for others and encourage the good in all!

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

Burning Man Project ("Burning Man") strives 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.

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.

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

- 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.
- Digital: Sending, posting, or sharing negative, harmful, or false content about a Burning Man staff member via text, in apps, or online in social media, forums, or anywhere people can view, participate in, or share content electronically.

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 aprohibited 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.
- Digital: Sending, posting, or sharing suggestive comments, jokes of a sexual nature, sexual propositions, or requests for any type of sexual favor (this includes repeated, unwelcome requests for dates) via text, in apps, or online in social media, forums, or anywhere people can view, participate in, or share content Electronically.

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 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 t he 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.

BURNING MAN PROJECT ONLINE POLICY

Last Updated: July 2021

This document contains Burning Man Project's policies, protocols and guidelines for the online activities of our employees and volunteers (collectively referred to as our "staff"), including the use of Burning Man Project email addresses and email lists, and the use of social networking services in general.
As a Burning Man Project staff member, you are expected to read and understand these policies. Any questions or concerns about them should be directed to your manager or to the People Operations Department.

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A. Acceptable Use of Burning Man Project Email Addresses, Aliases and Lists (Including Regional Email Lists)

The purpose of this policy is to provide guidelines for the use of burningman.org email accounts, email distribution lists, and related Technology Department resources to send or receive email messages and attachments. The policy describes the standards that users are expected to observe when using these resources. It also specifies actions that Burning Man Project will take in the investigation of complaints received from both internal and external sources about unacceptable use of these Burning Man Project technological resources, with the aim of ensuring that users are aware of the consequences of inappropriate use.

1. Email addresses and lists/groups are established for Burning Man Project committees, departments/teams, and special projects. Email to a group should be consistent with the purpose and values of the group, and should be used to accomplish tasks related to and consistent with Burning Man Project's mission. For example, email groups are established for Burning Man Regional Contacts to organize their local Burning Man communities and enable Burners around the world to maintain a cultural connection to one another online.
2. Burningman.org email addresses are assigned to enable staff to represent the organization for official purposes. They are not intended as "perks" and are limited in distribution to those whose roles require them to represent the organization. Users should bear in mind when sending email from said addresses that their words may be perceived as representing the organization, even if they claim to only be expressing a personal opinion. Users should take care to not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of Burning Man
Project, or any team thereof, unless they are expressly asked to do so. At times, a

BURNING MAN PROJECT ONLINE POLICY

disclaimer like this may be appropriate: "The opinions expressed herein are my own and should not be construed as a position of Burning Man Project." If in doubt, check with your manager.

3. Burning Man Project may restrict or suspend access to email addresses and lists where there is reason to believe that laws or Burning Man Project policies have been violated.

4. Unacceptable use of email addresses, aliases and lists includes the following conduct:

a. Use of email resources to support any commercial advertising or for-profit activity
unrelated to Burning Man Project or the Regional Network.

b. Use of email resources to initiate or forward chain letters. (NOTE: Most chain emails referring to viruses are hoaxes, and should be ignored/deleted.)

c. Failure to use "OT" to designate off-topic emails, or abusing the option of occasional "OT" messages after being given feedback by the list manager.

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

e. Sending messages to an individual or group that are unwelcome. This includes continuing to send messages after being asked by the individual or group member to cease doing so, even though the material itself may not be considered offensive. (Note: staff members should not "unsubscribe" from lists used by Burning Man Project for official purposes, unless they are separating from the organization and/or from their affiliation with the group that operates a particular list.)

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

g. Use of a false email address or "spoofing."

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

i. Spamming – sending unsolicited material and/or material not related to Burning Man Project's mission to a list.

j. Use of email to promote political or religious causes or events. (Note: Given Burning Man Project'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.)

k. Use of mass email to publicly castigate, chastise, defame, or ridicule any person.

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

m. Disruption of activity related to the Burning Man Project mission or the mission of
any specific team.

n. Disclosure of someone else's personal information or violating the privacy of other users. This could include making public the text of someone else's private message, without the express consent of the author.

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

5. Email resources may be used for incidental personal purposes provided that such use does not:

a. Directly or indirectly interfere with the operation of computing facilities or email services;

b. Interfere with the user's employment or other obligations to Burning Man Project; or

c. Violate this policy or any other applicable policy or law, including without limitation use for improper personal gain, harassment, defamation, intellectual property
infringement, or other unlawful activity.

6. You understand that you have no reasonable expectation of privacy in emails you send using Burning Man Project resources, including any emails of a personal nature, consistent with applicable law.

7. If an email user requests in writing that another user refrain from sending them further email messages, the recipient of the request is prohibited from sending the requesting user any further messages, until such time as they have been notified by the appropriate manager that such correspondence is permissible.

8. If a user's status with Burning Man Project changes, their email or list privileges may be revoked at the sole discretion of Burning Man Project. A status change may occur when the affiliation between the user and Burning Man Project comes to an end for any reason, including without limitation the user's dismissal or voluntary departure.

9. List moderators and owners will monitor the use of email lists to ensure compliance with this policy. They will also re-examine list membership each year. Membership in 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 with the specific team or with Burning Man Project generally, as applicable to the list.

10. Moderators will also act to restate the purpose and mission of each list on a regular basis to ensure that all new members receive, and all ongoing members maintain, an understanding of said purpose/mission.

B. Best Practices in the Use of Burning Man Project Email Lists

1. Do not send attachments to a Burning Man Project list. Attachments should be hosted on Google Drive, or similar cloud storage, and linked to from there.

2. Use the letters "OT" to indicate something is "Off Topic," meaning it's personal, or about a non-Burning Man-related subject.

3. Headers should reflect the subject of your message. In the midst of a long debate, check to make sure your header still reflects the subject you're talking about.

4. Avoid cross-posting to multiple lists. When people begin to "reply all," posters from other lists will bounce, forcing the moderator to open every attempted post to ensure it's not actually from someone on the list who might be posting from another email address. One suggestion would be to post separately to each list, but indicate you've

cc:ed the other lists at the top of the body of the email.

5. If you hit "reply" to an email, you will be replying only to the original sender, and not the list. You will need to hit "Reply to All" if you wish to reply to the poster AND the list.
6. Do not take a private email sent to you and put it on a public discussion list without permission of the original sender. This is basic internet etiquette.
7. Remember ALL CAPS means you're yelling, and we don't need to do that to family and friends on a Burning Man Project discussion list.
8. Don't be mean to each other ... take it off the list. No one wants to see others arguing in public.
9. For emails longer than a few paragraphs, summarize your thoughts first followed by a horizontal line, before posting your full dissertation. This helps busy readers get the gist of your email.
10. Rather than including a large number of email addresses in the CC: field of a message, use the BCC: function if you must send an email to any group over 20 people who don't know each other.

C. Misuse of Burningman.org Resources

Suspected or known violations of this policy, or of the law, should be confidentially reported to the appropriate supervisory level for the department or team in which the violation occurs and/or to People Operations at people@burningman.org. Reported violations will be investigated and addressed by the appropriate managers.
Violations may result in revocation of a user's email privileges; management or staff disciplinary action, up to and including dismissal of the user from their role with Burning Man Project; referral to law enforcement agencies; or other legal action as appropriate.

D. Email Address Format

In order to promote consistency and professionalism and eliminate confusion, all new email addresses issued since 2014 follow this format: first.last@burningman.org. Previously existing first name and playa-name email addresses were generally grandfathered in. Exceptions to the email format policy may be made on a case-by-case basis for year-round staff whose roles involve extensive interfacing with the external community, such as members of the Communications team, People Operations team, certain Black Rock City teams, and others with community-facing responsibilities. Questions can be directed to your department head, who will make the final call on allowing first name or playa name email addresses.

E. Social Media Guidelines for Burning Man Project Staff

Burning Man Project recognizes that many of our staff members participate in social media for personal use, and staff will often share information about Burning Man and their experiences within this culture. This contributes to a richer voice about our culture, sharing an important story that we very much want to see accessible in the world. To help you, our culture's leaders, engage with social networks and online communication without

BURNING MAN PROJECT ONLINE POLICY

inadvertently causing harm to Burning Man Project or your fellow Burners, we've crafted the following set of basic guidelines for social media:

1. Scope of Social Media

Social media platforms facilitate interaction and conversation between people online. They include social networking sites (Facebook, Twitter, Instagram, LinkedIn, etc.), media-sharing sites (YouTube, Vimeo, etc.), blogs, web comment sections, forums, wikis, and social areas of the Burning Man Project website like the Journal comments section, Spark Classifieds, ePlaya, and Burning Man Hive.

2. Personal vs. Professional

You're encouraged to be mindful of and responsible for how your comments will reflect not only on you as an individual, but also on Burning Man Project as an organization. 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 reflect on us all and can affect our ability to fulfill our mission. Professional media also have trouble discerning the "official word" of the Burning Man Project Communications team from the social media postings of staff and volunteers. If you use a pseudonym online, you should assume that some people know who you really are. Be transparent about your connection to the organization where appropriate.

3. Who Are You Speaking For?

If you're expressing 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. You should not consider yourself a spokesperson for Burning Man Project. The Communications team generally takes on the role of speaking in an official capacity for Burning Man Project.

4. Who Are You Speaking To?

It's best to assume Burning Man Project's worst critics, biggest fans, your supervisor, your coworkers, and your loved ones 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.

5. Basic Personal Conduct

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

6. Employees: Using Social Media at Work

It's between you and your manager to determine when and how much use of social media is appropriate during work hours, and/or when you should engage with social media in fulfilling your responsibilities.

7. What to Say? What Not to Say?

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

- Don't Know? Don't Answer. If somebody is asking a question, and you're not sure ofthe answer, there's nothing wrong with saying, "I don't know," or not responding at all --but there's a lot wrong with perpetuating speculation or rumor-mon-

BURNING MAN PROJECT ONLINE POLICY

gering. Refer questions to somebody who knows the answer, and your safest bet is to check with the Communications team.

- Confidential Information. Never disseminate proprietary or confidential Burning Man Project information (e.g., unannounced policy changes, legal issues, non-public information from internal meetings). If you're not sure whether something is 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 aspects you're not aware of, or a recent internal change. Contact Communications 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 one way our culture's values are shared in the world.
- Personal Privacy. It's common courtesy, before mentioning co-workers or other individuals, 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 often the best response is just to let them die out on their own.
- Don't Be *&$%# Offensive. If you use offensive or inflammatory language, you'll be perceived as offensive or inflammatory, and the rest of the Burning Man community may be too.
- Social web content can stay in play and affect perceptions for a very long time. Think before you hit "post." Always remember that you don't have to click "post" at all! Any questions, concerns or ideas can be addressed to Burning Man Project's Communications team.

DPW STAFF DOG/CAT PROGRAM



Owners are Strongly Discouraged to apply or bring their dog/cat to Burning Man.

This is a program developed by the Burning Man Project's Department of Public Works (DPW) to offset the hardship of our long work and volunteer seasons away from home, expanded to include the Nevada Operations Team (NVO), FLY Ranch Ops and occasional other departments' necessary exceptions.

This is not for fun.

This is a privilege that must be applied for year after year and takes a lot of personal control, dedication, responsibility and accountability.

Not everyone who applies receives a permit, and that permit may be revoked at any point throughout the seasons if misconduct occurs, rules are broken, or simply the situation has changed. This is a serious undertaking- your pets, your crew and the other members of the Program are counting on you.

If you feel your circumstances fall into this realm, talk to your Manager and see if applying for this permit is something right for you, your crew and your pet.

INTERACT WITH SOMEONE ELSE'S DOG

CONTEXT

Other people's dogs are not here for your satisfaction or delight.
They are here because their owner needs them to be here.
Some of them absolutely adore community and human interaction, but even they do not owe you affection.
If you want to interact with someone else's dog, check out the following guiding principles and tips. Owner's are encouraged to remind you of these points if you disregard them and to escalate any issues they may have for resolution or mediation if you cannot respect their boundaries.

DPW STAFF DOG/CAT PROGRAM

GUIDING PRINCIPLES & BEHAVIOR STANDARDS

1. Use your Manners!
2. **CONSENT IS NECESSARY. ASK FIRST.**
3. Do not approach, hover over, reach toward, touch, pet, maintain eye contact, let your dog approach, or FEED another person's dog without verbal explicit consent.
4. "Can I pet your dog? How does it like to be pet or what's the best way to introduce myself? What is its name? May I feed it snacks- if so, what?"
5. Please stop putting your hand forward for the dog to sniff as an introduction. This invades their personal space and can cause stress for an animal that may already be hot, tired or experiencing sensory discomfort.

Do not continue to try and pet/interact with the dog if:

6. A dog owner says "No" for any reason at all,
7. If a dog owner does not respond to your ask,
8. If a dog owner says "Yes" but the dog's body language says "No". Any Staff Dog can refuse to engage with you! They do not have words so if they're not trying to be touched by you, do not grab at them or invade their space.
9. If a dog is loose, get a hold of the owner/owner's manager on the radio and let them know. It is their responsibility to handle the situation.
10. If you've been asked by the dog owner/manager to assist by grabbing at the dog personally and you are snapped at or bitten, Burning Man is not liable for any medical/financial bills or legal action.
11. If you are walking someone else's dog and something happens on your walk, the dog-owner is liable. DO NOT WALK SOMEONE ELSE'S DOG IF YOU CAN'T FOLLOW THEIR RULES.
12. If you also have a dog, do not let your dog approach another dog without the other owner's consent.
13. If you gain consent and go to approach the dog, don't do it head on, but rather turn to your side and squat before you get to them. Allow them to close the gap to come and sniff you and engage in pettings using the tactics listed above.

FOR UTILITIES WORKERS/ HOUSING/ CAMP MAYORS DURING UNFORESEEN OR URGENT SITUATIONS :

14. Always reach out and ask for permission before entering someone's living space who has a dog/cat and the best way to do so.
15. If moving someone's housing who has a dog/cat, make sure they are communicated with about exact time the unit is moving, and confirm with them that everything is ready to go before moving the unit.
16. In case of emergency evacuation needed and the owner/owner's manager cannot be reached or they left no directions on a sign in the window, make your best judgment call.
17. Always tell someone else what decisions are made right away, in the moment. If you don't know who to tell, Dispatch 411 is an excellent choice.

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 Director or Associate Director of Public Works (or People Operations 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 Director involved. If the person with whom you are in conflict happens to be your Director then follow the guidelines in the preceding two paragraphs, but use another Director or People Operations staff person as the third-party mediator.

C. CONFLICT RESOLUTION ADVOCATE

If the prior avenues have not been fruitful then you should consider involving the People Operations staff. The People Operations team 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 Burning Man Project Senior Leadership (see section IV. below).

IV. 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 Burning Man Project Senior Leadership and possibly law enforcement liaisons or agencies. Additionally, the People Operations staff are responsible for reporting the general nature of all conflict resolution activities in a monthly report to Burning Man Project Senior Leadership.

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 Director. 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 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.

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.

TOOLS AND RESOURCES

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.

ESD MEDICAL

EMERGENCY SERVICES DEPARTMENT ON PLAYA

The Emergency Services Department (ESD) comprises six teams numbering around 800 volunteers and staff during the event every year - Medical, Fire, Crisis Intervention, Communications, Logistics, and Planning.

There are three ESD medical stations on playa (3/C, 5:15/Esplanade, and 9/C), a MASH-stye hospital called Rampart (behind the med station at 5:15/C), and field response units.

ESD's Fire Branch has three engines including one specializing in hazardous materials and high angle rescue.

Crisis Intervention specialists respond to the most severe mental illness, sexual assault, and domestic violence incidents.

The Communications Branch (Black Rock Dispatch) functions as a 911 dispatch center, fielding on average more than 1000 requests for service during their two week operational period.

Logistics and Planning volunteers provide the support infrastructure necessary to keep ESD's 24/7 operations running smoothly.

ESD'S PRE/POST MEDICAL SERVICES

From approximately mid-July until early October, ESD staffs a small crew of medics (primarily EMTs, paramedics, and registered nurses) to support the DPW/NVO crews building and disassembling Black Rock City infrastructure.
Prevention is key (stay hydrated, take lots of breaks, and report unsafe work conditions!) but the medics are always happy to help no matter how minor your illness or injury.

To request a medic on the radio,

1. switch to the proper channel (NVO Incident before the radio tower on playa is operational, then BRC911)
2. say "Medic, Medic, Medic"
3. followed by either "emergency" or "non-emergency". Don't be afraid to say "Emergency" if you're unsure.
4. Then identify yourself and your location - you don't have to go into detail about the painful blister on your toe, but if something serious has happened it's helpful to give a quick description.

During the pre/post event period, should you encounter a true emergency, have someone call 911 while you hail the medics on the radio. Gerlach Fire and Royal Ambulance are the definitive care for a true emergency, and the quicker they are aware and can begin a response, the better the outcome will be for the injured party.
Pre/post medics can help with many things, including basic first aid, worker's compensation evaluations, tetanus vaccinations (in the event of an exposure), IV fluid rehydration for heat illness, and antibiotics for UTIs.
ESD's medical director is available for consultations if your issue requires a prescription or if you're unsure whether you need to trek into Fernley or Reno for higher level care.

CALL THE RANGERS

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. You can get get the phone number from the front desk at the Gerlach Office or from the DPW or NVO Personnel Managers.
- 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

RADIO PROCEDURE

RADIOS ARE A RESPONSIBILITY

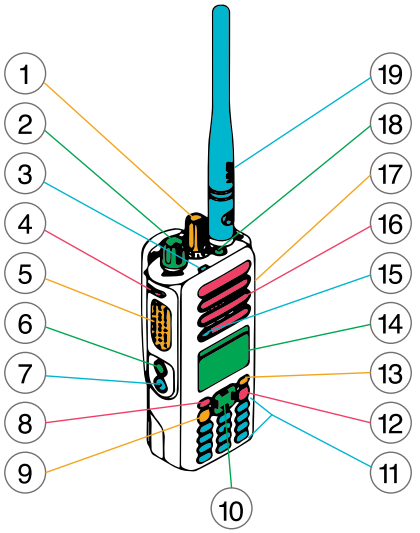
There are many people using the same channel as you, so it is vital that you are clearly understood and it is important to know who you are directing your transmission to.

Two-way radios are not like phones as only one person can talk at a time and they are generally used for "one-to-many" conversations, meaning that one person talks and many will hear them. It is important to LISTEN before talking to make sure the channel is not being used.

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 Controls



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

* These buttons are programmable

IF YOU NEED ASSISTANCE WITH YOUR RADIO, STOP BY THE DPW RADIOS OFFICE.

RADIO PROCEDURE

RADIO GUIDELINES

• Think about how best to make yourself understood before you speak: Be brief and to the point.
• Listen before you begin your transmission: Make sure the channel is clear.
• Wait for the chirp BEFORE you begin to speak. This will ensure the beginning of your message is heard. If you speak as soon as you press the PTT button, it can cut off your first syllable or word, making it hard to understand your message. You may be asked to repeat your message when this happens.
• 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.
• If radio transmission/reception is 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.

RADIO PROCEDURE: WORDS

• "AFFIRM" OR "AFFIRMATIVE" = Yes.
• "NEGATIVE" = No.
• "OVER" Used at the end of the transmission to signify sender is ready for a response
• "COPY", "COPY THAT" or "10-4" 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.
• "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?" or "10-20?" = "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

TRANSMISSION RESPONSE
"Ride That Pony, Big Daddy. Go"

Proceed with the conversation.

TRANSMISSION:
"What's your 20?"

TRANSMISSION RESPONSE
"DPW Ghetto."

TRANSMISSION RESPONSE
"Copy. Be there in 5. Ride That Pony Clear."

"Clear" signifies that the conversation has ended.
No further response is required or expected.
The channel is now clear for others.

RADIO PROCEDURE: MEDICAL CALLS

Stay calm. Get on the radio and call:

1.) "MEDIC. MEDIC. MEDIC."
2.) STATE "NON-EMERGENCY" IF APPLICABLE
3.) GIVE THE LOCATION.

That's ALL THE INFORMATION that needs to go out over the radio. NOTHING ELSE.
No names, details, or other information.
Do not broadcast any names or callsigns.
Keep the radio clear so that EMS can do their thing.
All other radio traffic should yield.
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 a 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, MEDIC, NON-EMERGENCY" LOCATION AND SITUATION

DPW RADIO CHANNELS

ZONE	DPW NVO ZONE	PRESENT IN ALL RADIOS
1	BRC 911	One channel to reach ESD, Rangers, and Law Enforcement
2	brc 911 alt	Direct Analog - public access to ESD. 451.9000 PL91.5 12.5 kHz
3	Gerlach/Ranch	Year round Link System, NVO's main channel
4	NVO Talk 41	Year round Link System, Talk channel
5	NVO Talk 42	Year round Link System, Talk channel
6	NVO Incident	Year round Link System, Rangers/ESD or other incidents
7	DPW Ops	Main DPW Operations channel
8	DPW Talk Alpha	DPW Assigned Channel
9	DPW Talk Beta	DPW Assigned Channel
10	DPW Info 411	Infrastructure Information & non-emergency Paging
11	DPW On-Call	DPW On-call personnel - 'Sleep channel'
12	DPW Projects	DPW Assigned Channel for certain projects
13	Fluffers	Supporting staff on playa (it's not what you think)
14	Commissary	Commissary Operations
15	HEaT Request	Heavy Equip & Transpo requests
16	heat ops	Direct Analog - Heavy Equipment operations
17	heat crew	Direct Analog - Heavy Equipment crews
18	Fuel	Fuel Operations/Management and Requests
19	Fuel MobileOps	Fuel Delivery Dispatching/ Coordination

DPW RADIO CHANNELS

20	Water / Sani	Waterworks, Plumbing, Sani & Trailer Service Operations
21	Power	Power Operations
22	Power Ops	Direct Digital - "PrePost Power or Backup during event."
23	Plumbing Ops	Direct Digital - "PrePost Water-Plumbing or Backup during Event."
24	Fuel Ops	Direct Digital - "PrePost Fuel or Backup during event."
25	Resto	Playa Restoration
26	TSA	Transfer Station Authority - trash talkers
27	Shade	Shady folks are on this channel
28	Fleet Vehicles	Autoshop and BRC Staff Vehicle services on playa
29	Housing/Office	BRC staff housing services on playa
30	BRC Storage	BRC Storage Program
31	Man Base	Man build and strike operations
32	ManWatch-Pyro	Man Watch, Pavilion, and Shrine operations
33	Art Ass	Art Support Services main channel & Eyes on Art
34	Gate Ops	Gate Operations
35	GPE Support	CS/Logistics/Office
36	Outside Srvcs	Outside Services -vendor compliance (not USS)
37	Place/Greeters	Placement and Greeter Operations
38	Ranger HQ	Non-emergency traffic for Rangers - Logistics & Management
39	Dust Abatement	Dust Abatement Operations
40	willey	Direct Analog - Vendor Licensed, Willey Operations

DPW RADIO CHANNELS

41	meco	Direct Analog - Vendor Licensed, MECO Operations
42	BRC System 84	Radio System Administrator channel Sys C reserved
43	BRC Social	Off-duty social channel for all departments
44	Event Ops	Event Operations
45	Radio Comms	Rental Radios, Pagers, & ESD Comms
46	Announcements	Recorded official announcements on a loop
47	BRCwide Tac 20	Interdepartment Tactical - use as directed by Incident Command
48	dpw off duty	Direct Digital - DPW off duty channel
ZONE	PREPOST24v1 ZONE	Present in all radios for use Pre and Post BRC 2024
1	Gerlach/Ranch	Year round Link System, NVO's main channel
2	NVO Talk 41	Year round Link System, Talk channel
3	NVO Talk 42	Year round Link System, Talk channel
4	NVO Incident	Year round Link System, Rangers/ESD or other incidents
5	prepost 411	Direct Digital - for pre/post use or Backup during event
6	prepost gate	Direct Digital - PrePost Gate or Backup during event
7	prepost resto	Direct Digital - for pre/post use or Backup during event
8	direct romeo	Direct Digital - for pre/post use or Backup during event
9	direct sierra	Direct Digital - for pre/post use or Backup during event

DPW RADIO CHANNELS

10	direct tango	Direct Digital - for pre/post use or Backup during event
11	it direct	Direct Digital - IT or Backup during event
12	Power Ops	Direct Digital - "PrePost Power or Backup during Event."
13	Plumbing Ops	Direct Digital - "PrePost Water-Plumbing or Backup during Event."
14	Fuel Ops	Direct Digital - "PrePost Fuel or Backup during event."
15	travel	Direct Analog - short range - Nationwide Convoy Channel
16	meco	Direct Analog - Vendor Licensed, MECO Operations
17	willey	Direct Analog - Vendor Licensed, Willey Operations
18	heat ops	Direct Analog - Heavy Equipment operations
19	heat crew	Direct Analog - Heavy Equipment crews
20	prepost oncall	Direct Digital - DPW On-call personnel - 'Sleep channel'
21	dpw off duty	Direct Digital - DPW off duty channel
22	direct tac 91	Direct Digital - short range - tactical channel
23	TEMP Event A	Trailer Tower 7 mile radius coverage, assigned as needed
24	TEMP Event B	Trailer Tower 7 mile radius coverage, assigned as needed

LAW ENFORCEMENT AT BURNING MAN

LAW ENFORCEMENT AT BURNING MAN:

- US Bureau of Land Management (Federal)
- Pershing County (State)
- Washoe County (State)
- Nevada Highway Patrol (State)

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.

Over the years, we've worked hard to build a good 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 reflects positively on our crew and BM Staff if we 'take the high road'. In all interactions, treat the local Sheriffs with the kind of courtesy and respect that we would like them to show us. As Dave X says "Every time we have a good interaction with a Law Enforcement deputy, we make them marginally cooler."

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 do it right.

A copy of the L.E. Feedback Form is conveniently included here in your DPW Handbook.

SUGGESTIONS IF STOPPED BY LAW ENFORCEMENT

If you are stopped by law enforcement, remember the following:

- You are legally allowed to record the encounter on your phone.
- Give your TRUE LEGAL NAME. Do not give a fake name or playa name. You are required by law to give your true legal name.
- If you are driving a vehicle, give your license and registration. If you are on foot, you are not required to carry or give your ID.
    - Ask, "Am I being detained, or am I free to go?"
    - If the officer says you're free to go and/or you are not being detained, WALK AWAY.
    - If the officer says you are not free to go and/or you are being detained, then remember the following phrases:
    - "I do not consent to a search [of myself, of my bag, of my tent, of my vehicle, of my camp, etc.]
      "I assert my right to remain silent."
      Then, remain silent.
    - If you are being detained, you can ask the officer "please explain your probable cause for detaining me." But if you do this, listen to the answer and do not respond. Do NOT get into an argument or conversation about the reason for stopping you. You are not likely to change the officer's mind, and you're more likely to say something that can be used against you. If you feel the officer did not have probable cause to stop you, the time to argue about that is after the encounter is over (by filing a complaint with the law enforcement agency or explaining what happened to your lawyer).

TO RECAP, THREE KEY PHRASES TO REMEMBER:

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

"I DO NOT CONSENT TO A SEARCH."

"I ASSERT MY RIGHT TO REMAIN SILENT."

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

LAW ENFORCEMENT FEEDBACK FORM

Burning Man — Confidential Law Enforcement Feedback Form

NOTE: You may also complete this form electronically at a Playa Info kiosk.

The Burning Man organization is interested in the interactions that occur between participants and law enforcement officials. This information is useful in Burning Man's discussions with agency representatives. To share the experience of your interaction, please complete this form. Burning Man is interested in learning about both positive and negative interactions. If you have any photos, videos, or audio recordings, please label the file with your name and the date (e.g. "Kelly_Smith_08-23-19.mp4") and upload it to a cloud storage service like Google Drive or Dropbox. Please email the link to that file, along with your full name and address and the date the encounter occurred, to lefeedback@burningman.org.

Please note that Burning Man cannot represent you in any criminal or administrative proceedings, nor can Burning Man intervene on your behalf with any government agency. For legal advice, you should consult with an attorney. You can contact Lawyers for Burners, an independent community resource, at www.lawyersforburners.com.

Burning Man respects your privacy rights and will not disclose any participant names or contact information reported on this form except with your permission or as required by law. Burning Man may choose to discuss your feedback, without using your name, with law enforcement representatives. If that is the case, your identity may become apparent based on the unique characteristics of your incident.

Burning Man is only interested in **eyewitness accounts**. Please refrain from reporting rumors and hearsay.

Contact Info:

a) Your Name: _____

b) Playa Camp Address & Name: _____

c) Default World Street Address: _____

d) Email: _____ e) Phone: _____

Description of Interaction:

a) Day, Date, and Time of Interaction: _____

b) Location/Street Address of Interaction: _____

c) Law Enforcement Agency* (CHECK ALL THAT APPLY):

- ☐ Pershing County Sheriff's Office (PCSO)
- ☐ Nevada Highway Patrol (NHP)
- ☐ U.S. Bureau of Land Management (BLM)
- ☐ Pyramid Lake Paiute Tribe Police (PLPTPD)
- ☐ U.S. Forest Service (USFS)
- ☐ Bureau of Indian Affairs (BIA)
- ☐ Washoe County Sheriff's Office (WCSO)
- ☐ Don't know/not sure
- ☐ Other (describe): _____

d) Officer Name(s) and/or ID Number(s): _____

* *Please note that Burning Man's Black Rock Rangers are participants serving as non-confrontational community mediators. They are not law enforcement officers.*

LAW ENFORCEMENT FEEDBACK FORM

e) Outcome of Law Enforcement Interaction (CHECK ALL THAT APPLY):

☐ Arrest ☐ Ticket/citation issued ☐ Warning

☐ Eviction/trespass ☐ Search ☐ Search with dog

☐ Assistance provided ☐ Nothing

☐ Other (describe): _____

f) Officer Performance (CHECK ALL THAT APPLY):

☐ Helpful and/or kind ☐ Aggressive, intimidating and/or threatening

☐ Rude and/or discourteous ☐ Unsafe and/or dangerous

☐ Other (describe): _____

g) If you received a ticket, please record the CITATION #: _____

h) Please identify any witnesses at the scene:

i) Please describe your interaction with law enforcement:

Please return completed form to Black Rock Ranger Headquarters (on the Esplanade near 5:45) or a Black Rock Ranger Outpost (in the 3:00 and 9:00 Plazas)

Off-playa, you can:

- Scan and email your completed form to LEfeedback@burningman.org.
- Mail your completed form to: Burning Man Project, Attn: Legal & Government Affairs, P.O. Box 884688, San Francisco, CA 94188-4688
- Submit an electronic form through Burning Man's website: https://burningman.org/event/black-rock-city-guide/law-enforcement/

WEAPONS

Weapons are prohibited at the Burning Man event site (Black Rock City) under the Closure Order. The Closure Order is a public notice issued by the Bureau of Land Management that establishes 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 July 30th - October 10th (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 for 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 weapons in the closure area are prohibited except unloaded weapons may be carried within motor vehicles that are passing through, 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.
> 4. "Art projects" that include weapons may be permitted if they are authorized by both Burning Man Project and the BLM authorized officer.

Under the Closure Order 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 or the ignition of a
propellant..

Any person who violates this temporary closure or any of these temporary restrictions may be tried before a United States Magistrate and fined in accordance with 18 U.S.C. 3571, imprisoned no more than 12 months under 43 U.S.C. 1733(a) and 43 CFR 8360.0–7, or both. In accordance with 43 CFR 8365.1–7, State or local officials may also impose penalties for violations of Nevada law.

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.

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.

You can find them in the Commissary Business Park or reach out to them any time at:

PEOPLE@BURNINGMAN.ORG
415.865.3800

WORKERS COMPENSATION

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

What that means is this: 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.

To clarify what's covered, please refer to the following guidelines:

Coverage applies when:
You are injured while performing an assigned job. While our insurance carrier makes the final coverage determination, we will support you every step of the way.

Activities outside of coverage:
- Injuries during after-work activities, even if on a job site.
- Injuries sustained while fighting in the Thunderdome.
- Injuries occurring while 'Going to Burning Man.'
- Injuries at local hot springs, reservoirs, or while exploring surrounding areas.
- Injuries during the DPW Parade, the 420 Spire, or other after-hours activities.
- Injuries occurring while off duty at the Black Rock Saloon or other Gerlach properties (these are reviewed on a case-by-case basis).

The Bottom Line:
If you are hurt while working, you are generally covered. If you are hurt while not working, you are personally responsible. We want everyone to stay safe; if you have questions about whether a specific activity is covered, please contact your manager or People Operations immediately. This live/work environment is unique. Please be aware of your circumstances and the potential consequences. Stay alert and stay safe out there!

*All staff are covered, volunteer and paid employees

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.

Every conversation exists in a context/frame and if you don't show it to the other person they might not understand where you're coming from.

THE OPENING FRAMEWORK 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.

TIPS FOR NAVIGATING THE ACTUAL CONVERSATION:

1. Create a script before having a conversation
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

FEEDBACK IS FOR EVERYONE

- Feedback doesn't have to be a bad word or always conflict-oriented. While it may seem scary at first, many of us practice feedback all the time. *"Hey, I like your pickles!" is positive feedback!"*
- Informal and Real-Time Feedback: Best for quick, real-time corrections or encouragement. *"Oh hey, ouch, you're stepping on my pickles, scoot over!"*
- Peer to Peer Feedback: Peer-to-peer feedback is when people share supportive insights about each other's work, best used for improving teamwork and daily interactions. *"Hey friends, it's unclean when you stick your hands in the crew picklejar all the time, please use the tongs so we can all enjoy!"*
- Constructive Feedback: Best for projects, collaborations, improvements and finishing touches without being discouraging. *"I have an easier way of pickling that, may I show you?"*
- Discovery Feedback: When getting to the root cause of challenges and exploring solutions is the goal. *"I see you didn't eat your pickle- do you not like them, or do you just not like cucumbers?"*
- Coaching and Formal Feedback (Performance Reviews): Best for structured evaluations and long-term growth tracking. *"According to this tracker, your pickles are fermenting according to plan…"*

USEFUL FEEDBACK IS:

Includes some combination of Topic + Impact + Action
- Respectful, Specific, Direct, Curious
- From your own experience
- Includes strengths or areas for improvement
- Leaves room for diversity

EXPLORE GIVING FEEDBACK:

- For more coaching or discovery feedback, perhaps inviting the other person to begin will create ease and curiosity?
- For informal or peer to peer, be mindful about your approach! Casual feedback can quickly feel like constant unsolicited advice or criticism.
- Try asking if they're open to feedback or a different point of view, or ask if they're available for you to share something with them.

RECEIVING FEEDBACK GRACEFULLY :

- Assume an "Attitude of Gratitude"
- Ask for examples
- Acknowledge them by paraphrasing what they've said.
- Ask the person what the impact was on them (e.g. "What was that like for you?")
- Ask clarifying questions and listen closely before offering your POV
- Feeling defensive? Take some time to process and respond later if needed.

TIPS FOR GIVING DIFFICULT FEEDBACK

PREPARING A CONVERSATION FOR DIFFICULT SITUATIONS:

• Make the feedback timely (it's best within 24-48 hours) but not in the "heat of the moment" when tensions are high.

• Choose your words for impact and outcome- what will they feel and remember?

• Stick to specifics in task, performance or behavior- not personality or attitude, and make sure what you want to address is not discriminatory and PO approved.

• Don't tackle multiple topics in one discussion – stick to one or two.

• If possible, rehearse the conversation with a trusted person.

• Set a date/ space that is timely, private and comfortable enough for all parties involved. Be clear about who will attend.
Having the conversation!

• Start with introductions and roles for those in attendance, then set the container for how you want the conversation to go, if there is an agenda, supporting documentation, etc.

• For constructive or correctional feedback, outline the topic clearly, identifying key tension points and recent examples of how and what this is impacting.

• Once you have given your feedback, make sure to leave space to ask for that person's point of view (i.e., "What is your response to that?")

• Listen closely and take notes so you can discover the overlap and expose the root of conflict that may be present.
Wrapping it up

• Real solutions in community arrive when people are genuinely heard, understand the goals and pathways to success, how to tell when success is achieved, and are able to collaborate on how to get there.

• For problematic issues, sometimes you have to witness their perspective, remind them of the project/team goals, and be clear what options are available for them to move forward. The point is not to argue or win, it's to change a necessary behavior.

• Recap the conversation to make sure you're on the same page.

• As appropriate, introduce the possibility of consequences, or further conversation and check-ins down the line.

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.

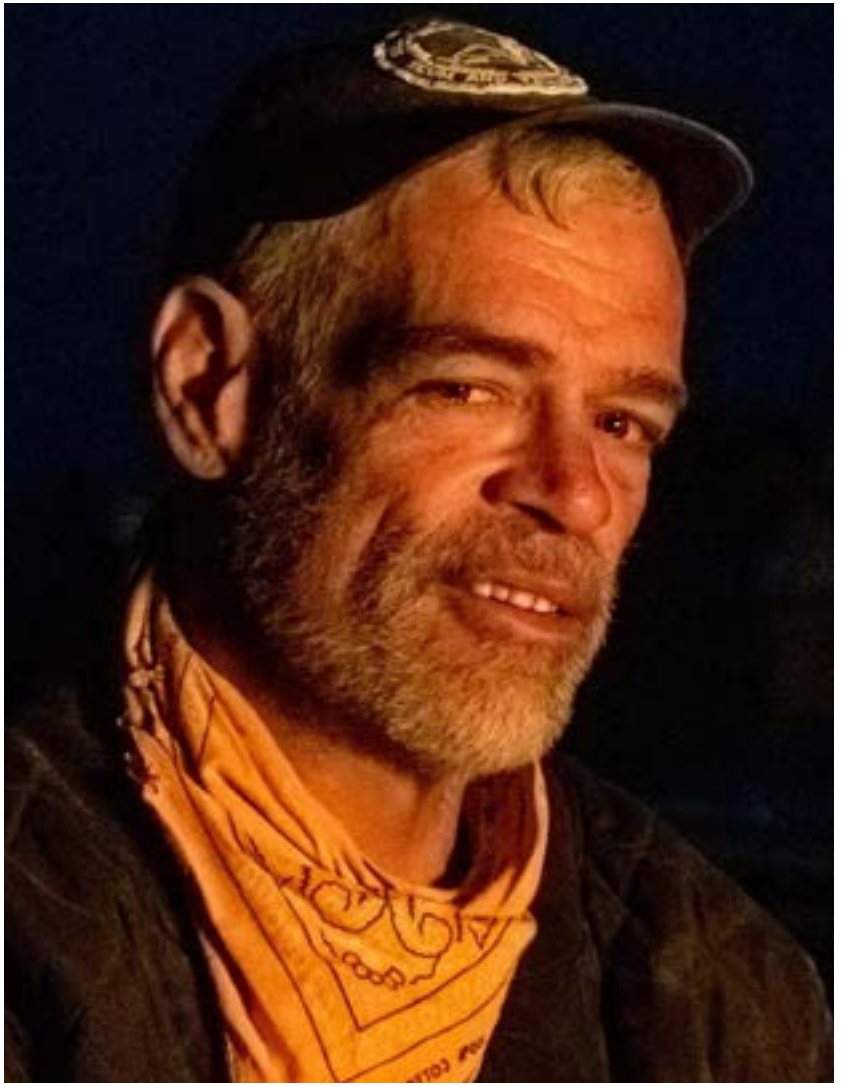
THIS EDITION OF THE DPW HANDBOOK IS DEDICATED TO THE CREW WE HAVE LOST SINCE JULY OF 2025.

MARLEY
JOHN NEWPORT



In Loving Memory

JEFFREY
JEFFREY BANKER



In Loving Memory

HAPPY MAX
CHRISTOPHER MAXWELL



In Loving Memory

KING LOUIE
LOUIS ALVIS



In Loving Memory

RIP
JEREMY SALINAS



In Loving Memory

THE OFFICIAL 2026 DPW HANDBOOK



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Thank you for being a part of this incredible experience.

...and Thanks, Larry.

DPW.BURNINGMAN.COM



artwork by Cougar Bait

"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