

# 2018 ART of RSCI



## 1. Welcome, Housekeeping, and 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 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 12:45 pm and the afternoon training starts at 1:30 pm. As a rough estimate, if you took 5 minutes a page, the training would take 1.5 hours, but your mileage may vary.

## 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. But that's 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.

## 2. Introduction to the Ranger Shift Command 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: (Crow and Peaches), who in turn report to the Department Head (Tool). Full diagrams of this reporting structure are in the Ranger Manual.
- **0-1 Deputy Officer of the Day (DOOD).** The DOOD is there to assist the OOD. They may act on the authority and direction of the OOD. They will temporarily take over OOD duties if the OOD needs to get some sleep or is engaged in something away from Shift Command operations. In some cases an OOD may work a DOOD shift so don’t be alarmed if you see two OODs sitting at the table.
- **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.
- **0 or 1 pair of RSCI Mentor/Mentees.** On some shifts there may be a more experienced RSCI who is paired exclusively (for that shift) with a RSCI Mentor (who is also a Shift Lead). The goal of this program is to give more specific and intense mentoring and feedback for RSCIs who have acquired a good handle on the basics and are almost ready to move forward to Shift Lead or need some extra guidance to find out if the RSC Team is a good fit.
- **Troubleshooters.** These are also experienced Rangers who have undergone additional training that allows Khaki to send them to Must Report incidents or to any situation in which Dirt Rangers in the field might need a little extra support. They are

there to help the RSC team as their eyes and ears in the field. They do not take over scenes from Dirt Rangers unless there is a specific need.

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. We sometimes need to split the city, this is usually done when radio traffic is especially high. 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 member of the RSC Team 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. The dirt ranger in the field won't really see much difference except they may be instructed to change their radio to Control 2.

**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 RSC Team members are often mobile and, depending on the shift, there may not be one at the ROC. If you need to talk to one, use the radio.

**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 may 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:

- **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 Operator Shack behind HQ, in front of a computer, typing furiously, with four radios going simultaneously.
- **WESL “weasel”.** This is a new pilot program for 2018. Primarily composed of shift leads and experienced Operators. The WESL will work directly with Black Rock Dispatch. This will largely be invisible to most Rangers however you may hear the term so we figured you should know what it was. Natural habitat: ESD Dispatch center out at the Joint Operations Center (JOC) next to the Law Enforcement Compound, far far away from HQ.
- **Green Dots.** Several roles in the Green Dots play into the Shift Command Team:

The **Green Dot Lead** 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 GDL 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 GDL is part of the Shift Command Team, coordinating and advising on Green Dot needs and resources. Natural habitat: often mobile, at the ROC for passdown

The **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 GDL 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 / GDL. Natural habitat: in or near Sanctuary

- **Intercept.** Intercept handles vehicle safety concerns on the Esplanade and inner playa and operates 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.

- **LEAL (Law Enforcement Agency Liaison).** LEAL team members are Rangers who are specially trained in interacting with law enforcement. Many LEAL members are also Troubleshooters. Natural habitat: vehicle mobile in the field
- **RNR (Rapid Night Response).** Operating at night, RNR is a team of experienced, bike-mobile Rangers that excel at getting quickly to on-play 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. Many RNR members are also Troubleshooters. Natural habitat: everywhere, bike mobile
- **Echelon.** The best fluffing team ever. They will swing by the ROC as well as HQ, The Man, and The Temple. They can also be dispatched to fluff Rangers who have been kept at an incident for a while. Natural habitat: big truck with water
- **Headquarters.** In addition to checking Rangers in and out of their shifts, HQ personnel deal with tracking assets (primarily radios and headsets), 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.

## 2.2 What The RSC Team Does

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

**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.
- **Cruise Direction** Pairing up and assigning Ranger pairs to patrol areas in the city and giving a briefing so that the shift feels welcome and prepared.
- **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.



## 2.3 RSCI Roles

The previous section presented a long list of some of the things that RSLs are expected to manage on a shift. That may seem a bit daunting when you look at it all at once. Relax! RSCIs are interns for a reason, they are not expected to know everything out the gate. You are there to learn and develop your skills. We have tried to breakdown the basic functions of a shift lead into easier bites.

**Shift Command** - This is the actual running of the shift. Managing your rangers in the field, making decisions about how to use your resources, communicating with your team members. Keeping track of the events happening on your shift and maintaining your log. Clearing incidents and updating the IMS. Creating a passdown for the next shift so that important information is carried through.

**Data Command** – This is the fascinating technical and paperwork aspects of the Shift Command job, including the Incident Management System (IMS) used by the Operators and the Shift Command-related reports and functions of the Secret Clubhouse. There is an online module to get you a bit more familiar with some of this before you hit the playa. [Data Commando Module](#)

**Radio management** - Most RSCIs come to the program with some experience using one radio. As a RSCI you will be expected to develop adept skill at managing at least two radios. Most often this will be Control 1 and BRC 911. This will include actively listening to a large amount of traffic on two channels and responding to it efficiently. Every RSL has their own style and you will develop your own with time. It is probably best to watch an experienced RSL first to pick up the basics. At first stick with developing the basics on one radio and build from there. It is very important to not drop calls. If you feel overwhelmed by the radio traffic or do not know how to respond, ask for help. If you feel up to taking on more radio responsibility feel free to ask one of the RSLs if you can be Khaki for a while.

**Incident Command** – There are many things that can require the presence of a member of the shift command team in the field. Must Report situations, larger incidents that require a perimeter, and some of the really weird stuff that happens at the event. Often times we will send a Troubleshooter however we also expect RSCIs to develop this skill set as well. Managing an incident will often require organizing field Rangers into a perimeter, document which Rangers were present, managing a TAC channel, creating an Incident Report, and keeping the RSC team updated on what is going on.

**Interagency/Interdepartmental** – The RSC Team often interacts with other agencies (e.g. LE, ESD, CIT/SAT) as well as other departments (Gate/PGE, DPW, ARTery, etc). There can be a subtle art to this and will take time to become familiar with how everything fits together.

**Protocols** - This is 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.

## 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 new victim to read to the group.

**Individual Instructions:** You're the new victim.

**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. This is often one of the first jobs we ask RSCIs to take on. The Cruise Director's job is to:

- **The Big Rolling Map-** there are two actually, one for the active shift and one for the next shift. You'll need to grab the inactive one and roll it up to the front of HQ. Ideally this happens after passdown. Ask for help, the maps are a bit heavy and things don't roll great in the dust.
- **Meet and greet Rangers before shift-** remember, these are volunteers who are giving up part of their vacation in service to Black Rock City. This is a tremendous gift. Please make them feel welcome and appreciated.
- **Note any special skills or assets (e.g., Green Dots, bike mobile, vehicle mobile, female identifying)**
- **Find out who the binary rangers are so they may be paired with more experience rangers**
- **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 are expected during the shift (including special instructions about the Man and Temple), any issues they should be on the lookout for, etc.

### **PRO TIP!**

*There's a photocopier in the Khaki Shack if you need to make copies of anything. There are also blank paper maps.*

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!

There are a number of things you have to juggle when Cruise Directing, if you've never really watched it done before with the intent that you will be doing it then you may want to watch someone more experienced first:

- **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.)
- **The Stick (also known as "The Man") 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

### **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.*

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.
- **Some Rangers will have already paired up** prior to the Cruise Direction portion 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 from walking 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, send 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.

Whew. After that lengthy wall of text, maybe a bio break?

### 3.1.1 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**. (Go look at that now.) Now, as a team, take out a blank map of Black Rock City (see back of this document for one) and assign Rangers into pairs and figure out how to cover the city with the resources you've got.

Done? Check out some suggestions in **Appendix B**

### 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. Also, don't make promises you aren't sure of being able to carry out.

## 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 at any question, no matter how weird/silly/obvious it is. And no yelling at Rangers either. And, please, mind the snark.

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 that the Khaki can figure out.

### 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?"

"BREAK, BREAK. Khaki, I need medical at ..." (Just kidding, that's too straightforward. Now, back to the exercise.)

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

*"Instead of feeling like you need to respond to questions like you know all the answers, you can try to think before you key up the mike: 'How would I say this to a good friend?'"*

- k8

“Khaki, Burnside. Over here at 3:30 and Esplanade there’s a mutant vehicle with a flamethrower 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 need 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**.



### 3.3 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 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 radios and run reports helpful to the shift (e.g. shift lead report). Most, if not all Rangers, can run searches in the IMS about what data has been captured about a shift. Most of these tasks are covered here: [Data Commando Module](#), 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:

- Seeing who is on shift right now, including special positions (LEAL, GDL, 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, vehicle approved, special language ability) to help prep for Cruise Directing

### IMS

While the Operators have primary responsibility for entering incidents into the IMS it is ultimately the responsibility of the RSLs to make sure that the IMS is up to date and accurate. Because this is such a key part of becoming an RSL, all RSCIs must also have done at least one Operator shift before or during their first RSCI year. The ART of Operator is available on the Ranger training webpage.

#### **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."*

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 managing the official log in the IMS, it is your responsibility as a member of the Shift Command Team to take your own notes and to write up Incident Reports when there is a complicated issue, and to make sure your notes are entered into the Incident Management System. It is the Shift Command Team that is responsible for the content of the IMS not just the Operators.**

## 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 ART of Radio is available on the Ranger training webpage and can be very helpful in developing radio skills.

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". Remember, dropping calls is to be avoided. No one likes to make a call, and maybe even their first call, and get no response.
- **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 on the calls they are fielding to make sure they have all the details, which works in....
- **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...
- **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

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

*"When you don't stay calm on the radio, it affects the whole tone of the shift and every Ranger working. They might not know why the voice in the sky sounds upset, but when it does, everyone starts to get nervous." –SlipOn*

### PRO TIP!

*Avoid saying "Hold for Khaki" as it sounds a lot like "Go for Khaki."*

shift, long conversations about complicated incidents — it's your job to make sure these kinds of calls don't suck up operational 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 *and* on their vacation** - 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 a part of your shift. When responding to rangers, think about how you would like to be spoken to if you were in their shoes, because you probably were not that long ago!
- **Remember the voice of Khaki sets the tone of the shift-** It takes time to develop your Khaki voice. Remember consistency and maintaining a calm demeanor is important. By keeping a clear and calm tone you enable rangers to feel more confident in what they are being asked to do.

## 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 time-sensitive decisions to be made.

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

- **Slow down and prioritize.** Not all of these decisions need to be made right this very second. It is perfectly acceptable to ask somebody to stand by while you gather your thoughts. Just because someone thinks their problem is an emergency, doesn't mean it is (but sometimes it is).
- **Breathe.** It's amazing what a few deep breaths will do for your stress level.
- **Take a break.** Taking a walk to the portos or to refill your water bottle in the Hat Rack can be a good quick mental break.
- **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, they aren't. Also, you will see a lot more of the dark side of Burning Man than maybe you've been aware of before. This doesn't mean the event is changing in a negative way. Remember, Rangers typically only get involved when things go a bit sideways and Shift Command is where all the stuff that can't be resolved neatly in the field ends up.
- **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 teammates 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 Khaki 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.

It is also entirely reasonable and acceptable to decide this gig just isn't how you want to spend your vacation. There are many roles within Rangers because there are many types of people who volunteer to Ranger. Not every position is going to play to any single Ranger's strengths. We ask a lot of Command Team members and it is completely okay to say "No, thank you!"

**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.) Remember, feedback is meant to help you on your journey and sometimes that will mean pointing out mistakes and discussing deficient areas.

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.

The minimum requirements to be considered for the RSCI program is 3 years of recent Ranger experience at Burning Man and have worked at least 54 hours in the dirt. For the purposes of this program dirt, green dot, intercept, LEAL, Troubleshooter, and RNR shifts qualify towards required hours. If you think you want to try out the RSCI program send your info by August 1 to [foofurr@burningman.org](mailto:foofurr@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.

Expectations of new RSCIs:

- Show up to the shifts you sign up for, there is only one slot available per shift in order to allow for more one-on-one interaction between RSCIs and RSLs. If you need to drop a shift please do so as soon as possible so that another RSCI can have the opportunity.
- Show up prepared. This means well-rested, well-fed, and ready to learn. You should have a strong understanding of the Ranger Must Reports as outlined in the Ranger Manual.
- Be comfortable with the IMS. RSCIs are required to have done at least one Operator shift. If not done prior to becoming a RSCI it can be done concurrently with your first year as a RSCI. Operator shifts are the best way to get a feel for how Shift Command functions without being in the spotlight.
- Maintain open communication. If you are struggling or feeling overwhelmed, ask for help. If you make a mistake, let someone know immediately.



- Have reasonable expectations. Your RSLs want you to succeed and will help you, but they also have a shift to run. They cannot hand feed you every aspect of the job. Asking questions, observing with intention, and actively getting involved in your RSCI shift is the best way to move forward.
- Keep perspective. There is only one week a year to learn and practice this stuff. Some people are able to pick it up quickly, some it takes a while, and some are just not suited for it at all. Everyone learns at their own speed and there is no time limit to go through the program. If you continue show progress and improve we will probably welcome you back. However, if we feel this gig is not for you or that you will need more guidance and resources than we are able to provide a single individual we may ask you to try again later.
- Be honest with yourself and with the RSC Team. If you realize this gig is not for you it is completely okay to bow out. There is no stigma associated with leaving, in fact we applaud people who are able to practice this level of self-care.
- Caring about Rangers and Shift Command. Seems silly right? Of course you care! But if you find yourself doing this because you feel like you have to check a box or because you think it will give you some social cred, please reconsider your interest. You will find that members of Shift Command are incredibly passionate about Rangering in general and about what they do within the Ranger department specifically. We welcome people who have the same passion and dedication to Rangerdom.

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 [foofurr@burningman.org](mailto:foofurr@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 Command 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. Use the map on the next page and 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

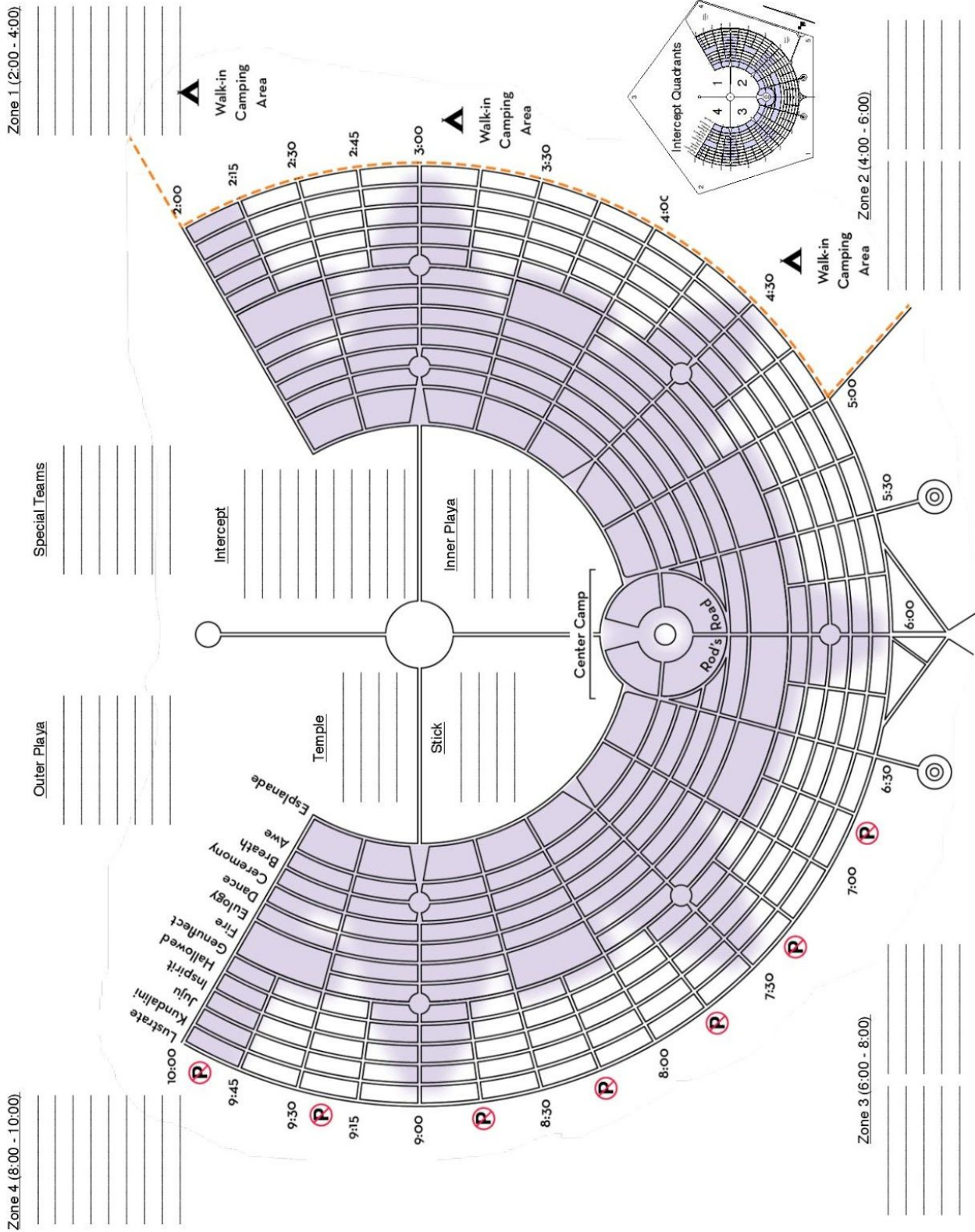
Copper Tail, first shift ever, foot mobile, female

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 B: Point Deployment of These Rangers

This are many possible ways to distribute these rangers. There isn't a right answer to this exercise, just more and less optimal.

Some points to consider:

- Newshound isn't able to do a full shift walking, so consider pairing with Webfoot who is 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 your options are to create a triple or have someone be a front porch ranger at HQ.
- Consider keeping foot mobile rangers closer to HQ. It takes a long time to walk to 10 o'clock. Can also have a vehicle mobile pair drop off foot mobile rangers in various locations.
- Green Dots can be a limited resource. Try and place them in areas where you think they may be most useful.
- 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).
- Consider what you would do if you had only 6 rangers show up for a shift. It happens.

## 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.*

**3.3 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.”