

Lakes of Fire



R A N G E R

Khaki Manual
2025

Table of Contents

Introduction	3
2024-New This Year...	4
Chain of Command	5
Resources to Interact With	5
Resources to Manage	6
Tasks and Goals...	7
What You Need to Do Your Thing	8
What To Do At Shift Change	8-9
A Word to Dusty Playa Veterans...	9
Deploying Forest Rangers...	9
Deploying Aqua Rangers	10-11
Deploying Ground Guides...	11
Deploying Green Dots...	11
Deploying Sandmen	11
Khaki Shadow	11
During Your Shift	12
Shift Log Example	13
Laser Policy...	13
Drones Policy	14
Lake Use Policy...	14
Khaki Pro Tips...	14-16
Team Leads...	17
Site Owners & Address	17
Must Reports...	18
Other Emergency Situations...	18
ICS/FEMA Training	18
Lost Wristband (Trespasser) Policy...	19
Common Scenarios: What To Do	19
Uncommon Scenarios: What To Do	19-21
The Last Word	21
Appendices	21
Answers (but not all of them)...	21
2018-New <i>Last</i> Year (in case you forgot)...	22
Khaki Shadow Feedback Form...	23-24
Site Map	25



2018 Lakes of Fire Rangers

Introduction:

Welcome to one of the most rewarding and challenging tasks at Lakes of Fire: Ranger Shift Lead! We call you “Khaki” just like they do at That Thing In The Desert (TTITD). In fact, we model ourselves quite a bit from Burning Man Black Rock Rangers. If you have any playa Ranger experience, you should find much of the following familiar. Same goes if you have Rangered at most of the other large regional burn events. Likewise, if you have not done either of those but are familiar with Lakes of Fire Rangering, then the following will make sense, too. See how easy this will be?

You represent the Rangers to many different people at the event. You must be sober, calm, helpful and organized. You set the tone for your shift. You have a big responsibility, but you are not alone. Take advantage of your chain of command and available resources as needed to make your shift run smoothly.



2024 - New This Year & General Reminders:

Let's keep HQ tidy and weather-proof. Storms come in fast! Front table should be clear of clutter. Bins should be orderly and closed. Trash MOOP belongs in the trash bag. Personal belongings should be out of way. Beverage and food area should be clean. Please take some time during your shift to clean up a little. If nothing else, don't leave a new mess for the next shift.

There will be special wristbands for volunteers staying Sunday evening and beyond. Most departments will have volunteers staying late in order to help with the new Exodus plan for this year. We will have shifts available through Tuesday after the event in order to help facilitate the new Exodus plan. This will likely be Emerald Rangers, as well as Khaki. Rangers should be prepared to deal with very high stress and tense situations and practice conflict resolution.

With the increasing number of participants in the keyhole, as well as the new quiet areas near Greeters, we're moving away from using quadrants to denote where things are.

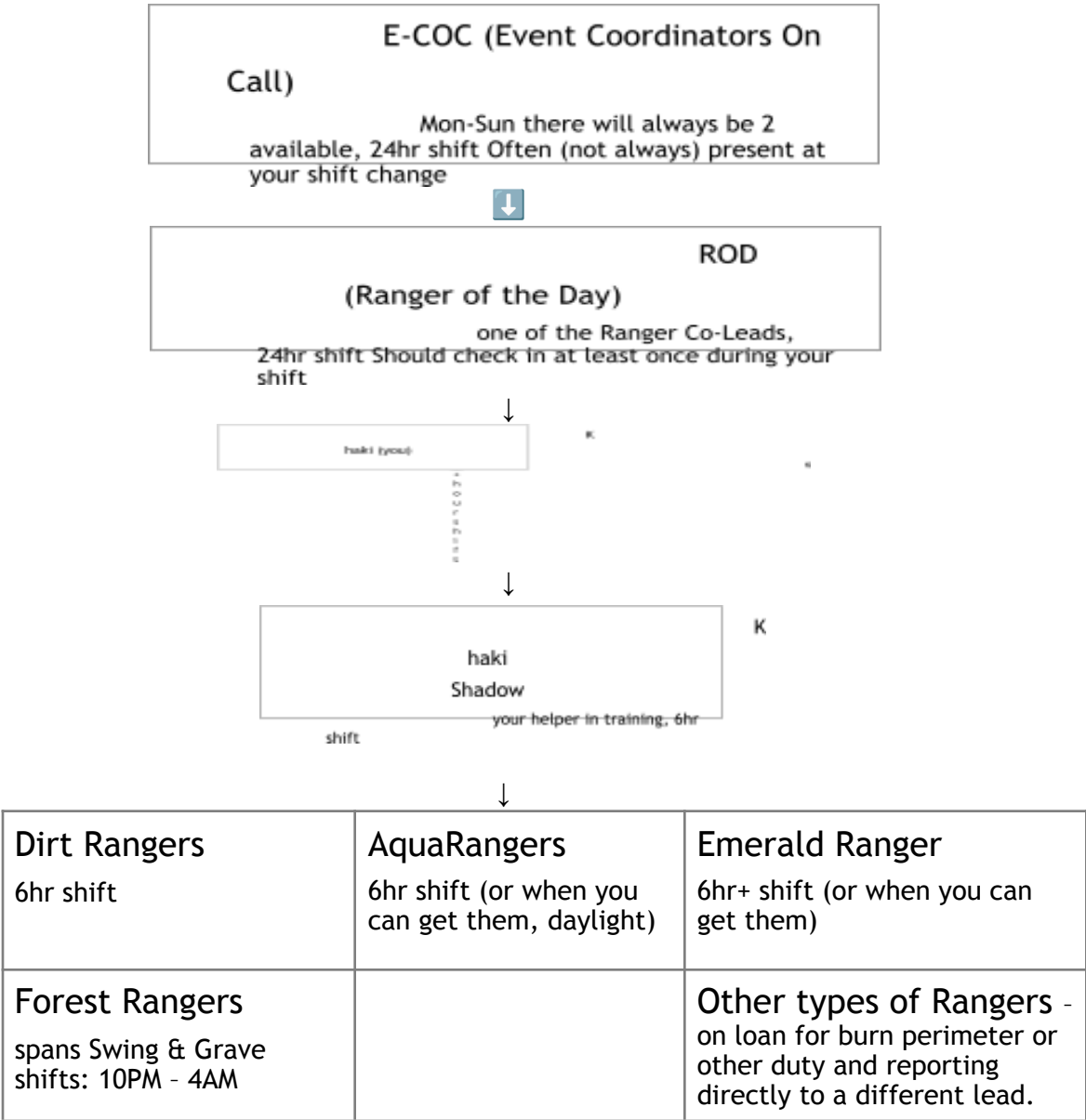
Lakes of Fire is bringing back our own version of Green Dot Rangers, the Emerald Rangers. Emerald Rangers are the mental health first responders of Lakes of Fire. They will work with a partner to respond to issues specifically related to mental or emotional health. They will report to Khaki and the Emerald Ranger lead.

[The Lost Child protocol has been updated to now use Volunteeripate](#) in addition to the radio. This will pin a picture of the lost child at the top of every page so any volunteer signing in or out of Volunteeripate will know who to look out for. Ideally we never have to use this but if we do, it gives us the potential for a lot more eyes looking out for the lost child. Khaki will have the ability to begin the protocol on Volunteeripate and control whether it's just visible to leads or, to all volunteers if we need more people searching.



EC position - Khaki will no longer be radioing BOARD but will radio for ECs (Event Coordinators) first. These are leads or former leads with decades of combined experience to draw upon.

Chain of Command:



LEAL (Law Enforcement Agency Liaison)
available 24/7 on the LEAL radio channel or BODDOC

Resources to Interact With:

Available on their own radio channels (also see the Team Leads page)

Event Coordinators(ECs) On Call - must-reports, interactions with LE or landowner, big stuff, administration, policy. **ROD** - has your back, kick it sideways, work with on ongoing issues.

ESD -

- Medical and Fire first response. Since 2013, they have fielded Fire response.
- Crisis Intervention Team or CIT “sit” works in tandem with Emerald Rangers.

Perimeter Ninjas (in Nexus) - usually via their lead who may sit with you during their shift
FAST, DMV, DPW, Sound Squad - specialized event support.

LEAL - Help with law enforcement is a radio call away!

Dirt Rangers - your basic Ranger. Every Ranger is a Dirt Ranger at heart. Hopefully you'll have at least 4 pairs - ideally 6-10 pairs.

Emerald Rangers - skilled in crisis intervention, “holding space” for the distressed.

AquaRangers - Dirt Ranger in a boat. Patrolling the water or on a perimeter.

Forest Rangers - 1 pair, cart-mobile, liaising with Perimeter Ninjas, looking for trespassers. **Ground Guides** - Foot mobile, helping large vehicles navigate safely to parking for the night. Otherwise a Dirt Ranger.

Rangers on a burn perimeter - you dispatch to & communicate with burn lead.

LEAL - Law Enforcement Agency Liaison, on call via radio.

Khaki cart & key - keep on hand for emergencies, face-to-face, etc.

Ranger cart & key - deploy wisely.

GLEA Office Trailer key - there's a printer in there! Also participant waivers.

Radios checked out to you and your shift - FRS radios zip-lock bagged for water use.

Shift Sign-in sheet in a separate (skinny white) binder.

Shift Log (black) binder, shift notes.

Incident Report Log for must-reports and other various serious issues. Not for general shift notes.

Ranger Reference (white) binder with good things to know and copies of

What?Where?When?

Survival Guide

Ranger Manual

Sound, Laser, DMV, FAST policies

BODOC policy guide

Shirts and hats. Distribute as needed.

Lams - depending on supply, may have to be turned in after a shift (unless named).

AquaRanger boat(s) [maybe none] behind HQ, including paddles, PFDs, lights.

Snacks - In a bin inside HQ. They are for Rangers (or sometimes whoever needs them).

Hot/Cold Water Dispensers - In HQ. Keep 'em full.

Event map - big one on the wall of HQ, copy in the Reference binder.

Dry Erase Boards - Important info like who's ROD, training times, ongoing issues, etc.

Resources to Manage:

Make sure all the keys remain at HQ when you depart after your shift is over!!

Tasks and Goals:

Coverage: We want Rangers evenly dispersed around the event. It usually takes care of itself, but may need your gentle guidance as sometimes resources will bunch up or become occupied for a period of time. You may have to reassign a Ranger pair to a certain area or even cover something yourself with the Khaki Cart. Solo Rangering is discouraged.

Dispatch Rangers to incidents: Manage incidents that need involvement from: ESD, FAST, other Team Leads, ROD, EC On call, LE. Once you get into the RODEC On call/LE realm, the ROD will likely be there. Liaise with other teams - you are their entry point into the Rangers.

Communication: Answer questions and provide guidance. Cover walk-ups to HQ. Periodically checking in with Dirt Rangers has several benefits - You find out where they are, other Rangers know where each other are, you remind them that Khaki has their back (morale), radio connection check/early problem detection, and valuable radio practice. Keep the messages short and provide a good example (to everyone listening) of what a good radio call sounds like. You may need to monitor multiple radios, perhaps manually flipping through channels (there is no scan function on these radios). You need to be available for face-to-face interactions. You will also communicate with other team leads and manage Ranger resources "on loan" to them.

Shift Log: Note who your dirt pairs are, if they are GD, and any other special task (Forest, Aqua, LEAL, etc.). Record each radio call and walk-up as they happen, filling in details when you have time. Use the form provided for your day/shift in the binder. Be concise but detailed enough to be of use later. Ask yourself: What would I want to know if this were being passed to me in a day or two to follow up on? Will this make sense a month from now? ***Get wristband numbers of involved participants when you can!***

Incident Report Log: For more serious issues that may occur while on shift, use this instead of the shift log. What constitutes an incident versus a note in the shift log will be up to your discretion. As a guideline, any must reports should probably go in this log, as well as serious injuries, etc.

Ranger presence at HQ: It is important for someone to be at HQ all the time. Could be you. Could be a delegate with a radio to reach you or ROD. People who need a Ranger will look for them at HQ (go figure). This includes participants *and* other teams, ECs, board, etc. Touring the event on a cart may be fun, occasionally necessary, but is it the best place for you to serve the event? One word: Delegate.

Other fun things to do at HQ: tidy up, monitor the structure (weather, etc.), enjoy the dulcet tones of the Greeter bell, add detail to the Shift Log, replenish hot and cold water dispensers, introduce yourself to your ESD neighbors, keep vehicle traffic flow clear in front of HQ & ESD. The possibilities are endless!

Keep morale high, especially during difficult weather, boring shifts or crisis situations. Take care of your Rangers. Remind them to be safe, drink water and take occasional breaks. There are usually snacks at HQ for Ranger use on shift. If your shift is during the Volunteer Appreciation Picnic (Friday afternoon), make sure everyone on your shift (including you) gets a chance to swing by for food and schwag.

Lead by example. Be the calm, resourceful, reliable, patient, nurturing, sense-of-humor-having Ranger Lead that you would want on the other end of a radio. If you don't have it all together, fake it 'til you make it. Don't be afraid to ask for help from the ROD, etc. If necessary, maintain the illusion of calm control so that the participants and Dirt Rangers on your shift don't know that you've lost it. Then breathe, chill and get your Khaki Zen back.

What you need to do your thing:

1. Ranger shirt, hat, and laminate
2. ID for 2 radios - keep one radio on the Ranger channel, use the other to scan/make calls
3. Notebook, pen/pencil
4. Sturdy belt to hang your radios on
5. Sunscreen, sunglasses
6. Appropriate night and/or weather-wear
7. Watch or clock
8. Coffee, cup, water bottle - fresh water is available across from HQ
9. Snack - there should be some Ranger snacks in HQ
10. Flashlight/headlamp
11. _____ (that thing I need to keep me sane on shift)

What to do at shift change:

Be at HQ at least 20 minutes early for lead pass/debriefing.


Your shift will be slightly longer than 6 hours due to lead pass before and after.

Review open/ongoing cases with outgoing Khaki & ROD prior to new shifts starting.

Get the cart(s) and trailer keys from the outgoing Khaki.

Check out 2 radios. You may also need an FRS radio if there are oncoming/continuing AquaRangers.

Facilitate the cat herding that is shift change. Do all of the following fairly quickly:

1. Meet your oncoming Rangers - Note special skills or assets (Emerald, Aqua, etc.), ask how many years experience at LoF, other events Rangered. You may wish to note gender identity, and get their preferred pronouns. Make notes on the Cruise Director form in your section of the shift log!
2. Get the oncoming Rangers paired up. Consider experience levels and try to match newer Rangers with more experienced partners. Write down who your pairs are and any special assignments or locations.
3. Remind Rangers to check-in or check-out their radios.
4. Help (re)distribute lams for new shift.
5.  Make sure your shift signs in and out - including yourself! Remember, we're using [Volunteeripate](#) this year. You still want to see them physically at HQ to sign in and out as backup but all volunteers can sign in and out with their phones or a computer at HQ.
6. Distribute hats, patches, and shirts to new/needful Rangers.
7. Distribute notebooks, pens, and admonishments to forgetful Rangers.
8. Give a brief inspirational pep talk. Mention open issues, special considerations and upcoming events. *Connect with them and let them know you have things under control!*

9. Deploy your Rangers ASAP to ensure consistent event coverage.
10. Make sure a Ranger pair visits the Quiet Area & Keyhole at least once an hour.
11. After your shift is deployed, thank and call in any Rangers in the field from the previous shift. Invite them back to HQ to check out. Redistribute their checked-out assets as appropriate.
12. Assist in gathering additional information for Shift Log from prior shift Rangers.

A Word about Khaki-ing at Lakes of Fire (for you dusty desert veterans):

If you have experience as a Ranger or Khaki in BRC, then you are familiar with our model. We have fewer resources, less to worry about (hopefully!), less specialization within the team, and often a more personal touch here. You may find yourself dealing more face-to-face with other teams and people. Your shift may be more relaxed (lucky you!). Or you may have to cover several things at once without 2 other Khakis, RSCIs, Operators, Troubleshooters, etc. to help you. Don't worry. Do your best and ask for help if you need it. Please remember that we have volunteers with local connections and knowledge (Rangering your own camp is a good thing here) who are doing their best to help out at an event they love. Be patient if they are not great on the radio. Educate! What they may lack in experience, they make up for in personal community connection, dedication and willingness. We have a lot of stealth (semi-retired, off duty) Rangers with experience out there helping set the tone. This event has become old enough (since 2009) that those who have only Rangered here are now quite seasoned. **Never** be condescending or talk down to/ about regional Rangers in comparison to Black Rock Rangers!



Deploying AquaRangers:

You may have some enthusiastic boaters who want to be AquaRangers on your **daytime** shift. Awesome! What do you do with them? First, have them stand by while the shift change happens and all the Dirt Rangers are deployed. They can get their boat ready, bio break, put on more sunscreen, etc. while they wait.

AquaRangers do not need to be lifeguards, but they should be Rangers with proper attire. Any boater can help keep an eye on the lake. ***They cannot represent as Rangers if they have not had the training.*** Only Rangers get issued radios and get shift credit.

Proficient boaters without Ranger training are welcome to volunteer during the Saturday effigy burn, meeting at HQ at 7pm. They will be helping to establish a water perimeter presence (preferably a Ranger) at the same time the land perimeter is established, usually early afternoon until dusk. At least 1 or 2 boats should be on the perimeter during that time until the main armada deploys at 7-8pm.

Throw ropes and deep water rescues are only useful if those rescuing have training and experience. Otherwise, they may add to the number of people needing rescue. Remind them not to Ranger above their ability!

1. Have them sign in as an AquaRanger. They should have attended a training this year like all other Rangers. There is no special AquaRanger training. You are giving it now!
2. Evaluate their boating and safety skills. Decide where they will best be of service. Use your best judgment. It is okay to tell someone they are not needed at this time, but tell them why: rough lake conditions, they need more experience/training, it is night, etc.
3. Ideally, there will be an AquaRanger pair or more. If you have only one and are suitably impressed by their boating and Ranger experience, go ahead and send them out. Better to have some coverage than none. Work out some sort of regular check in schedule with solo boaters. A quick "Ranger SpongeBob in service" ~ "Copy, SpongeBob, ranger on!" every ½ hour is good enough.



4. Remind them they need to wear a PFD while they are on the water.
5. They should have their own boat. Is there one to borrow? Check behind HQ. Ask before using whatever boats you may find there.
6. Have them check out an FRS radio with their ID. ***Event radios do not go on the water!*** Remember: You, too, will need an FRS radio to communicate with your AquaRangers!
7. Sitting in a boat for 6 hours is a bummer. Give 'em a stretch and bio break every 2 hours.
8. Get them off the water fast if there is bad weather. If there is a chance for lightning, that means they go to the nearest shore and walk back to HQ. Seriously.
9. Make sure all borrowed equipment is returned and clean/in good shape. Have them empty/overturn borrowed boats - at least dump the water out

Deploying Ground Guides:

When large vehicles arrive after dark, they often need assistance getting to their own final, or a safe alternative, parking spot. Ground Guides (GGs) work in pairs, like regular Ranger pairs, to provide a safe walking escort for motor homes, art cars, trailers, work vehicles or any vehicle that needs an escort to safely move within the event after dark. Road and weather conditions will also have an impact.

1. They will be foot mobile when acting as GGs.
2. You can contact DPW for additional trained resources if you are short-handed.

Ideally, this is a Dirt pair that can get back to HQ reasonably quickly for Ground Guide calls, rather than two resources taking up space at HQ all night.

Deploying Emerald Rangers:

Emerald Rangers are specially trained rangers who have special skills or affinities for dealing with psychological issues (mental health crises, sexual assault, domestic violence, etc.). Ask who your Emeralds are at the beginning of your shift and record them on your Cruise Director's log.

Some Rangers might not have Emerald Ranger training, but still have mental health training, and/or real-world experience. They can still be a useful resource in dealing with these issues, but we prefer to use Emerald trained Rangers when available.

Sanctuary is now back under the org's umbrella, staffed by ESD, and is no longer being run by theme camps. It is not a drunk tank, but rather a quiet, safe space for participants that do not have the option of finding peace/company/supervision in their own camp. You, as Khaki, determine (with the collaboration of the CIT Lead/ESD) who is a good fit for Sanctuary. All participants needing Sanctuary support should go through ESD/CIT for a wellness check.

Deploying Sandmen: You don't. Lakes of Fire does not have Ranger-exclusive Sandmen on the effigy perimeter. They are organized and managed by the FAST team.

Khaki Shadow:

You may have a Shadow, who is helping and learning from you so that they may be a Khaki on their own some day. They should have at least a couple years experience as a Ranger at LoF. They may have experience at other burns. Find out! They will look to you for guidance, inspiration and feedback. Similar to the RSCI program at TTITD. *(see the Khaki Shadow Feedback Form in the back of this manual - and use it!)*

Your primary mission is to be an effective Khaki. That may be all you have time for and will be a good experience for your Shadow to observe "one way to do it." Then be a mentor. Give them tasks within their ability and according to your need and ability to oversee. Give timely, constructive feedback and take notes of your own to pass on to the leadership cadre. Ideally, they should demonstrate: radio skills, a F2F, taking shift notes, covering walk-ups, and shift change skills.



During Your Shift:

- Monitor your radios. Remember the 3-second rule and try to answer promptly (within 3 seconds) even if it is to tell the caller to wait for Khaki. “Hold for Khaki” sounds like “Go for Khaki” so don’t say that.
- Write down everything that is coming in. That can be challenging. It is okay to repeat back, ask for clarification, scribble notes and then enter organized info into the log (see Shift Log Example below), or even to tell your Rangers to fill you in later. Please be specific in details!
- Get wristband numbers of participants involved in Ranger calls when you can.
- Generally remain at HQ for walk-ups. If you need to leave for a f2f, break, etc., get someone to cover for you so there is someone at HQ at all times. Ideally, this would be your Khaki Shadow but if you don’t have one, call in a ranger pair to be present at HQ in your absence.
- Work with your Khaki Shadow (if you have one). Create scenarios. Give them things to do. Fill out the feedback form and go over it with them before you turn it in.
- Take a look at the lake once in a while.
- Monitor the weather on whatever device you have available.
- Keep morale high.
- Remain a calm guiding force for your shift.
- Take care of yourself and your rangers. Keep yourselves watered, fed, caffeinated, or whatever you need to stay sharp.
- Tidy up and organize HQ. It is a shared space - some of us live there! Leave no trace!
- Have fun!

Shift Log Example:

Shift Lead: MadTown		Shift: Grave Morning <u>Afternoon</u> Swing			Day/Date: Tue 6/16
V	#	Time	Rangers	Location	Description
✓	1	14:45	ToolGirl/Sprocket	Site 63	Vehicle unloading, blocking road MI 452 DKG educated + moved.
✓	2	15:10	Flying Ace/ Zimbabwe	FreakedSY	medical - deep cut 27 M conscious Breathing
	3	15:15	ToolGirl/Sprocket	Lake near Effigy	Unsafe boating reported by build crew FLAMEing
✓	2	15:17	FA/Zimbabwe		ESD released
	4	16:00	walk-up	HQ	Disoriented participant, doesn't know where her camp is - F 20's WB#0945 Dark Hair Blue shorts + GRN TANK TOP

- Try to write legibly. Future Khakis, EC On call, or even *you* may need to be able to read it later! Every year we refer back to the shift notes many times for additional info and reporting.
- Include anything that might be valuable or of interest later. Use as much room as you need. Be specific with details and descriptions of people and vehicles. Names, wristband numbers, license plates, sticker numbers - any specific identifying information is useful.
- Check off incidents that are closed so you/your successor can easily see what is still open at shift change. Give details on what the resolution was: conditions, who agreed/was involved. Periodically review open items and check in with Rangers on long calls.
- Number each incident so if you get more info later (see issue 2 example above) you can easily add it in.

Laser Policy:

In 2015, Lakes of Fire adopted the same policy that Burning Man and many other regionals world-wide have of banning handheld lasers at events. They are considered a weapon and, like guns and fireworks, are not welcome at the event. This policy is a direct result of a Ranger being blinded while on perimeter duty at Burning Man in 2014. This may be an emotionally charged situation since they have been previously unrestricted. Education is key. Participants will eventually create a culture where handheld lasers are unwelcome.

First time offenders should be encouraged to pocket the device and leave it in their tent from now on. Second offenders will be escorted to their vehicle to store it. Other escalation may occur, including LE involvement.

Art and vehicle mounted lasers are allowed as long as they are approved and operated in accordance with published safety guidelines.

Drones Policy:

Drones have not been allowed at the event since 2017. The only exception is a pre-approved drone during the Effigy burn. If you get a call about a drone, remind the calling Ranger to FLAME the situation, educate and gather details. Record pertinent details in the shift log. As with Mutant Vehicles, the owner of the device is responsible for it and anyone operating it, even without permission. People should not be bringing them to the event in the first place. Violators should “ground” their drones and put them away in their tent until after the event. Better yet, it should go in their vehicle.

Repeat offenders will not be tolerated.

Lake Use Policy:

In 2016, we redefined our agreement about lake use during the event: Michigan water safety rules apply. Participants can drink alcohol in their watercraft/water art. They can share alcohol age-appropriately. Don does not want any bars or sound systems on his docks or raft. This means no mutant watercraft party barges, either. He is going to expect that we do not overload docks and the raft, too. Have AquaRangers and Dirt Rangers keep an eye on this.

No nudity on the lake before the event is open Wednesday or after we close at Noon on Sunday!

How to be an effective Khaki – Pro Tips:

- Maintain calm control of incidents even (especially) if you don’t have all the answers. You are where the buck stops (initially) and need to manage our social capital in such a way that you reinforce the idea that Rangers are there to help.
- F2F (face to face) - Some things are best not discussed on the radio. Other things need to be worked out face to face for best resolution. You should have a cart available at all times in case you need to do a F2F somewhere. See “Lead by example” (under Tasks and Goals above) for things to consider in a F2F. Rather than thinking that you need to know all the answers, think instead about how you would converse with a friend.
- If you get called in for advice, be careful not to “jump the call” of the Rangers already on scene. You might be tempted to wade in and fix everything. Remember FLAME and be the resource your Rangers need; offering, empowering and encouraging them to Ranger it.
- Radio scanning - There is no scan function on these radios. ESD should be monitoring multiple channels.
- Radio Demeanor:
 - Get good at listening and taking notes at the same time.
 - Make sure the contacting Ranger feels heard. You may not think the incident merits a radio call, but the Ranger on the other end got over their fear of the radio and reached out to you. Respect that.
 - That said, keep channel traffic focused on operational issues. Social planning, excessive check-ins and long conversations about complicated matters all suck up bandwidth and could be delaying an important call. This goes for Rangers and any other teams using our channel.

- Respectfully coach Rangers through mistakes or confusion. Most of us aren't on the radio and/or Rangering the other 51 weeks of the year. Be gentle in correction. If you see a pattern of misunderstanding developing, make an Allcom announcement clarifying or correcting it. This separates the issue from the individual(s).
- Understand there is a time and place for humor and other shenanigans. A busy shift ain't it.
- Do all of the above with a tone and demeanor that helps people remember they are appreciated. Maintain operational utility without being cold or mechanical or bitching people out. That hurts the morale of everyone on your shift. Remember these are people volunteering time from their vacation. Your tone on the radio affects the tone of a shift and every Ranger working. "They might not know why the voice in the sky sounds upset, but when it does, they start to get nervous."
- Slow down. Not every decision needs to be made right-this-very-second. It is okay to ask someone to standby while you gather your thoughts or ask for help from another resource.
- Breathe. A few deep breaths will do wonders for your stress level.
- Delegate. Utilize your Rangers, Khaki Shadow, and even other team members as needed. Be cool about it, not a dictator.
- Keep perspective. Every decision is not life-or-death. You need to remember that and also remember the person you are dealing with may hold a different viewpoint. Respect their intention to do what they think is best for the event - assume honorable intention, especially from other team leads and the ECS. Respect. Understand. Communicate. Educate. Ranger on.
- Carts - They are a wonderfully convenient way to navigate the event. They are also a way that we can be perceived as "entitled" and "joyriding." Keep this in mind as you deploy and utilize carts. You may need to share with other Team Leads, but always keep a cart available for your own use for face-to-face and emergencies. When driving, be a paragon of safety and speed control. It is okay (even encouraged) to give lifts to those *in need*. It is up to your own discretion - we are not a taxi service. Let passengers know you may need to drop them off quickly if an emergency occurs. Be sure to **pull all the way off the road** when parking! - especially in front of Ranger HQ. Don't block ESD!
- Be well rested and fed/watered. It is all too easy to forget to take care of yourself on shift even as you are reminding everyone else to.
- Stay focused. Leave personal and camp issues, etc. back at camp while you are on shift. We understand that you have family, friends and situations that may pull you away. Ask for a break and a backup to relieve you while you take care of things. You don't have to be a cold, inaccessible machine! That is not being a good Ranger. Just use your best judgment to determine if your focus is in the right place and that you are able to do your job and honor your responsibility. Keep in mind: you may have to remind a Ranger on your shift about this same advice!
- "Compassionate Dismissal" - You may have to make a judgment call on whether a Ranger is fit for duty and able to carry out their tasks. Consider safety and social capital. Reasons include: working too hard for too long, lack of sleep, being "altered" or not sufficiently down from previous substance use, not handling an emergency situation well, experiencing a trigger issue, being overwhelmed or stressed out, etc. It is okay to tell a Ranger they need to take a break. Do so quietly and privately. *If in an emergency situation, if necessary for the safety or good of the event, take charge and focus on solving the emergency first.*

Consider having a trusted friend of the person with you if you think this could be problematic.

Deescalate, use good humor and lack of drama. Suggest time off for a swim, a meal or a nap. Be clear. Let them know why and when they could come back. Thank them for their contributions. Take cart keys and radio as needed. Find a replacement.

- Confer with the ROD as necessary. Help Rangers kick things sideways when they, or you, feel they need to. Redistribute Ranger pairs if it just isn't working and you have other resources available. Document all of these situations for the leadership cadre.
- Remember you are not alone. You are a part of a team. If you are feeling overwhelmed or not sure how to handle a situation, it is not just acceptable for you to ask for help. It is expected.
- Calling in the cavalry. As just stated, you can call on the ROD or EC On call for help. When you do, remember that they appreciate a good radio call, too. Action, brief, clear - what do you want, where do you want it, what for (as appropriate on the radio).



Leads:

Event Coordinators(ECs):

Fishfood

Foxy

Wes

Rio

Nici

Nuri

Board:

just ben

uno

Tastic (jen)

Cupcake

Ranger Co-Leads/Ranger of the Day:

SkintPossum & Fishfood

rangers@lakesoffire.org

Emerald Ranger Leads:

Pocket & ThunderThighs

emerald_rangers@lakesoffire.org

Team Leads:

Art Hub: Wes, Foxy,

Extra, Hannah

Dept. of Mutant Vehicles (DMV): Christy, Pirate

Dept. of Public Works (DPW): EZ, Nicole

Emergency Services Dept. (ESD/FIRE/CIT): Nici, LoveRhino

Fire Art Safety Team (FAST): Ghost, Krueger

Gate: Meow, Violet

Greeters: Mistress Colleen

Info-Bot: CuddleFish

LNT: Miss Rio, Seder

Parking: EZ, Nicole

Perimeter Ninjas: Alice, Bem

Placement: Nykol, Hambone

Radios: Murder, Heathen

Sound Squad: Robrob, Skunk

Ticketing: Raptor, Michael Sherwin

Volunteers: Mal-It, Miranda

Site Owners & Address:

Don & Sue McCormick

Lucky Lake Campground



3977 W. Wilke Rd. Montague, MI
49437 231-893-9608 / 231-894-3500

GPS address for main gate:
3280 W. Winston Rd. Rothbury, MI 49452

Must Reports:

These are things that Rangers must report to Khaki. You must report them to EC on call and the Ranger of the Day (ROD). *These should all be logged in the Incident Report logs.*

Put as much supporting information, especially involved **participants' wristband numbers**, into the Incident Report as you can. Include supporting documents like written statements as needed.

- **Missing Child/Participant**

- Get: Name, age, weight/build, hair/skin/eye color, clothing description.

- Last known location & time.

- Location of their camp and the last time seen there.

- Name of parent/guardian.

- Relationship of person reporting.

- Call to close Gate.

- Remind Ranger to stay with parent or person reporting.

- Child will be released to parents/guardians only after meeting with ECs/Board and ROD. LEO may be called in if necessary.

- When child is found, let everyone enlisted to help know.

- **Found Child** - Remind Ranger not to be alone with a found child.

- **Child/Spouse/Participant abuse.**

- **Sexual Assault.**

- **Violence/Assault.**

- **Death** (don't say "Death" on the radio, say "unconscious & not breathing," call for a "face-to-face"). Collaborate with ESD.

- **Dosing.**

- **"Runners"** breaking a fire art perimeter. Need psych check. Collaborate with CIT.

The following are situations where you will most likely not call EC/ROD, but may need to:

- **Medical Emergencies** - Encourage reporting Ranger to use LOGIC-B. ESD has probably already heard the call and is rolling. Collaborate with ESD. Do not need to call EC/ROD.

- **Psychiatric Emergencies** (call for a "face-to-face"). Collaborate with ESD. No EC/ROD.

- **Theft** - Rangers primarily protect people, not property. Encourage participant/victim to fill out an **Item Incident Report** (blanks are in the Ranger Resource book or from EC) and get as many details as possible/comfortable for participants.

- **Any situation likely to put a Ranger in harm's way.**

- **Any situation likely to put a participant in non-consensual grave danger.**

Other Emergency Situations:

- **Severe Weather** (wind, rain, cold, lightning)

- **Site Issues** (deal with owner/EC, impassable roads/detours, power, structures)

- **Unintended Fire** (ESD/FIRE response, F.A.S.T.)

- **Medical evacuation by helicopter:** There is NO helicopter pad on Lucky Lake property. Cones that once marked the area were removed by Chief Brooks. The new location, according to Don, is at the Fire Barn, south of the Township Hall in Rothbury. Situated in a large parking lot.

(See also *Uncommon Scenarios: What To Do* below for more detail)

Incident Command System/FEMA Training:

- We are slowly moving toward a formalized ICS structure for large scale emergency situations. Several teams have already adapted parts into their operational policy, including Rangers. ESD requires their people to take the 100 and 700 level courses. We don't require it (yet), but strongly encourage you to spend a couple hours with these free online courses:

<https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b>

<https://training.fema.gov/is/courseoverview.aspx?code=is-700.a>



Lost Wristband (Trespasser) Policy and Procedure:

1. Rangers and/or Perimeter Ninjas find someone without a wristband. They bring the person to Ranger HQ and stick around to help.
2. Khaki asks for first and last name. Make them write it down themselves. Ask for an ID. Make sure it matches the name. Do not leave the person alone. This is a good time for a Ranger or P-Ninja to write down a description of the person.
3. No ID: Ranger escort to camp to find it. If they cannot find it, escalate to EC On call.
4. Transport the participant to Gate to check against their signed waiver. Gate closes the loop on whether the person is legitimately in the event and needs a replacement wristband, or if they are a trespasser.
5. If they have been issued a new wristband, transport the participant back to the event.
6. If they are a trespasser, they must leave the property. If they do not leave on their own, Gate will escalate to EC On call who may call the police.
7. If they seem too altered to release on their own once off property, then Gate will escalate to EC On call who may call police.
8. If they claim to be friend/family/guest of Don McCormick (landowner), escalate to EC On call

Common Scenarios – What to do:

“People first, then property.”

Landowner’s property: We are to stay off the landowner’s dock. Participants should not loiter near the landowner’s house. Light and sound noise from art cars should be diminished as they pass the landowner’s house. Any Ranger activity that needs to happen there should be moved away from that location, so as not to disturb.

Fire Art questions - Refer to Fire Art Safety Team (FAST): dangerous operations, open/dangerous flames in the woods or in camps, or no laminate (safety registration).

Noise complaints - Encourage neighbors to work it out. If sound camp issues, contact Sound Squad.

Spread the Word - Any number and type of messages may need to be conveyed to the population of the event. EC On call and ROD will coordinate the message and work with Khaki(s) to disseminate via Dirt Rangers.

Theft - Encourage participant to fill out a Lakes of Fire Incident Report. Advise that they can also file a police report. The more information (description of items, timeline, etc.) they can provide, the more information we will be able to use to find the thief and recover the items. Remember, Rangers are concerned with people above property.

Wellness Check - If a Ranger encounters a passed-out participant that they cannot rouse to sleep more appropriately elsewhere, then ESD should be called for a wellness check.

Bad Weather - We’ve gotten some significant storms at the event in the past few years. Heavy rains and wind are at best annoying and at worst very dangerous. Make sure HQ, and all its contents, are secure from water and wind. Make sure your Rangers are safe and protected, with the right clothing and gear. Get people off the water when lightning storms are approaching.

Uncommon Scenarios – What to do:

One thing to do in all of these situations is document what happens, when, and who is involved. Include decisions and TWW/TTI (Things That Went Well/Things To Improve) as appropriate. EC On call and ROD will be involved in all of these:

Ejection from Event “007” - Rangers cannot eject a ticketed (wristbanded) participant and should not threaten to do so. Rangers can eject a non-ticketed participant (gate-crasher). Refer to the Perimeter Ninja Handbook for advice on hands-off techniques and procedures. All Lakes of Fire tickets are revocable licenses. A team of EC On call and senior Ranger cadre can decide to eject a participant. It is not a unilateral decision made by one person. At least 2 EC On call and ROD will be involved.

Most likely reasons for ejection:

- Selling things
- Not supervising their children (repeated offense or egregious first offense)
- Violence
- Disrespect of landowner’s property short of police action
- Lying to Gate, attempting to use fake ticket
- Perimeter jumping

Police may be called. If the offense involves sexual assault, child assault, elder assault or other significant violence, call EC On call/ROD who will likely call police. Do not put Rangers in harm’s way.

Weather Emergency - You may need to monitor radio/weather apps during obvious threat of severe weather. If weather warnings are issued, pass on information to participants via Dirt Rangers.

Tornado and Lightning: encourage evacuation. Relay safety information (see EC On call Manual).

Site Issues - May need to work in cooperation with DPW, Parking, Gate to close areas (flooded, excessively muddy) or create alternate traffic routes or stop traffic. Unserviceable porta-toilets may need to be closed. Identify available 4-wheel drive vehicles just in case. Watch for participants in danger. If cold temperatures, watch for unprepared and hypothermic participants.

Unintended Fire - Make sure ESD/FIRE has called 911 or is ready to do so.

Medical Evacuation - Rangers may need to assist with transport, getting ID from camp for re-entry, finding their car, and especially clearing a path for an ambulance to get to ESD and out. Block all traffic on the road on either side of ESD/Ranger HQ. Coordinate road clearing with Greeters.

Severe Injury/Death/Drowning - Gate will be closed until situation is cleared to facilitate 911 traffic. Create a safe perimeter. If participant is sent to a hospital, coordinate friends/camp mates to be with them.

Sexual Assault/Rape - Call for available Green Dot resources. Involve CIT. Remember victims may be more comfortable with same gendered responders. Offer police and medical. Offer transport to local hospital. Rape kits cannot be administered on site. They must be done at a local hospital. If participant is sent to a hospital, coordinate friends/camp mates to be with them. Investigate incident. May be superseded by police. Get information where possible. Prepare for 007 procedures as needed. Keep confidentiality. Be aware of people’s need to process this experience even if they were not directly involved.

Media - Defer to ROD and EC On call

Approached by Landowner - Don and/or Sue may approach you as a Ranger for information or to give direction. Treat them with friendliness and respect (maintain social capital). Document information and requests. Contact EC On call as needed.

LE Visit - LE may arrive unannounced for sound complaints or other 911 calls. They may have been called by us - hopefully you will know in advance! Gate are usually the first contact. LEOs should not enter a private event without being invited in. That’s why we head out to Gate (or wherever they are) to interact. If we invite them in, we could be waiving certain rights.

Training dictates that Rangers encountering LE will notify their Shift Lead - which is you. Review the Law Enforcement Visits section of the EC On call Manual.

Lakes of Fire has good relationship with local law enforcement, and it is our goal to maintain a friendly partnership. Rangers are not expected to interact with law enforcement officers other than as friendly greeters. LEOs have been known to stop along the back roads and check in.

Call for a LEAL if you need one. Do NOT get in the way of law enforcement.

The Last Word:

"We are not here to keep people from being stupid. Once they are stupid, we will pick up the pieces. But we're not going to stop people from having whatever experience they want to have." ~ Khaki, Black Rock City, 2001

Appendices:

These can be found in the Ranger Reference binder:

EC On call Manual

Board of Directors On Call Instructions

Department of Mutant Vehicles Guidelines

Sound Policy

same as 2015

Laser Policy

same as 2015

Perimeter Ninja Handbook

Ground Guide Training Document

same as 2015

Night Fire Patrol

F.A.S.T. Night Fire Patrol essay



2022 - New Last Year (in case you forgot):

1. We're not sharing HQ with Perimeter Ninjas anymore. They'll be across the road at Nexus. Khakis and Ninja leads will still work together, even sit together, during shared shifts.
2. CIT/ESD would like all Emerald calls to get a medical eval (wellness check). Some Emerald calls will make this difficult or not be relevant. At least let the ESD/CIT lead know about the nature of all GD calls so they can decide.
3. There is a new in-out process for medical emergencies that exit the event. ESD will have anyone leaving and coming back fill out a multi-part form. Gate gets a copy and the participant keeps one. These forms will allow a participant to get back into the event. (Sometimes wristbands are cut off at the hospital, etc.) Rangers may need to assist with transport, cat-herding (getting ID from camp, finding their car, etc.), and especially clearing a perimeter for an ambulance to get to ESD and out: block all traffic on the road on either side of ESD/Ranger HQ, coordinate road clearing with Greeters, E-xplaining.
4. The "Night Watch" program from last year has morphed into Gate running 24-hour shifts.
5. All AquaRangers **must** attend Ranger training. We can't give credit for people out in a boat during a regular shift anymore unless they have been trained.
6. Michigan watercraft/boating rules apply. Briefly, operators should not be intoxicated. Age-appropriate drinking is allowed. Last year's policy of no sound systems/drinking on Don's raft or docks expands this year to include no "party barges."
7. Let's put some effort into making the Shift Log more valuable: Clear notation, specific details, specific resolutions, additional descriptive info on people & vehicles. Get wristband numbers from involved participants whenever you can! Close the loop on open items!
8. Open Camping/Keyhole will have street names and landmarks for easier navigation! Yay!
9. Wristband numbers on the shift sign-in sheets. This helps post-event reconciliation of hours. You can also help out by checking to make sure people sign in and out correctly and have legible handwriting. Thanks!
10. "Culture of Feedback." Not new, but a reminder to give good, timely, and constructive feedback to everyone you work with. This is especially important to the Rangers on your shift. Please pass on (a short written note is best) feedback, positive or negative, to the ROD so that promotion, observation/follow-up, or corrective action can occur.
11. We're building a Ranger Cadre team of experienced people who want to help out more and be involved in shaping the future of the Ranger team. If you are interested, please talk to Fishfood and SkintPossum. Think about what you'd like to contribute and what skills you can bring.

Khaki Shadow Feedback Form

Khaki _____ Shadow _____
Shift _____

Here are some things to consider for the care and feeding (feedback) of your Khaki Shadow. Feel free to go over this with them. The Culture of Feedback model means that they shouldn't be surprised by any of your recorded comments. Praise progress, compassionately correct and guide.

Overall Impressions: 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

- Attention to Detail
- Knowledge of Event and Procedures
- Ability to handle stress (or boredom)
- Balances seriousness & humor

Notes:

- Patience, calmness

Shift Change 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

- On time (early!)
- Resource collection/deployment (shirts, hats, radios, lams)
- Cruise Director - pairing up Shiny Pennies with Veterans, orientation pep talk

Notes:

- Bonus Points for Special Ranger deployment: AquaRangers, Forest Rangers, Ground Guides, etc.

Radio Skills 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

- Radio Demeanor - 3-second rule, clear communication, serious vs. snark
- Protocol - follow it and lead by example, correcting poor radio behavior appropriately

Notes:

- Ability to handle multiple radios and make calls on all in a situation

Things done well/things to work on:

Is there anything they need to work on before they Khaki on their own?

Boil It Down

It can come down to two simple questions:

1. Would you want to Khaki with this person on a regular shift?
2. Would you want this person to be Khaki for an incident at your camp/involving your significant other?

