



ART of RSCI
2015

1 Welcome, Housekeeping, & Agenda!

1.1 Welcome!

Group Instructions: Choose a special someone to read aloud to the group.

Individual Instructions: Read to yourself.

Time target: 3 minutes

Welcome to the ART of RSCI! This Advanced Ranger Training (ART) will introduce you to:

- What the Ranger Shift Command (RSC) Team does
- How we do it
- Some of the specific skills you'll need on the RSC Team

We hope this training will give you a better understanding of how the Ranger Shift Command Team works and some inkling of whether you are interested in being part of it.

Please note, though, that completing this training module neither demands nor guarantees your involvement with the RSC Team. Rather, it is a first step into a mutual journey to find a great place for you to contribute to the Black Rock Rangers. If nothing else, we hope that understanding a bit about how the RSC Team works will make you a better Ranger.

At the end of this training, if you think you want to participate on some level with the Ranger Shift Command Team, there will be an email address to which you can send your contact info. If accepted into the program you will then become a Ranger Shift Command Intern or, as we lovingly like to call it, a RSCI (pronounced "risky.")

1.2 Exercise: Housekeeping

Group Instructions: Choose a new leader to read the following aloud and to lead the following exercise; discuss and agree.

Individual Instructions: Choose yourself to read the following.

Time target: as short as possible, but no shorter

Throughout this ART we will ask you all to work together on various tasks, as this is good practice for working together with others on the RSC Team. So, as a group, work through the following items:

- Where are the bathrooms?
- If you're inside, how are you going to get out of the building if there is a disaster?
- What are you going to do about breaks? Schedule them in advance? Take them as needed? Roll dice?
- Cell phones -- keep them on or turn them off?
- Sun or shade?
- Any other issues you need to figure out before diving in?

Make this time together work for all of you. Take as little time as possible but make sure that everyone says something. "Uh Huh" is not enough.

Also, decide who will keep track of time. Lunch starts at 12:45pm and the afternoon training starts at 1:30pm. As a rough estimate, if you took 5 minutes a page, the training would take 1.5 hours, but your mileage may vary.

1 Welcome, Housekeeping, & Agenda!

1.3 Agenda

Group Instructions: Choose a new person to read the following information to the group.

Individual Instructions: Read to yourself. Invent an invisible Ranger friend if necessary.

Time target: 3 minutes

Here's our agenda for today:

- Introduction to the Ranger Shift Command Team
- What Shift Leads Do
- Exercise: Cruise Direction
- Exercise: Stump the Khaki
- Exercise: Scenarios
- Data Command Intro
- Protocols & Mandatory Reports
- Radio Demeanor
- Next Steps

You may have noticed by now that we are taking turns reading the material. Why?

Because each Ranger Shift Lead needs to have a firm grasp of each job in the team and be able to handle it to at least a minimum level of proficiency.

But if reading out loud isn't your thing, that is OK. You are on a team and there are others in the group who will LOVE to read out loud (or operate the radio, or drive through the city, or whatever). Not every Ranger Shift Command Team Member is going to be an ace at every possible task, which is okay because we work in teams. As a member of the team you are always there in support of each other and if you hear your team member falling behind ("into the weeds") it is A-OK to figure out a way to politely give them a hand or to ask for someone to help you if you need it.

2. Introduction to the RSC Team

2.1 What the RSC Team Looks Like

Group Instructions: Choose someone new to read the following information to the group.

Individual Instructions: Read to yourself. Imagine you are in a room of people dressed in khaki and covered in dust.

Time target: 10 minutes

As a Ranger in Black Rock City, when you think of Ranger Shift Command, you probably think “Khaki.” When you call Khaki on the radio it may seem like you’re talking to a single person. But in fact, behind the scenes is an entire team of Rangers -- the Ranger Shift Command (RSC) Team -- that puts on the Khaki show.

What the team looks like. Generally speaking an RSC team looks something like this:

- **1-3 Ranger Shift Leads (RSLs).** These are experienced Rangers who are the core of the Ranger Shift Command Team. They are the ones who have operational responsibility and authority for shift command decisions. RSLs report to the Ranger Officer of the Day (OOD), who in turn reports to the Ranger Operations Managers: Tool, Crow, and Peaches. Full diagrams of this reporting structure are in the Ranger Manual.
- **0-3 Shift Command Team Members (aka Residents).** These are experienced Rangers who can take on various roles during the shift. There are a lot of potential roles and we are in the process of adding a bunch of these, but some examples are Dispatcher and Incident Commander.
- **0 or 1 Ranger Shift Command Interns (RSCIs).** These are experienced Rangers -- people like you! -- who are interested in becoming part of the RSC Team.

RSC teams vary in size, depending on how busy we think the shift is going to be and how lucky we are at convincing RSC Team members to sign up for a given shift. Obviously, busy shifts generally require a larger command team than slower shifts -- but alas, it’s not always easy to predict in

advance exactly which shifts will be the busiest. On rare occasions, you could wind up with a single very busy and very stressed RSL as the sole Ranger Shift Command Team member -- though we try not to let that happen.

Different shift structures

Depending on the shift structure, the makeup of the command team and what they are doing might change. Starting in 2015 we will start practicing using zoned shifts, also called a split city. This means the city is cut into halves and one half of the Rangers in the city will be on one radio channel and the other half will be on another. They will have different RSLs on their channels responding to Khaki. A Shift Coordinator will also be there to help coordinate traffic between the two halves of the city and the Black Rock 911 Emergency Services Dispatch channel. This type of structure is more complicated, but it can also scale more cleanly as the city continues to grow.

Where the team hangs out

Many Rangers think that the Ranger Shift Command Team hangs out behind Ranger HQ with a big white board and a giant map of Black Rock City, or maybe something even fancier (picture the White House Situation Room or something out of the TV show “24”). That makes sense, as most Rangers see the RSC around shift change when they mostly are clustered up in the ROC, short for Ranger Operations Center - the area between the Operator Shack and Khaki Shack behind HQ (with a white board and a map, as it happens). But during more shifts than not, after shift change the RSC Team fans out across the playa, some in trucks, some on Gators, dealing with various incidents. Don’t assume you will find RSC members behind HQ. If you need to talk to one, use the radio.

2. Introduction to the RSC Team

2.1 What the RSC Team Looks Like, con't.

How the team works

The RSC Team members handle a whole pile of jobs, which we'll talk about in more detail in a minute. The interesting thing is that, though it varies from one shift to another, RSC Team members usually pass these tasks back and forth many times during the course of a shift, as necessary to respond to situations. So for example, RSL Hubcap might start out handling the radio. Then she gets pulled into some situation, so she passes radio responsibility to RSCI Bucket. Bucket answers Control 1 for a while and then has to pass it to Ranger Burnside, another RSL on the shift, etc. It's a bit like team juggling, and learning how to do it quickly and efficiently, without dropping any balls in the process, is both challenging and rewarding.

Other resources

When you think of the resources available to the Shift Command Team, you probably think of Dirt Rangers out patrolling the city. And while that's true, Shift Leads have many other resources they can count on, including:

Green Dots. Several roles in the Green Dots play into the Shift Command Team:

- **Green Dot Coordinator** maintains a "10,000 foot picture" (situational awareness) of the current status of Green Dot calls and of Green Dot resources available to be deployed by Shift Leads. The GDC also serves as the point person for communication between the Shift Command Team and ESD Resources (both Medical and Mental Health Branch) as they relate to green dot calls. The GDC is part of the Shift Command Team, coordinating and advising on Green Dot needs and resources. *Natural habitat: in the ROC.*
- **Sanctuary Lead** is responsible for keeping Sanctuary running smoothly, by coaching the other staff as needed, seeing to the logistics of Sanctuary, and coordinating with the GDC for transport or other Sanctuary needs. The Sanctuary Lead also provides info as needed (especially re: capacity) on the Sanctuary radio channel or to the Shift Command team / GD Coordinator live. *Natural habitat: Often spotted in Sanctuary, or outside the Khaki Shack*
- **Headquarters.** In addition to checking Rangers in and out of their shifts, HQ personnel deal with tracking assets (radios, building keys), getting Rangers their meal pogs, and handling "walkup Ranger" situations in which a participant shows up to HQ needing help. Headquarters is led by an HQ Short (on duty for 6 hours), an HQ Long (on duty for 24 hours), and an HQ Supervisor (on duty for the entire event, more or less). *Natural habitat: leaning out the front window of HQ, checking someone in or out of shift, being helpful.*
- **Intercept.** Intercept handles vehicle safety concerns on the Esplanade and inner plaza and operators from 1600 to 0400 every night. Intercept has its own shift lead, called Intercept Dispatch. Intercept operates on its own radio channel, Intercept, due to the volume of traffic it generates. The Intercept Dispatcher will also monitor Control 1. *Natural habitat: in the field, or at Outpost Zero (aka "The Puppy"), the name for Intercept Dispatch headquarters, a temporary building located on the 12 o'clock radial between the Man and the Temple.*

2. Introduction to the RSC Team

2.1 What the RSC Team Looks Like, con't.

- **LEL (Law Enforcement Liaison).** LEL team members are Rangers who are specially trained in interacting with law enforcement. *Natural habitat: in the Commissary, eating donuts with the cops.*
- **Orange Dots.** Orange Dots are veteran Rangers with a bit more judgment and experience than the average Ranger. They have been identified by the OODs as people who can: handle moderately complex situations on their own, are able to be radio contact for a group of Rangers, and, are able, in most situations, to give advice to new Rangers. Ideally, every shift will have a couple of Orange Dots on it, and Shift Leads will often ask for their assistance in handling a situation in the field, especially if the Leads are busy dealing with something else. *Natural habitat: in the field.*
- **Operators.** Operators run our Incident Management System (IMS), a custom-built software system that tracks the status of on-playa incidents and also serves as a log of our activities, including relevant radio traffic. Operators can also assist by looking up information in the Ranger Secret Clubhouse, the DMV database, and other Burning Man databases. *Natural habitat: in the Khaki Shack behind HQ, in front of a computer, typing furiously, with four radios going simultaneously.*
- **RNR (Rapid Night Response).** Operating at night, RNR is a team of experienced, bike-mobile Rangers that excel at getting quickly to on-playa situations at night. The RNR Lead will check in with Khaki at the beginning of their shift (they run during Graveyard only) and let you know what *RNR Rangers will be riding that night.* *Natural habitat: on bikes, pedaling hard, looking badass.*

2. Introduction to the RSC Team

2.2 What the RSC Team Does

Group Instructions: Choose someone new to read the following information to the group.

Individual Instructions: Find a mirror or reflective surface and read aloud to yourself; if anyone looks at you funny just smile and point at the sky.

Time target: 10 minutes

Here is a probably incomplete list of some of the more important tasks performed by the Ranger Shift Command Team:

- **Manages our Ranger volunteers' time on a shift.** The RSC Team is responsible for making each Ranger's volunteer time be used carefully and respectfully, that Ranger morale is high, that Rangers are "doing what they're supposed to be doing." Sadly, RSC Team Members are sometimes required to become involved in Ranger disciplinary actions during a shift as well.
- **Makes initial Ranger assignments** ("cruise direction")
- **Keeps track of where Rangers are** in the city and what they're doing
- **Dispatches Rangers** to incidents
- **Answers questions and provides advice** to Rangers over the radio
- **Meets face-to-face with Rangers** as requested or as the incident load permits
- **Assigns and manages Ranger radio channels.** RSLs are responsible for controlling who uses which Ranger radio channel (e.g., Control-1, Control-2, Tac-1, Tac-2, etc.) and for what purpose.
- **Monitors multiple radios** (i.e., Control-1 and ESD 911)
- **Communicates with Emergency Services Department** to dispatch resources (fire, medical, etc.) to incidents.
- **Provides consistency** throughout the four Ranger shifts that happen during the day, passing on information to RSC Team members who come after them.
- **Handles Incident Command (IC) duties.** RSC Team members respond to, take accurate notes about, and attempt to mediate large scale incidents that happen on the playa or delegate an Orange Dot or other RSC resource to handle IC and ensure that accurate notes on the incident are submitted to the Operator Team.
- **Liaises with other Burning Man departments.** The RSC Team is often the entry point for other Burning Man departments to the Rangers, and vice versa.
- **Informs the Officer of the Day (OOD) of pertinent situations** as they develop.

That's a lot of varied and complicated responsibilities. Fortunately, a team working together can pull it off.

2. Introduction to the RSC Team

2.3 STACs and Role Certification

Group Instructions: Choose someone new to read the following information to the group.

Individual Instructions: Find a mirror or reflective surface and read aloud to yourself; if anyone looks at you funny just smile and point at the sky.

Time target: 5 minutes

Formerly, becoming a part of the Ranger Shift Command team was an all-or-nothing proposition. The RSCI program was oriented towards training people in *all* of the skills required to produce a Shift Commander, both through this ART and a bunch of on-the-job training. This was a long process and occasionally short-changed those with many but not all of the skills required to be a full Lead.

We have creating a new induction process into the Shift Command team, which will allow more Rangers to do more things unsupervised and will allow Rangers to both be quickly certified in areas that come naturally to them and focus on areas that are more challenging in a more focused way.

We are calling the groupings of skills Skill Tree ACHievements (STACs). These STACs do not all directly correlate to a role within the team, but contribute useful skill sets to a variety of roles. (Roles within the RSC team that relate to a STAC are included in the write ups for each STAC below.)

2015 STACs include:

- **Shift Command 101** - Until you have completed this STAC, you remain a Shift Command Intern. Once you have completed Shift Command 101, you will be considered an **RSC Team Resident** and can Cruise Direct, give Face-to-Face advice in the field, and do emergency notifications independently, and you will work with Shift Leads on other STACs you may be pursuing.
- **Data Command** - Familiarizes you with the fascinating technical and paperwork aspects of the Shift Command job, including the Incident Management System used by the Operators and the Shift Command-related reports and functions of the Secret Clubhouse. This is an online training and test and something that you can probably complete before heading to the playa, although a Shift Lead may ask to see you demonstrate your understanding of data tasks on-playa.
- **Dispatch** - Your personal path to becoming a Ranger radio rockstar. This is where you'll learn the skills to manage radio traffic, then manage two radios (!) worth of traffic, how to ask the right questions to get what you need, and how to do it with style. While some basic Dispatch skills are included in the document you're reading right now, the Dispatch STAC is primarily an on-the-job training and evaluation STAC. Once you have completed this STAC, you are qualified to rock the radio solo as a **Dispatcher**.
- **Incident Command** - This STAC covers the skills required to set a perimeter (fire, medical, LE action, unicorn mud wrestling), manage a set of Rangers on a TAC channel, interface with other involved agencies, and report back on all the juicy details when the incident is through. Once you have completed this STAC, you are qualified to run an incident as **Incident Commander** solo.

2. Introduction to the RSC Team

2.3 STACs and Role Certification, con't.

- **Interagency** - This STAC covers the skills required to get what you need from, and interface appropriately with, other departments and agencies. This covers skills traditionally under the LEL team, as well as how to interface with CIT and ESD Medical and Fire on a scene and on the radio.
- **Shift Command 201** - This STAC addresses the higher-level management skills needed to be a Field Lead or a Shift Commander. It covers skills like running a passdown and shift briefing, FLAMEing like a Shift Commander, and focuses on learning to prioritize the needs of a whole shift (and the larger event) rather than a single incident. Once you have completed this STAC, you can move on to the Protocols, Field Lead, and Shift Command STAC.
- **Protocols** - This STAC covers the Shift Command Team's procedures on activating and documenting: Must Report incidents, 007 incidents, de-shifting of Rangers and personnel escalation, and how and when you must kick things up to the OOD. There's a brief introduction to this STAC later in this ART. All **Field Leads** and **Shift Coordinators** take this STAC every year, as the finer points of Protocols may change (and refreshers on this important task are always useful!).
- **Field Lead** - This STAC is an on-the-job evaluation to determine whether you can manage a group or zone of Rangers in the field, including: running an operational channel, managing shift assets, providing useful advice both on the radio and face-to-face, documenting and accurately describing incidents with both brevity and clarity, and a comprehension of protocols.
- **Shift Coordinator** - This STAC is an on-the-job evaluation to determine whether you can manage an entire shift of Rangers and have a firm grasp of all previous STACs. Additional skills at this level include handling personnel issues within your shift, learning to notice incident patterns, and working with OODs, field leads, and other specialized team leads to ensure smooth communication during a shift.

3. Some Skill-Based Exercises

We hope that the following exercises will do two things: (1) introduce you to some of the specific skills you'll need as a member of the Ranger Shift Command Team, and (2) give you a chance to practice them a little bit.

3.1 Ranger Assignment

Group Instructions: Choose a someone new to read aloud and lead this activity.

Individual Instructions: Find a mirror or reflective surface and read aloud to yourself

Time target: 25 minutes

Ranger Assignment comes in two broad parts: Initial placement (Cruise Directing) and ongoing assignment.

3.1.1 Cruise Directing

At the start of each shift one member of the RSC Team will be appointed Cruise Director. The Cruise Director's job is to:

- **Meet and greet Rangers before shift**
- **Note any special skills or assets (e.g., Green Dots, bike mobile, vehicle mobile);** there is a handy key of attributes that it is useful to track at the bottom of the shift map.
- **Ask each Ranger how many years they have Rangered. Write that down.**
- **Get them paired up**
- **Figure out their patrol areas**

A shift briefing and an inspirational pep talk should be delivered by a Shift Lead. It is important that all Rangers be informed of events that expected during the shift (including special instructions about the Man), any issues they should be on the lookout for, etc. If you feel like you've got assignments pretty well figured out and your Shift Lead is off yakking with their buddies, feel free to go grab them and gently remind them that the Briefing needs to happen.

Record all of this information on a map of Black Rock City for the rest of the RSC Team.

What makes this fun and challenging is that the above needs to be done fairly quickly, in sometimes chaotic circumstances. Remember, while you're dorking around trying to figure out this stuff, there are tired, dusty Rangers out in Black Rock City who are waiting to be called in!

PRO TIP!

There's a photo-copier in the Khaki Shack. Use it! Once you've made the map of the city with assignments, dash into the shack and make copies for the other RSC Team members and the Operators.

3. Some Skill-Based Exercises

3.1.1 Cruise Directing, con't.

There are a number of things you have to juggle when Cruise Directing:

- **Even coverage is the goal.** Get a rough idea of how many Dirt teams you have before assigning them to areas. If you have 10 teams, you can be much more specific about where they should be sent than if you have 4 teams.
- **Pair bike with bike** and foot with foot
- **It generally makes more sense to assign bike mobile pairs to the outer parts of the city,** since those blocks are larger and it's difficult to get anyplace quickly on foot. That said, a bike mobile pair or two covering the Esplanade or inner playa is a blessing.
- **Bike mobile Rangers are more flexible** to Khaki than foot pairs for obvious reasons. Encourage Rangers to become bike mobile, for this shift and in the future. Many Rangers don't like patrolling on bikes, but having your bike available and being on it at any given time aren't the same thing. Often Rangers who feel, rightly, that being bike (or vehicle) mobile decreases their interaction with the citizens of Black Rock City can be encouraged to ride their bikes to their patrol and then simply walk them around the city. (Nothing says "slow, friendly and approachable" like a pair of Rangers walking their bikes.)
- **Some Green Dot incidents are better handled by female Rangers** (ideally female Green Dots). Don't put the only woman on your shift out far away from HQ/Sanctuary in case you need to call them back to assist with a complicated situation.
- **The Stick must be covered at all times.** Depending on how chaotic the shift changeover process has been and how busy the city is, there might be parts of the city briefly uncovered during the shift change. This isn't optimal, but it isn't the end of the world either. However, one place that is never uncovered is the Man. This means that as you're figuring out where to assign people you have at least two Rangers who have been standing for some number of hours on the Stick. You should therefore put a very high priority on finding a pair of Rangers to go out and replace the Rangers on Man Duty. This also applies if the previous shift has any Rangers out at very remote locations (e.g., gate or airport) to assist other departments.
- **Newer Rangers, particularly Shiny Pennies, are much better off paired with experienced Rangers.** A common strategy is to have all of the inexperienced rangers raise their hand and move off to one side to make it easier to visually judge how many 0-1 year Rangers you have versus your more experienced cadre and then match them up.

PRO TIP!

You can send replacements out to the Stick in a Gator (if available) and have the outgoing Rangers return in the Gator. That gets the exchange done quickly without tying up the Gator for long, which is a great use of that resource, especially if one is sitting idle in the back.

3. Some Skill-Based Exercises

3.1.1 Cruise Directing, con't.

- **Some Rangers will have already paired up** prior to the Cruise Direction phase of our show. These pairings might not be optimal (e.g., both experienced Rangers when you don't have enough experienced Rangers to pair up with your newer Rangers, one bike mobile one not, etc.) Keep in mind this is their vacation and some of these volunteers only walk a couple of shifts during the event. Walking with their old friends might be a very high priority for them. Try to reasonably balance what is optimal from our point of view with their needs to help keep our unpaid volunteers happy where possible. **Note that we strongly discourage Rangers to walk with their spouses or significant others, so that they can maintain objectivity while having their partner's back.**
- **It isn't uncommon to end up with an extra Ranger.** Do not send them out solo. Instead, sending them out with another pair, or consider having them ranger walk-ups in front of HQ. That way when a late-to-shift straggler arrives looking for a partner, they already have one conveniently located at HQ.

You are getting to see all the Rangers coming on shift before they become voices on the radio. Pay attention and talk gently to any Rangers who don't appear prepared to walk a shift. As we all know, dehydration and other issues can hit any of us at the event without regard to shifts we signed up for weeks in advance.

3.1.2 Exercise: Cruise Direction

Congratulations, Cruise Directors! A new collection of Rangers have shown up (on time and rested and sober!) for shift. During your quick interactions with them in front of HQ you've jotted down which ones are bike mobile, how many years of experience they have, which are Green Dots, etc., and all that information is in Appendix A, p.19. (Go look at that now.)

Now, as a team, take out a blank map of Black Rock City (Appendix A, p.20) and assign Rangers into pairs and figure out how to cover the city with available resources.

Done? Compare your map to our sample answer in Appendix B.

Remember that as a RSCI, you may not be doing this in a team, but more likely, on your own (although you can always ask for guidance from an RSL)!

3.1.2 Ongoing Assignment of Rangers

Often some number of Rangers will need to move around or change their status a few hours into the shift. Examples:

- Your Rangers at the Stick or Temple want relief after being stuck out there for half a shift
- A Ranger isn't feeling so well during shift and needs to head back to his or her camp
- A Ranger you assigned to the 3 o'clock side of the city wants to mosey over to the 9 o'clock side of the city to get his or her jacket from camp

Stay as flexible as possible, but remember to inform the rest of the RSC Team about these changes so they'll know who's where when you're busy being an Incident Commander or something.

3. Some Skill-Based Exercises

3.2 Answering Ranger Radio Calls as Khaki

Group Instructions: Keep switching people until every participant has had a turn at running the show. When everyone has done it once ... then start over again.

Individual Instructions: Reading. It's fundamental.

Time target: 20 minutes

For years in our trainings we have said that if you have any question about ANYTHING, "Call Khaki." Well, great. When you are Khaki you get every kind of question that comes in from all of the Rangers. Is there any chance in Hell that you will be able to answer every question that comes in? No.

However, what you DO have to do as Khaki is respond to each Ranger with respect no matter what their questions are. Your primary job is to support the Dirt Rangers. No laughing on the radio at any question, no matter how weird/silly/obvious it is. And no yelling at Rangers either.

We have found that the best Khakis aren't the ones who necessarily know the most information, but are more likely to be very good at getting information. Either from other Rangers, people around them, or anywhere else they can think of.

DEEP(ish) THOUGHTS FROM A SHIFT LEAD...

"Instead of feeling like you need to answer questions as if you know all the answers, before you key up the mic think 'How would I say this to a good friend?' "

3.2.1 Exercise: Stump the Khaki!

Each of the below are radio calls from a Ranger in the field to you, Khaki. Read the call aloud and then discuss as a group what to tell the Ranger and/or where or how to find out the answer.

"Khaki, Hubcap. There's an ultralight aircraft flying low over the city, it's buzzing around the man. It's real close and real low. Do we know about it? Is it authorized?" (Assume you don't know about it and have no idea if it's authorized.)

"Khaki, Bucket. We're at the Fire Fountain Flame Foofer, an art installation on the inner playa about 900 feet from the man on the 4 o'clock radial. The artist here says she's expecting a delivery of kerosene for her performance later tonight but it's not here yet and she wanted our help tracking it down. Who should we contact about that?"

"Khaki, Burnside. Over here at 3:30 and Esplanade there's a mutant vehicle with a flame thrower that seems to be kind of dangerous. It hasn't immolated anybody yet but it looks like it's just a matter of time

until it does. Does vehicle mounted flame art needs a permit from the Artery or DMV, and if so, what does that permit look like?"

"Khaki, Pisco Sour. We're on the third floor of a scaffolding structure at 8:15 and D where there's a participant here with an immobilizing medical issue. ESD and Ramparts are already on scene and have stabilized the patient but they have no way of getting him down off this structure and they wanted us to call you for ideas. Got any?"

"Khaki, Burrito Supreme. Um, somebody has left a giant trash bag full of, um, uh, ... human waste in the middle of the intersection at 3:30 and G. It's leaking on the playa. What should we do?"

A couple of possible answers to the above are given in Appendix C.

3. Some Skill-Based Exercises

3.3 Some Ranger Shift Command Scenarios

Group directions: Take turns reading each of these scenarios aloud and then spend a few minutes discussing, as a group, how you would handle them.

Individual directions: Read to yourself. Discuss with yourself. Try not to move your lips.

Time target: 15 minutes

In each of these scenarios, assume you're a RSCI on shift.

(1) Shiny Penny: It's 2 hours and 45 minutes into shift. A shiny penny Ranger shows up late. You and a Shift Lead watch in disbelief as he goes to the HQ window, checks in, gets a radio, and heads off to his bicycle to go ride off, alone, on his first shift ever. WTF? You look at your Shift Lead, who shrugs, grins, and says, "You handle it." What do you do?

(2) Very Thin Khaki Line: It's the start of the graveyard shift, just after the Man has burned. You're Cruise Director. A total of five Rangers have shown up for Dirt Ranger duty. Whatchu gonna do?

(3) Ranger your Rangers: A request comes in over the radio from a Ranger pair for a face-to-face with a shift lead. You hop into a golf cart with a Shift Lead and head over. When you arrive, the Rangers who requested the face-to-face tell you they've been dealing with a participant who has set up in someone else's camp during the night. The camp is upset, the participant is being uncooperative, and the Rangers say they are at the end of their ropes. What do you do?

Again, some possible answers (just some) are in Appendix C.

4. Data Command

Group directions: Who's next to read?

Individual directions: Oh, that's you.

Time target: 3 minutes

We have two primary computer programs that we work with as Shift Command Team members: the Incident Management System, primarily used by the Operators, and the Secret Clubhouse, the scheduling system used by all Rangers. Admin users of the Clubhouse can manage assets like vehicles and radios and run reports and searches about what the system has captured about a shift. Most of these tasks are covered in the Data Command STAC (<https://sites.google.com/site/brcrangerstacs/datacommand>), but here's a brief summary of the things you can do with these two programs.

Secret Clubhouse

In addition to allowing Rangers to sign up for shifts, there are a few Shift Command tasks that involve the scheduling system. They include:

- Managing, tracking and checking out vehicle resources
- Seeing who is on shift right now, including special positions (LEL, GD Coordinator, OOD, Intercept, etc.)
- Looking up radio IDs when there's a repeated, long open mic incident
- Getting reports of people or searching for people who are on your shift and the attributes they may have (green dot, orange dot, special language ability) to help prep for Cruise Directing

IMS

While the Operators have primary responsibility for entering incidents into the IMS, it's vital for you to know how to:

- Open a new incident
- Find out the status of an incident or search the details of the incident log
- Close an incident

Reviewing the incident log throughout the shift with an Operator and then again before the passdown is a great way to refresh your memory on incidents and help your other team members clean up and close out incidents that have been handled by Rangers on your shift.

Even though the Operators are taking the official log in the IMS, it is your responsibility to take your own notes, to write up incident reports when there is a complicated issue, and to make sure your notes are entered into and are accurate in the incident management system.

DEEP(ish) THOUGHTS FROM A SHIFT LEAD...

“Notetaking is really all about you. Khaki has to know what incidents are happening and not mix them up. You get slammed, you write down what you need, and you can always add more later.”

5. Radio Demeanor

Group directions: Choose a new victim to read.

Individual directions: You're the new victim.

Time Target: 10 minutes

The most visible part of the RSC Team's work to the majority of our volunteers (and to other departments) is the role of Khaki. Khaki's voice on the radio not only ensures that Rangers are dispatched where they are needed and those Rangers get the support they need to make Black Rock City a better place for its inhabitants, but it also sets the tone and mood for the entire shift. The skill of Shift Leading and gracefully directing the chaos ballet that is Rangers and incidents on any given shift isn't something any of us were born with, and it only fully develops with experience.

The things we look for in good Shift Lead radio demeanor include:

- **Answering calls in a timely manner** - the definition of "timely" may vary based on how busy both 1 & 9 are at a given time, but a goal of answering within 5 seconds to answer is a good rule of thumb, even if it's just saying "Last caller, standby for Khaki."
- **Listening to and taking notes on the content of calls** - this prevents you from having to ask for things to be repeated multiple times. Even though the Operators are taking notes on each incident that is called in, most Shift Leads take notes, which works to....
- **Making sure the contacting Ranger feels heard** - while you may not think the incident merits a radio call, the Ranger on the other end got over their fear of the radio and reached out to you. If a Ranger is calling every single speck of dust they see in to Khaki, you may want to curb their enthusiasm, which leads us to...

PRO TIP!

Avoid saying "Hold for Khaki," as it can sound exactly like "Go for Khaki."

DEEP(ish) THOUGHTS FROM A SHIFT LEAD...

"When you don't stay calm on the radio, it affects the whole tone of a shift and every Ranger working. They may not know why the voice in the sky sounds upset, but when it does, they start to get nervous."

- **Keeping channel traffic focused on operational issues** - off-hours social planning, excessive check ins on precise locations as Rangers move around the city during their shift, long conversations about complicated incidents — it's your job to make sure these kinds of calls don't suck up bandwidth.
- **Respectfully coaching Rangers through mistakes or confusion** - Most of us aren't on a radio the other 51 weeks of the year and don't have the Ranger manual memorized; be gentle and respectful correcting missteps on the radio. If you see a pattern of misunderstanding developing during your shift, you can make an Allcom announcement clarifying or correcting the misunderstanding. This separates the issue from the individual(s) making the mistake.
- **Understanding that there is a time and place for humor or other radio shenanigans** - and a busy shift ain't it.
- **Doing all of the above with a tone and demeanor that helps people remember they're appreciated** - While it is important to maintain operational utility on your channel, being cold and mechanical or bitching people out for having bad radio skills hurts the morale of every Ranger on your shift. It's important to convey, through your tone and word choice, that you understand that the Rangers on your shift are volunteering a chunk of their vacation to be part of the shift.

6. Stress, Crispyness, and Feedback

Group directions: Have you seen the pattern yet?

Individual directions: Yeah, um...still you.

Time Target: 5 minutes

Being a member of the Shift Command Team is some of the most fun you can have with your clothes on. It can also be very stressful. While there will be periods of boredom on a shift, there will also be periods of drama: times when tons of information is flying at you fast, with multiple radios squawking, different people competing for your attention, problems cropping up simultaneously throughout the city, and decisions to be made.

It's easy to feel overwhelmed when this happens. Here are a few tips for managing the your natural stress reaction to the chaos:

- **Slow down.** Believe it or not, all these decisions don't need to be made right this very second. It is perfectly acceptable to ask somebody to stand by while you gather your thoughts.
- **Breathe.** It's amazing what a few deep breaths will do for your stress level.
- **Keep perspective.** Remember, it's just a week in the desert. Although it may seem like every decision is life or death, for the most part, the decisions we make are really not nearly as important as we often think they are.
- **Remember you're not alone.** In fact, you're part of a team. If you're not sure how to handle a situation, or are starting to feel overwhelmed, it's not just acceptable to ask for help. Rather, we expect you to do so. Your team mates are here to help you.

This last point bears some emphasis. For the Shift Command Team to function effectively, it is critical that we monitor ourselves, and each other, for crispyness. If you've been acting as dispatcher for the last two hours, or even the last 20 minutes, and you need a break, ask for one. Similarly, if you see your teammate making questionable decisions due to exhaustion or stress, give him or her a discreet shoulder tap.

This ties into feedback. As part of our culture of feedback, we want to make sure that our RSCIs get the coaching and guidance they need to be successful. You should expect that at the end of your shift you'll get a formal feedback session from your Shift Leads, perhaps facilitated by another Shift Lead who acts as a "feedback counselor." Your feedback should include what things you did that particularly impressed the shift leads, anything you did or didn't do that caused them to be concerned, and specific suggestions for what you should do on your next RSCI shift.

When someone offers you feedback, try to listen without becoming defensive. Of course, feel free to ask questions, but try to avoid the urge to justify your actions. Then, spend some time reflecting on the feedback, and decide how it applies to you. (Like making decisions on shift, these things aren't as urgent as they might first appear, and you can take some time to think about things.)

Of course, feedback flows both ways. If you have suggestions for how the Shift Command Team could do something better, we want to hear them!

7. Next Steps

Group Instructions: Talk amongst yourselves.

Individual Instructions: Talk to yourself.

Thanks for coming to training early today to learn more about the Ranger Shift Command Team. If you have any time left, discuss what you've gone over. Perhaps give each other props for the parts of the training that they handled well. Tell each other what you think they might be good at.

Just like a Ranger Orientation Meeting doesn't teach you everything you need to know to be a Ranger, this ART didn't teach you everything you need to know to be a part of the RSC Team. This is just a first introduction to the RSC.

Generally speaking (and though we do make exceptions), we're looking for RSCI candidates who have Rangered in BRC for at least 3 years and have worked at least 9 Ranger shifts total at the event. If you think you want to participate on some level with the Ranger Shift Command team, send your info to **RSCI@burningman.org**.

Slots and selections for RSCI are opened according to the needs of the department. If selected you will then become a Ranger Shift Command Intern or RSCI. At that point, you'll be given additional information and learning opportunities before your first RSCI shift.

Finally, we would really love to hear your feedback on this ART. Feel free to use our online feedback form, **<http://tinyurl.com/ARTofRSCI>**, or email it to **RSCI@burningman.org**. We take feedback seriously and will use it to make this better in the future.

Thanks for playing, and have fun!

Love,

The Ranger Shift Lead Cadre and the
Ranger Training Academy

Appendix A: List of Rangers Who Showed Up For Shift

SCENARIO 1 - 10 Rangers show up for your shift. Deploy them!

Hubcap, 3 years, bike mobile

Biscuit, Shiny Penny, foot mobile, female

Tarball, 5 years, foot mobile, Green Dot

Anvil, 2 years, foot mobile

Chopsticks, 4 years, bike mobile, Green Dot

Tradewind, Shiny Penny, bike mobile

Webfoot, 10 years, bike mobile but also has Ranger-logoed vehicle; either is fine

Salamander, 8 years, has a bike but would prefer foot mobile

Interlude, 1 year, bike mobile

Quagmire, Shiny Penny, foot mobile

SCENARIO 2 - Add these additional Rangers to the previous list and re-deploy this larger shift.

Quicksand, 1 year, bike mobile

Magic Jack, 3 years, Green Dot, bike or foot mobile is fine

Copper Tail, first shift ever, foot mobile, female

Newshound, 3 years, foot mobile, but has a leg injury so would prefer to be assigned someplace close to his camp (Berlin) or maybe near Center Camp; someplace he doesn't have to do too much walking...

Toucan, 2 years, bike mobile

Limestone, 6 years, foot mobile

Windmill, 3 years, foot or bike is fine, Green Dot, female

Appendix A: Map It!

Zone 1

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 2

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 3

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 4

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 5

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Stick

_____	_____
_____	_____
_____	_____

Inner Playa

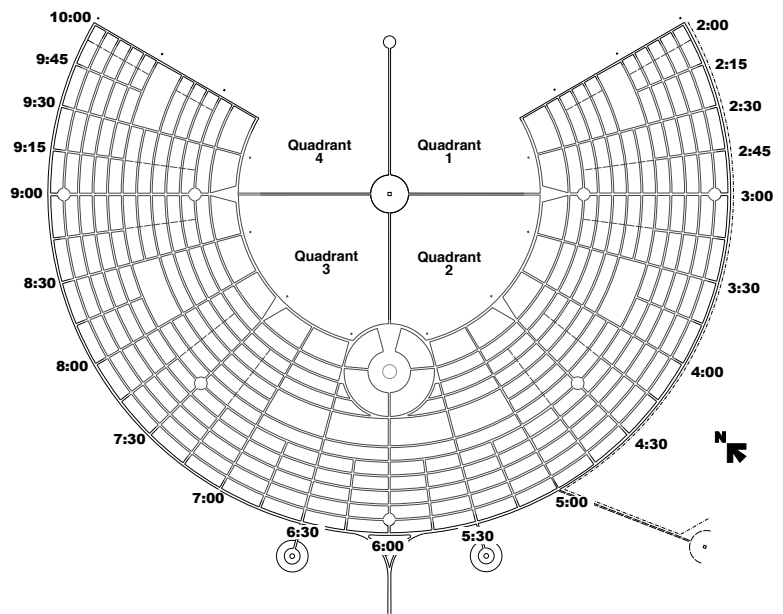
_____	_____
_____	_____
_____	_____

Temple

_____	_____
_____	_____
_____	_____

Outer/Deep Playa

_____	_____
_____	_____
_____	_____



Sanctuary

_____	_____
_____	_____

Shift Command

_____	LEAL
_____	GD L
_____	GD S
_____	Envoys

ATTRIBUTES KEY

Add these letters after a Ranger's call sign if they have one of these attributes

- W = FEMALE
- B = BIKE
- V = VEHICLE MOBILE *also note vehicle number*
- G = GREEN DOT
- O = ORANGE DOT

Appendix A: Map It!

Zone 1

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 2

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 3

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 4

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Zone 5

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Stick

_____	_____
_____	_____
_____	_____

Inner Playa

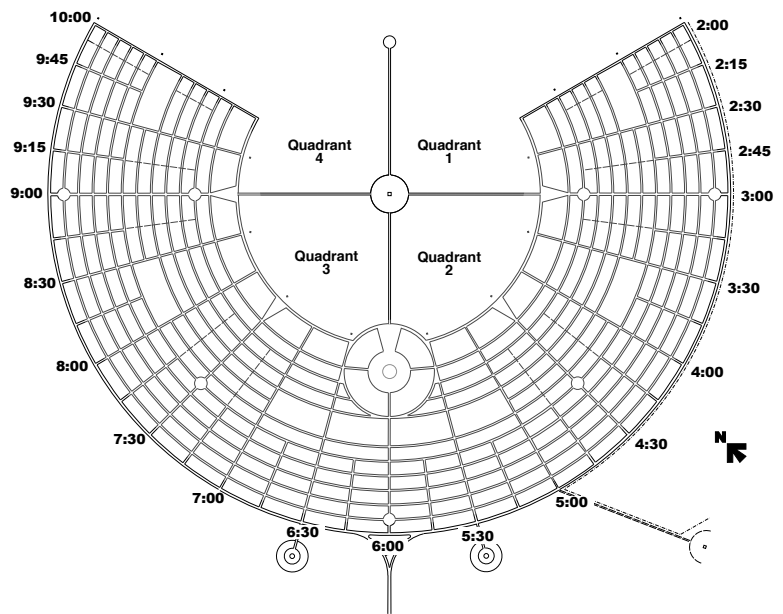
_____	_____
_____	_____
_____	_____

Temple

_____	_____
_____	_____
_____	_____

Outer/Deep Playa

_____	_____
_____	_____
_____	_____



Sanctuary

_____	_____
_____	_____

Shift Command

_____	LEAL
_____	GD L
_____	GD S
_____	Envoys

ATTRIBUTES KEY

Add these letters after a Ranger's call sign if they have one of these attributes

- W = FEMALE
- B = BIKE
- V = VEHICLE MOBILE *also note vehicle number*
- G = GREEN DOT
- O = ORANGE DOT

Appendix B: One Possible Deployment of These Rangers - Scenario 1

This is only one possible distribution. There isn't a right answer to this exercise, just more and less optimal. Here's our map, see next page for some of the thinking that went into it.

Zone 1 2:00-4:30

B - CHOPSTICKS - 4, G & INTERLUDE - 1

Stick

QUAGMIRE - SP & SALAMANDER - 8

Inner Playa & TEMPLE

ANVIL - 2 & WEBFOOT - 10 V (personal)

Temple

Zone 2

BISCUIT - SP, W & TARBALL - 5, G

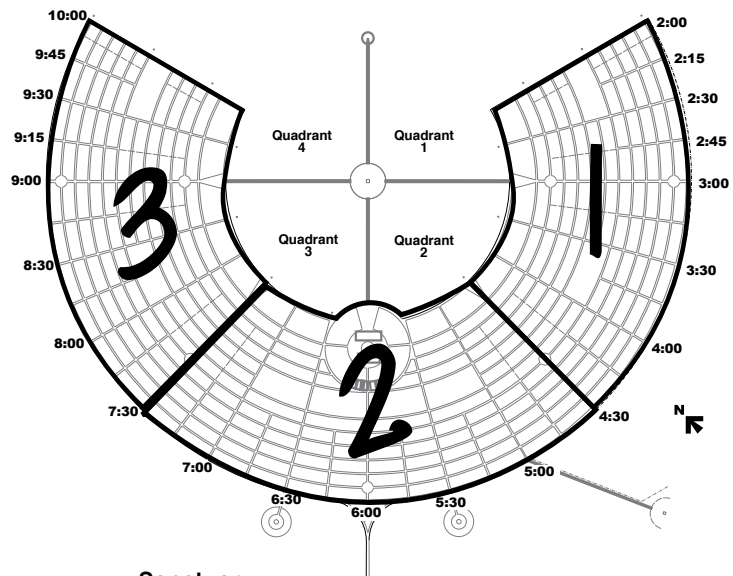
Zone 3 7:30-10:00

B - HUBCAP - 3 & TRADEWIND - SP

Outer/Deep Playa

Zone 4

Zone 5



Sanctuary

HOPSCOTCH

Shift Command

LUCKY CHARM

CHEERIO

BACKSTAGE-RSCI

ROOSEVELT - 00D

LEAL DONUTS

GD L PINOCHLE

GD S GIN RUMMY

Envoy's STARBUCK

ATTRIBUTES KEY

Add these letters after a Ranger's call sign if they have one or more of these attributes

W = FEMALE

B = BIKE

V = VEHICLE MOBILE also note vehicle number

G = GREEN DOT

O = ORANGE DOT

Some of the thinking that went into this particular map:

Newer Rangers have been paired with more experienced ones. Where we could, we tried to keep the range in years of experience small, though; it's easier to learn from someone who can remember what it was like to be a Shiny Penny vs. someone who remembers when dinosaurs roamed the playa.

Newshound isn't able to do a full shift walking, so he has been paired with Webfoot, vehicle mobile. By keeping them on the inner playa and Temple, they won't get bogged down in the city streets and are a rapid mobile response to pretty much anywhere in the city.

Our bike mobile pairs are sent to the spots further away from HQ; they can more quickly relieve outgoing Rangers and won't use up all their energy just getting to their post

Some Green Dot situations (sexual assault, past trauma around the opposite sex) are better handled by a member of the opposite sex. We have a limited number of women on the shift and no woman in Sanctuary, so we've placed the women we do have on the shift with easy-ish access to HQ or with a male Green Dot where possible.

This scenario provides decent coverage with the available Dirt Ranger resources, but it's not ideal. You may consider giving your Envoy & RSCI a coverage area for part of the shift.

Think, too, about what your plan is for relieving your Shiny Penny at the Stick..."stuck at the Stick for six hours" is not a first shift memory you want to give anybody!

Read on to see what happens when you add 7 more Rangers to your shift!

Appendix B: One Possible Deployment of These Rangers - Scenario 2

This is only one possible distribution. There isn't a right answer to this exercise, just more and less optimal. Here's our map, see next page for some of the thinking that went into it.

Zone 1 2:00-4:00

B - TRADEWIND - SP & CHOPSTICKS - 4, G

Zone 2 4:00-6:00

COPPERTAIL - SP, W & SALAMANDER - 8, G

Zone 3 6:00-8:00

TARBALL - 5, G & BISCUIT - SP, W & ANVIL - 2

Zone 4 8:00-10:00

B - WINDMILL - 3, W & INTERLUDE - 1

Zone 5

Stick

QUAGMIRE - SP & LIMESTONE - 6

Inner Playa

B - MAGIC JACK - 3, G & TOUCAN - 2

B - QUICKSAND - 1 & HUBCAP - 3

~~BOTTOM~~

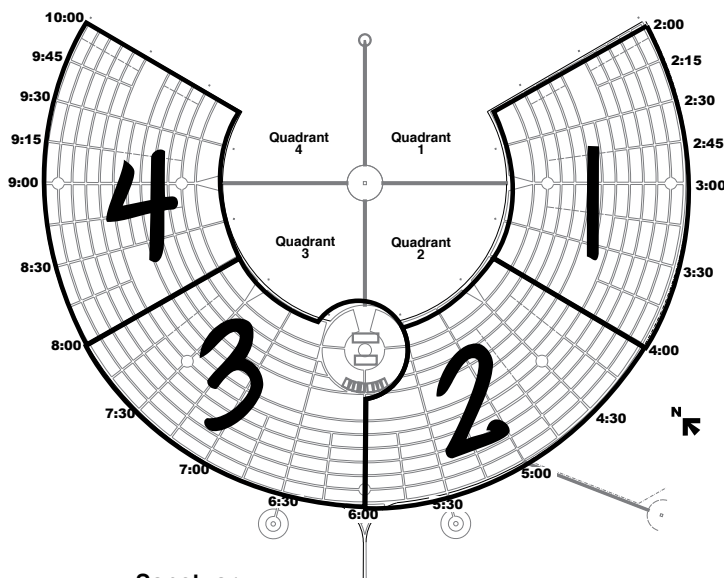
BOTTOM

TOP

Temple & DEEP PLAYA

V - WEBFOOT - 10 & NEWSHOUND - 3 (foot injury)
(personal)

Outer/Deep Playa



Sanctuary

HOPSCOTCH & JUMPROPE

Shift Command

LUCKY CHARM

CHEERIO

FROSTED FLAKES

BACKSTAGE-RSCI

BALCONY-RSCI

ROOSEVELT - OOD

LEAL DONUTS

GD L PINOCHLE

GD S GIN RUMMY

EnvoyS STARBUCK

ISHMAEL

ATTRIBUTES KEY

Add these letters after a Ranger's call sign if they have one or more of these attributes

W = FEMALE

B = BIKE

V = VEHICLE MOBILE also note vehicle number

G = GREEN DOT

O = ORANGE DOT

Appendix B: One Possible Deployment of These Rangers - Scenario 2

Some of the thinking that went into this particular map:

Newshound isn't able to do a full shift walking, so he has been paired with Webfoot vehicle mobile.

Newshound and Webfoot are out at the temple. If Intercept was on shift and we had a busy shift in the city, we might not place them out there since the Temple Guardians provide at least some radio coverage and intercept can hit the Temple quickly. But from that location in a vehicle they can provide slightly delayed backup to the stick, Zone 1 or Zone 4 in a pinch.

We have an odd number of Rangers. Rangers operate with partners, so we have created a triple with Tarball, Biscuit and Anvil.

Our foot mobile pairs are clustered up in Zone 2 and 3. This is a judgment call, but HQ is close by with RSC Team Members often there at least part of the shift, all vehicle mobile, to provide some backup.

We are placing two bike mobile pairs on the inner playa, each covering half the city. After initially giving them their city halves, we realized that the bottom half of the city (quadrants 2 & 3) doesn't have any green dots in quadrant 2, so we flipped them.

Again, we have a limited number of women on the shift and no woman in Sanctuary, so we've placed the women we do have on the shift with easy-ish access to HQ or with a male Green Dot where possible.

This scenario provides decent Dirt Ranger resources. But depending on the shift, remember that you might have a lot of other resources at your disposal if things start to go pear shaped.

If you have some time at the end of the ART, you might want to discuss what other resources you think are available to Khaki that we aren't listing here and how they are best used at those highly fun times that you don't have anywhere near this number of Ranger pairs out there (and trust us, this will happen).

Appendix C: Some Possible Answers to Selected Exercises

Please remember that there are no “right” answers here. We polled a number of Shift Leads and RSCIs and here are some of the responses that came back. In an actual shift, with chaos and time pressure, these guys may have some up with something else entirely. We are intentionally giving responses to only a subset of the questions and leaving the rest to you to your team to figure out, just like you would on shift.

3.2.1 Stump the Khaki:

“Khaki, Pisco Sour. We’re on the third floor of a scaffolding structure at 8:15 and D where there’s a participant here with an immobilizing medical issue. ESD and Ramparts are already on scene and have stabilized the patient but they have no way of getting him down off this structure and they wanted us to call you for ideas. Got any?”

Answer #1: “I’d suggest Ranger and medical personnel crowdsource the problem -- the city is chock full of engineers. Perhaps have them split into a few teams and find the nearest large camp(s) and start asking around, maybe look for construction vehicles (or mutated construction vehicles) -- cherry pickers or scissor lifts especially. Any given giant dome/tower/etc... probably has one or two mechanisms ideally suited to getting someone down off of something high in a stable fashion. Also, this problem sounds like a magnet for “official” types from all over the city. I’d try not to have there be like 900 rangers there. Might also make sure a Shift Lead or LEAL is on-site, though, especially if ESD is directly soliciting our involvement.”

Answer #2: “Pisco, Khaki. If the professional rescuers with paramedic licenses don’t know how to get him down, let’s assume it’s not safe for you as a part-time bartender or me as a sex therapist to figure out how to do it. Please politely convey that information to the paramedics and stay on scene as needed to help with crowd control. Let me know when the scene is clear. Khaki clear.”

Answer #3: “Call DPW, see if they have something like a scissor-lift or cherry-picker that could be pressed into service.”

Appendix C: Some Possible Answers to Selected Exercises

3.3 Shift Command Scenarios:

“A request comes in over the radio from a Ranger pair for a face-to-face with a shift lead. You hop into a golf cart with a Shift Lead and head over. When you arrive, the Rangers who requested the face-to-face tell you they’ve been dealing with a participant who has set up in someone else’s camp during the night. The camp is upset, the participant is being uncooperative, and the Rangers say they are at the end of their ropes. What do you do?”

Step 0: don’t jump the Rangers’ call. That is, don’t take the call away from the Rangers. You’re there for the Rangers, not the participants. Focus on empowering the Rangers to be creative and find a solution that everyone is happy with (or equally unhappy with).

Step 1 is then probably to FLAME the Rangers. That is, start by understanding from them what they’ve tried. Then think about how to coach them to try new things that they haven’t thought of yet.

If they’ve really tried everything then feel free to offer specific suggestions. In doing this, think about some of the basic conflict resolution skills we cover in training, e.g., interests vs. positions, coming up with new options for those in conflict, separating arguing people, etc.

Finally, after you’ve exhausted the above, you can offer to send in a new Ranger pair. In this case, consider asking the current Ranger pair for their input on what the qualities are that the replacement Ranger pair should have. E.g., do you need female Rangers? Is this a BDSM camp? Do you need some folks from the East Coast in order to deal with crazy East Coast cultural issues? Try to make sure that you’re not going to send in a clone of the same Ranger pair to handle the situation. “Insanity is doing the same thing over and over again and expecting different results.”