

Playa del Fuego Ranger Training Manual

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1. Introduction

What Is A Ranger?

Rangers function primarily as non-confrontational community mediators who are aware of potential situations and encourage communication to alleviate or prevent them. They are not your mom, and they are not the police. If you enjoy helping people, keeping everyone safe, and being a guiding hand for new participants, you may be interested in becoming a Playa del Fuego Ranger.

Before you can Ranger, you must have been to at least one PDF, and you must have gone through training. **Ranger Training takes place on Friday night of PDF at 7pm, at Ranger HQ.** We strongly recommend that new Rangers work with a seasoned Ranger for their first shift. Please direct any questions or concerns to the On-Site Ranger Coordinator (rangers-lead@playadelfuego.org). Also, please sign up for the Rangers Mailing List (go to www.playadelfuego.org, click Departments, then Rangers and fill out the form) and sign up for Ranger shifts (go to www.playadelfuego.org and click on Volunteer Sign-Up) as soon as you can.

See you at Training!

Rangers Mission Statement

The mission of the Rangers is to assist Playa del Fuego participants with issues of safety, welfare, and quality of experience at the Playa del Fuego event.

Statement of Purpose and Objectives

A group of skilled and dedicated volunteers, the Rangers are the traditional guardians of the community's values.

Rangers provide a means of assisting with issues of community standards of behavior and public safety. Rangers have to wear many hats that include, but are not limited to, non-confrontational mediator, counselor, security, and advisor.

Much of a Ranger's job consists of walking around the grounds and participating in the event's various activities, providing information and making participants aware of potential issues. Rangers represent the community to participants and to people in the surrounding communities. Rangers take pride in themselves and in their roles, and present a face to the public that is competent, professional, and friendly.



2. Ranger Organizational Structure

Rangers try to operate without a hierarchical system, and we truly believe that all Rangers are on the same level. That being said, there are some times when actual structure is needed.

The general breakdown of this is as follows:

Dirt Rangers

All Rangers on shift are collectively called Dirt Rangers - they are the soul of the Ranger organization. Rangers spend most of their time out on the grounds, walking the streets, interacting with participants, and offering creative solutions to any predicaments encountered.

If a Dirt Ranger needs assistance, or they are unsure of any situation, they should call their Shift Lead.

Shift Lead

Shift Leads are Dirt Rangers with a few more responsibilities. Their primary duty is to be a resource to fellow Dirt Rangers. This means that if a Dirt Ranger needs to kick a situation sideways, it's time to step up. Shift Leads should put extra effort into making themselves available to fellow Rangers (i.e. - when the Shift Lead comes on com, they clearly identify themselves as the Shift Lead and let people know they can be contacted if help is needed. They are a more useful resource if people know who the default person to kick it sideways to is). Shift Leads should try to keep themselves calm, cool, and collected throughout their shift. When a fellow Ranger needs a Shift Lead, it will likely be with a situation of greater than normal magnitude. It's important to have a cool head in these situations. If their head isn't in the right place, they're going to have a harder time doing their job. It's best to try resolving any problems or issues before starting a shift by finding someone to talk to or get a backrub.

Shift Leads keep track of any situation at hand. If one gets involved, the Shift Lead will be the person to make a log book entry, so in addition to juggling efforts to keep a situation from getting worse, a Shift Lead also keeps track of what's happening. Having a notepad to write things down in is super handy, and having all of the details readily available can help to solve whatever issue is at hand and keep little problems from

becoming bigger ones.

Shift Leads should be prepared to take the lead in bigger situations. Sometimes a whole bunch of Rangers will need to act together. It's up to the Shift Lead to provide leadership in these situations, which can be easy to say and hard to do. They essentially call the shots to the best of their ability for keeping everyone safe and the event running. This is sort of like being an authority, which is kind of gross, but in less than 6 hours someone else will be the Shift Lead, so it's a temporary authority at best. And if a Shift Lead ever is in a situation where they need to kick it sideways or a situation has escalated beyond an acceptable level, they should contact the Coordinator on Com (CoC).

All Shift Leads should read the Ranger Log before starting their shift so that they are aware of potential situations, and when ending their shift to ensure that everything noteworthy that occurred during their shift has been recorded.

There is a Shift Lead for every shift on the schedule. To be a Shift Lead, you must have rangered at least twice at previous PDF's.

NEW SHIFT LEAD RESPONSIBILITIES: (as of May, 2016)

(1) Shift leads have a separate log book that they must fill out after their shifts. Please make as detailed report as possible, when necessary. Also, please note when you've had a quiet shift.

(2) Shift Leads are responsible for noting what Dirt Rangers are on shift with them and signing Rangers onto and off their shifts.

(3) Shift Leads are responsible for handing out Ranger Uniforms and noting who has received patches, shirts, or hats in the Shift Lead Log.

Ranger Coordination Team

The Ranger coordination team is responsible for the functionality of Rangers, including everything from training and the manual to Ranger policies.

On-Site Coordinator

The On-Site Coordinator(s) manages all Ranger activities during the event. If the Shift Lead needs to “kick it sideways,” and cannot find a CoC, this is who they find. The On-Site Coordinator is the contact to the PDF Board of Directors and handles any situation regarding outside resources (fire department, police, etc.). He/she also acts as a resource for all other Rangers at PDF (information, support, etc.), and is responsible for Ranger training.

Off-Site Coordinator

The Off-Site Coordinator manages all the fine details before and after the event. This includes, but is not limited to: providing budget requests and event reports to the Board, representing the Rangers at planning meetings, providing ranger laminates, stocking Ranger supplies (such as water, radios, batteries, etc.), printing and sending manuals, and coordinating with Center Camp for Ranger HQ needs.

Assistant Ranger Coordinators (ARCs)

An ARC is an Assistant Ranger Coordinator for the Playa del Fuego Rangers. ARCs perform all of the on-duty responsibilities that are performed by the On-Site Coordinator when they are actively on-duty. A Ranger Coordinator needs to be on comm at all times during PDF, and the On-Site Coordinator cannot be on comm 24/7. This is where ARCs come in.

ARC selection and instatement process¹

Minimum Qualifications:

A candidate must have actively shift led at a minimum of two previous PDFs and met all requirements to qualify as a shift lead prior to nomination and/or selection as an ARC.

Nomination:

A candidate who has met the minimum qualifications may be nominated by an active PDF Ranger for consideration as an ARC during the specified nomination period as called for by the On Site or Off Site Ranger Coordinators.

Nomination Process:

- If/when the Ranger Coordination Team (RCT) identifies a need or desire for one or more additional ARCs, then the On Site and/or Off Site Ranger Coordinators can call for ARC nominations via the PDF Ranger Email List.
- Nominations will be accepted in the form of completed online questionnaires, a link to which will be provided upon nomination period announcement.
- Nominations will be accepted during the period of time identified by the On Site and/or Off Site Ranger Coordinators upon nomination period announcement.
- Only active PDF Rangers may submit nominations.
- No new ARC nominee(s) receiving sufficient nominations is a viable outcome for the nomination process.
- Upon closure of the nomination period, the On Site and/or Off Site Ranger Coordinators will confidentially contact all potential candidates receiving a minimum of 5 nominations from active PDF Rangers to notify them of their nomination.
- If all nominees receive fewer than 5 nominations, no nominees will be selected.
- Upon notification, potential candidates will confidentially accept or decline their nomination via communication with the On Site and/or Off Site Ranger Coordinator.

Application Process:

- Upon acceptance of an ARC nomination, a candidate will complete an application for consideration as an ARC in the form of completed online questionnaire, a link to which will be provided by the On Site and/or Off Site Ranger Coordinator.
- Applications must be submitted within the application period as identified by the On Site and/or Off Site Ranger Coordinator.
- Completed and punctual candidate applications are valid for only the application period during which it was submitted.

Selection Process:

- Completed and punctual candidate applications will be reviewed by the RCT.
- Any selected candidates will be confidentially notified by the On Site and/or Off Site Ranger Coordinators.
- Any candidates not selected will be confidentially notified by the On Site and/or Off Site Ranger Coordinators.

¹ These policies and procedures are current as of Fall 2014

- At no time is the RCT required to select a candidate for the ARC role.
- Selecting no new ARC(s) is a viable option for the RCT.

Acceptance Process:

- Selected candidates must confidentially notify the On Site and/or Off Site Ranger Coordinators of their acceptance or refusal of the ARC role within the time period specified in the selection notification.

Trial Period:

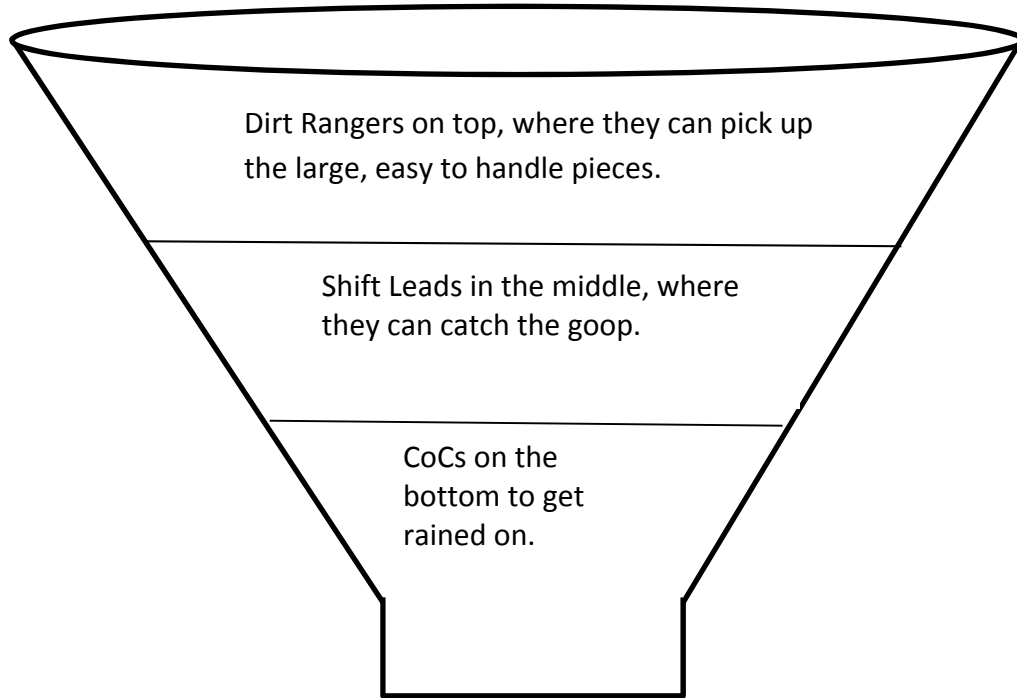
- Once an ARC role is accepted, the new ARC is deemed in trial for the first PDF in their new role.
- The RCT will confidentially evaluate trial ARCs after their first PDF in their new role.
- Upon evaluation, the RCT will notify trial ARCs of their status, which includes three possibilities:
 - Permanent instatement as an ARC and member of the RCT.
 - Extension of the trial period for an additional PDF, after which the RCT will conduct a new evaluation.
 - Conclusion of the trial period and no instatement as an ARC.

Coordinator on Comm (CoC)

One of the people on the Ranger Coordination Team must be accessible via radio throughout the entire event. We call this person the Coordinator on Comm, or CoC.

The Funnel

The easiest way to figure out how this whole Ranger structure works is to think of a funnel. We have provided the following illustration, to make this even easier:



3. PDF Board of Directors and Planning Committee

Board of Directors

The Board of Directors is the controlling body of Playa del Fuego and is responsible for long term planning, overall financial oversight, and legal and liability issues.

As far as on-site issues and Rangers are concerned, a Board member should be called in to deal with problem participants once the CoC has determined that an event policy or community standard may have been violated, which may or may not warrant the ejection of a participant (see *Conflict Resolution Synopsis* in section 9).

- Only the CoC should deal with the Board of Directors, and any potential evictions, although you may be asked to provide assistance.
- Only the Board of Directors or the property owners (the Vets) can evict someone from the event; three Board members must agree that a participant should be evicted in order to ensure that the process is fair and rational.

Planning Committee

The Planning Committee (PC) plans the event. They set the general event policies, plan and approve budgets, and organize volunteers. The Planning Committee meetings are open to everyone. Anyone who participates gets a voice and vote. The PC does 99% of the event planning and organization; the Board as a whole does not do much with the event besides approving the overall budget (but not individual items). You can find news regarding PC meetings (including minutes from past meetings, and announcements of future meetings) on the PONY discussion board (www.playadelfuego.org, then click on PONY Forums).

4. PDF Event Rules

The PDF event rules are relatively simple. Your part in ensuring these rules are followed will be covered in training, as they may change slightly from burn to burn.

1. No one outside the gate bare ass.
2. No one is allowed across the street from the Greeter's Station at the front gate for any reason.
3. No one to be on the left side of road except to take a shower or use the porta potties.
4. The shitters: Don't put your cans, bottles, plastic bags or anything other than what's supposed to be there in them!
5. Music turn-down is at 12:00 midnight to respect the Vets' neighbors; woofers and sub woofers are off at 10:00 PM.
6. No one is allowed to touch the helicopter or go inside the chained-off area around it.
7. No one is allowed inside the chained-off area at the memorial (aka flagpole), or dog memorial, which are near the pavilion.
8. If any other area is roped or chained off, no one is allowed in that area.

5. Ranger Responsibilities

It is the primary responsibility of Rangers to preserve the safety, welfare, and quality of experience of our community.

Rangers should:

- Participate in the event during their shifts.
- Provide information and serve as a community communications conduit.
- Do nothing first!
- Mediate as necessary (domestic disputes, substance abuse, physical and/or sexual assault, etc).
- Inform participants of potentially hazardous situations or conditions.
- Have a general knowledge of the physical layout of PDF
 - we recommend taking yourself on a tour before you start your first shift.
- Watch for unauthorized cameras and/or pictures taken without permission (especially during slip 'n' slide).
- Maintain predetermined road boundaries set by the Department of Public Works (DPW) prior to the event

- inform people who are camped in a road that they may get run over in their sleep if they camp there.
- Assist with sound turn down notification (all volume must turn down at midnight to respect the neighbors).
- Whenever possible, approach situations with another Ranger nearby in the event that you need assistance.
- Write all incidents in the Log Book, which is located in Ranger HQ, as soon after the incident as possible while the details are still fresh in your mind.
- Observe interactions between participants and outside agencies as needed.
- Maintain safety perimeters and scene control as needed.
- Know your triggers (see *Conflict Resolution Synopsis* below).
- Assist new participants in acclimating to the PDF environment.
- Kick it sideways when you need to (ask for help).
- Help ensure that we stay on good terms with the Vets who let us use their land to hold PDF every year by upholding the *PDF Event Rules* listed in section 4.

Rangers should not:

- Lose self-control or react violently to a situation.
- Act in a parental nature.
- Deal with parking or dogs.
- Abuse substances while on duty (must be able to speak with outside authorities if necessary while on duty).
- Be naked while on duty (must be wearing enough clothes to speak with outside authorities if necessary).
- Attempt to handle a situation where they could become part of the problem (if a specific situation gets you very emotional, kick it sideways).
- Run to a situation as it can generate unwanted crowds.
- Misuse the community trust.
- Fail to report an emergency.
- Sexually harass participants.
- Knowingly neglect Ranger responsibilities.

6. Ranger Equipment & Radio Handle

Equipment

We require all on duty Rangers to carry a **radio** and their **laminated**, and wear the Ranger uniform. A PDF Ranger uniform consists of:

- Khaki-colored clothing worn on the torso
- Ranger-issued reflective Ranger patch

We highly recommend carrying the following items while on shift:

- Small flashlight & spare batteries
- Notebook and pen
- Utility tool or multi-tool kit
- Matches or a lighter
- A first aid kit and an extra bottle of water for emergencies.
- A sturdy belt for carrying your radio. Even better, a Camelback or backpack so that you can anchor the radio near your ear. PDF can be noisy, and even at full volume it's difficult, often impossible, to hear radio calls if it's on your belt.



Radio Handle

All Rangers will have a radio handle (name) that becomes their Ranger community moniker. For better communications, ideally radio names should have at least 2 syllables, and preferably no more than 3. Thought should be given to selecting a handle that you will respond to readily, is distinct from existing well known radio handles in the various communities, and is in keeping with the spirit of Rangering. New Rangers may be asked to alter their first choice of names to minimize the potential for confusion in radio communications.

7. Radios & Radio Protocol

(This section is based on the Puxing PX-777 VHF MURSMURS Radio)

The radios PDF Rangers use are MURS (multi-use radio service) radios. You can sign out a radio from Ranger HQ at the start of your shift, and sign it back in at the same place at the end of your shift.

There are five MURS channels, with 38 sub-channels; one of the channels will be used by the Rangers and MASH (typically channel 1), and we almost never use sub-channels. Your radio should already be on the correct channel when you pick it up at Ranger HQ.

Radio Functions

For the most part, you should only need to use the power knob and PTT; however, here's a list of all the radio functions and the basics of what each does:

- **Power knob:** Located on the top left of the radio, this knob functions as both on/off and volume control.
- **Channel knob:** Located on the top middle of the radio, this knob is how you change from the Ranger/MASH channel to another MURS channel. All channels on the Ranger radios are pre-programmed.
- **PTT:** The long button located on the upper left side of the radio, the Push-To-Talk (PTT) button is used to transmit your voice over the radio.

- **Lock:** Located at the lower left corner of the front of the radio, the Lock button (aka the * button) is what prevents your radio from accidentally changing channels.

Radio Battery Life

At full charge, the radios will last anywhere from 20-40 hours. The charge amount of your radio's battery is indicated by the image of a battery displayed in the upper right corner of your radio's digital display. A full battery has three bars that take up all of the space within the battery image.

- If, at the end of your shift, your radio's battery life gauge is at only one bar, make sure to plug it in to one of the chargers in the Ranger Box at Ranger HQ when you sign your radio back in.
- If your battery has only one bar when you start your shift, and there is another more fully charged radio available, sign out the more charged radio and plug in the one with only one bar. If no other radio is available, sign out the radio anyway and notify your Shift Lead. If a charged replacement can be found, your radio will be swapped.
- All Ranger radios have rechargeable batteries and fit in the charging docks in the Ranger Box at Ranger HQ.

Locking / Unlocking the Radio

To lock your radio channel, press and hold the Lock button until the radio beeps and/or you see the image of a key appear in the lower right corner of your radio's digital display. To unlock, press and hold the Lock button until the radio beeps and/or you see the key image disappear from your radio's digital display.

Basic Radio Protocol

Rangers will be issued a radio while on duty and will receive training for radio use and procedures. Here are the basics:

- Move out of loud areas before transmitting.
- Listen before you transmit. If the channel is clear, proceed.
- After pushing the Push-To-Talk (PTT) key, always wait a moment before speaking into the microphone, as there is a short lag time before the radio begins to transmit.
- Your mouth should be about 4-6 inches from the microphone when you talk, and no closer than about 3 inches if the area around you is loud and moving away from the noise is not immediately possible.
- Don't yell into the microphone, be brief and speak clearly.
- To initiate radio traffic with another Ranger, wait until traffic is clear, press PTT, wait 1-2 seconds, and then say "<their radio handle> <their radio handle again> -<your radio handle>" (e.g. "Snuggles, Snuggles - Akita").
- To initiate radio traffic with all Rangers, wait until traffic is clear, press PTT, wait 1-2 seconds, and then say "Allcom, Allcom - <your radio handle>." Allcom means "everyone".
- Your radio calls should end with "OVER" (or nothing) if you are expecting a response. If your communication is complete and you do not need a response, then end your radio call with "<your radio handle> OUT".
 - Over — I have finished talking and I am listening for your reply. Short for "Over to you."
 - Out — I have finished talking to you and do not expect a reply.
- You can be "over" or "out", but never "over and out"; this is an incorrect combination, as the two statements contradict each other.
- To answer a call to you, simply respond "<their radio handle>, this is <your radio handle>, go ahead."

8. Signing Up and Starting Your Shift

Signing Up

You can sign up for shifts at the Volunteer Sign-up section of the Playa del Fuego web site or at Center Camp/Participation Station after the on-site Ranger training. Signing up for a shift after Ranger training will be covered during training.

Write down your own shift schedule and keep it with you. The other Rangers are relying on you to be on time for your shift, so don't be late.

Starting Your Shift

- 1) Make sure you have everything you need for your Ranger shift (see *Equipment* in section 6). You must have:
 - a) A radio, available at Ranger HQ
 - b) Your laminate
 - c) If you've got them, the other recommended equipment discussed under *Ranger Equipment* in section 6.
- 2) Go to Center Camp to start your shift.
- 3) Get a radio from Ranger HQ in the back of Center Camp or from a Ranger coming off duty, and check its battery level (see *Radio Battery Life* in section 7).
- 4) Send an Allcom to the other Rangers to let them know you're signing on.
- 5) If you're the new Shift Lead, take a roll-call via radio to see who else is on comm and review the Ranger Log.

9. During Your Shift

Understanding Dots

Dots are Rangers who are qualified to handle emergencies. You should be introduced to most of your Dots at the Ranger training, including when to call them and where to find them. Here are some important guidelines to follow:

- **Green Dot:** Psychologists, counselors, trained mediators, etc. These Rangers respond to emotionally distraught participants; if it seems like it's going to take a while to calm them down, involves more Kleenex than duct tape, or if camp mates identify someone who is not acting like themselves, call a Green Dot.
- **Red Dot (aka Marshmallow):** Fire safety-trained participant (e.g. fireman). If a fire is out of control and can't be put out with a few bottles of water, call a Red Dot. As with MASH Camp, never provide details over the radio.

MASH Camp and MASHers

MASH Camp is the official first aid center/tent for Playa del Fuego.

MASHers are MASH camp volunteers who have formal medical training beyond that of First-Aid/CPR. This includes but is not limited to: EMTs, Paramedics, Nursing, Respiratory, MDs, etc. MASHers are credentialed by the MASH Camp Coordinators prior to volunteering.

MASH/MASHers are a separate group from the Rangers but work closely with us during medical situations. MASHers assist with first-aid ONLY and are covered by PDF's insurance for provision of first-aid only. Setting of broken bones, surgery, suturing, stapling, relocating dislocated joints is NOT covered by PDF and would be covered by the Good Samaritan Act of Delaware ONLY if they are formally trained in these specialties.

Dehydration and Severe Dehydration

Participants are outdoors partying in typically warm or hot weather; some of them are bound to get dehydrated.

If a participant is **dehydrated** and is discussed via radio for any reason, you may explain that the participant is dehydrated and is being given water.

If a participant is having too much fun, use the term "**severely dehydrated**". This term is standard and is also used by the Blackrock Rangers.

It is immeasurably important that you understand the difference between "dehydrated" and "severely dehydrated". If you're unclear, ask your Shift Lead or one of the Ranger Coordinators.

In either case, one of the first things you should do is bring them water, or ask another ranger to do so. Call a MASHer only if necessary.

Lollipops

In the event Rangers are notified of a missing minor, the Ranger receiving the report will immediately radio all Rangers on duty and the CoC that there is a report of a "Lollipop." The CoC will ensure that the gates are closed and all traffic into and out of the event is stopped.

Good Samaritan Law of DE

The Good Samaritan Law for the state of Delaware is the legislation that protects people attempting to help others from being sued, because, as it turns out, sometimes whoever they were trying to help turns out to be a thankless oaf. The actual law is written as follows:

GOOD SAMARITAN LAW for the STATE OF DELAWARE
TITLE 16 - Health and Safety – Safety
CHAPTER 68. EXEMPTIONS FROM CIVIL LIABILITY
Subchapter I. Immunity for Rendering Emergency Care

§ 6801. Persons rendering emergency care exempt from liability;

- (a) Notwithstanding any inconsistent provisions of any public or private and special law, any person who voluntarily, without the expectation of monetary or other compensation from the person aided or treated, renders first aid, emergency treatment or rescue assistance to a person who is unconscious, ill, injured or in need of rescue assistance, or any person in obvious physical distress or discomfort shall not be liable for damages for injuries alleged to have been sustained by such person or for damages for the death of such person alleged to have occurred by reason of an act or omission in the rendering of such first aid, emergency treatment or rescue assistance, unless it is established that such injuries or such death were caused willfully, wantonly or recklessly or by gross negligence on the part of such person. This section shall apply to members or employees of nonprofit volunteer or governmental ambulance, rescue or emergency units, whether or not a user or service fee may be charged by the nonprofit unit or the governmental entity and whether or not the members or employees receive salaries or other compensation from the nonprofit unit or the governmental entity. This section shall not be construed to require a person who is ill or injured to be administered first aid or emergency treatment if such person objects thereto on religious grounds. This section shall not apply if such first aid or emergency treatment or assistance is rendered on the premises of a hospital or clinic.

From: <http://delcode.delaware.gov/title16/c068/sc01/index.shtml>

Calling MASH Camp

If you come across a situation where a participant needs medical attention and MASH Camp has yet to be called, there are two different ways to contact them.

- 1) If the participant has a small injury (sprained ankle, doesn't feel well, etc.), is able to walk without much effort, and doing so won't cause them more harm, call MASH Camp and tell them you are bringing a participant to them. This will let them know someone needs attention but it isn't an emergency. Do not give any medical information over the radio (we use public frequencies that can be monitored by outside individuals).
- 2) If a participant is seriously injured, passed out, or unresponsive in any way, or having them walk on their own would cause more harm, call MASH Camp and tell them that you need a MASHer to come to your location. This will alert them that the situation is much more serious and that they should bring their medical gear with them. Again, do not give any medical information over the radio.

Kicking It Sideways

You are not alone on your shift. If you come across a situation that you think one of the other on-duty Rangers (including your Shift Lead) is better equipped to handle, or for whatever reason you simply can't handle it, you can "kick it sideways," which is effectively asking another Ranger to take over that particular situation for you. Don't be afraid to do this.

We call it kicking it sideways because we're all Dirt Rangers; the shift lead, the Coordinators, and all the other Rangers are on equal ground.

Theft Prevention

Rangers' primary responsibility is to people, not property – as our resources are limited. Private property is the responsibility of its owner/artist(s). Rangers do not guard works of art, and recognize that the quality of art may increase or decrease with interaction of, and modification by, participants. The definition of art is very broad at burning events. Participants should be aware of the potential for property theft from vehicles and campsites.

Participants should secure their campsites and valuable items before leaving the area. Property thefts reported by participants should be directed to Center Camp to report it as a Lost & Found.

If the participant wants to call the police, they can, but do not recommend or encourage this. In this case the participant should meet the police out front, and you must notify both your Shift Lead and Coordinator.

Lost & Found

No one is lost at PDF. Disoriented adults and misplaced children should be brought to Center Camp.

Found items should also be turned in at Center Camp. Rangers should not take found items from participants for delivery to Center Camp; the participant who found the item should be directed to Center Camp to turn in the lost item.

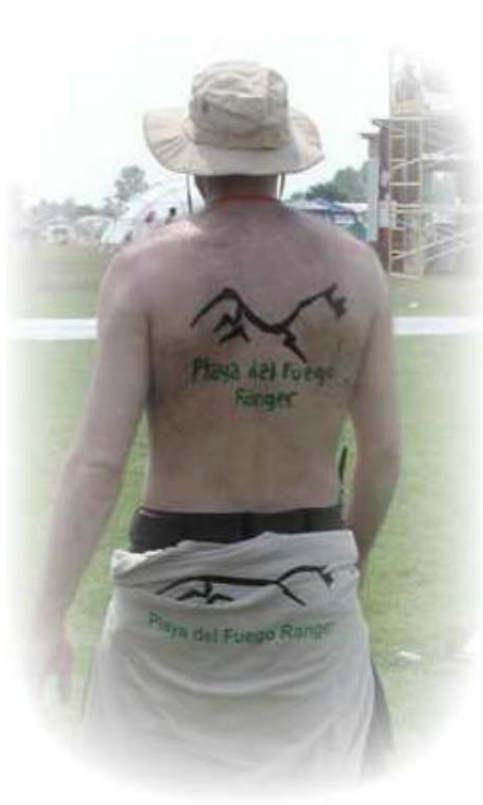
Conflict Resolution Synopsis

Below are some guidelines for mediating and resolving issues between participants:

- Handle all situations with good sense and a good sense of humor.
- Turn down your radio volume before approaching any situation in which you may be acting as a mediator.
- FLAME: F.L.A.M.E. is an easy way to remember how to approach and mediate an encountered problem.
 - **F** stands for 'Find out'. First, always assess any situation. Stand back, observe, and be aware of safety issues - both your own and the participants'. Then find out what is really going on in the situation. There will always be at least three sides, both of the individuals involved and of course an impartial third perspective. Add this to your perspective.
 - **L** is for 'Listening'. Listen to all parties, ensure that all involved have had a chance to be heard. Be aware that at times you may have to use your judgment as to who is really involved. Concentrate on the parties who need your direct assistance, and make time for everyone who has legitimate input.
 - **A** is for 'Analyze'. Once you have gathered all the information that you can, analyze it. Active deliberation on your part is required, and is backed by the Ranger organization. You have come forward and have been trained, and are an integral part of our team. We have faith in ourselves and in you. This is at the core of Rangering.
 - **M** is for 'Mediation'. Determine which participants involved may have room to budge, and those whose interests are such that they cannot give in. This is often not based on right and wrong. The best way to effectively mediate is to let people come to their own solutions. Your job, as mediator, is to help them process without providing new information or suggestions. Most people know what they want and how best to solve a situation, but are too caught up in the moment to think clearly. Mediation will be discussed in more detail at Ranger Training.

- **E** is the 'explanation', and completes your "FLAME-ing" of the situation. Explain only what is necessary to participants, write details in the Log Book, and update your Shift Lead who will pass on the info to the Coordinator and next Shift Lead. After that, stop talking about it. If you keep explaining to every person who asks, you'll inadvertently fuel the rumor mill.
- When approaching someone, become physically level with them. If they are standing, stand a few feet from them, face them squarely, and address them non-confrontationally.
- If they are sitting, you should sit down as well (it's a good idea to ask them if you can sit down first). Don't cross your arms as that will make you come across as closed off. Remain open – actively listen, and be prepared to help them or find help for them.
- Avoid physical contact unless necessary – but, by all means, offer a hug to an emotionally distraught participant. Especially for emotionally distraught (upset or angry) individuals, let them know what physical actions you're going to take before doing so (e.g. "I'm going to stand up").
- Everyone has a "good reason" for what he or she does.
- If your body language and your words come into conflict, your words will lose every time.
- Use "we" and "us" to generate a connection with people.
- Never order someone to "CALM DOWN!" Calm them down by your performance. If you remain calm, they will eventually calm down.
- Try saying "and" instead of "but."
- Use "mirroring" to reframe questions and information, allow the participant time to digest their thoughts, and confirm your own understanding while conveying comprehension.
- Use "matching" to determine an appropriate feel for your interaction.
- Always employ "active listening."
- The less ego you show, the more control you will have over the situation.
- Public relations are KEY.
- You move a crowd one person at a time; perform lowkey crowd control as necessary to keep whatever is going on as simple as possible.
- Treat everyone with equal respect.
- Don't get suckered into debates.
- Let them have the last word, as long as you have the last act.

- When in doubt, ask for help or kick it sideways.
- Be aware of your trigger words, and your trigger issues. If abuse issues are a trigger for you, and you come across one, kick it sideways.
- Remember your training, stay in radio communication.



Conflict Resolution Procedures and Evictions

What follows is a quick breakdown of how conflicts should be resolved, from simple resolutions that come from Dirt Rangers to evictions performed by the Vets or the PDF Board of Directors.

Remember, only the Vets (the property owners) and Board members have the power to evict a participant from the event.

- 1) Rangers who initially responded to the situation attempt to FLAME the situation.
- 2) If you cannot resolve the situation, or if the situation cannot be FLAME'd (e.g. physical abuse, sexual harassment), call your Shift Lead.
- 3) If the Shift Lead cannot reach a resolution, they will contact the On-Site Coordinator or ARC.
- 4) If the On-Site Coordinator or ARC cannot resolve the issue or feels further attempts would not be productive, they contact the Board member on call. The Board member(s) who respond may request additional assistance from the Rangers.
- 5) If the situation warrants a potential eviction, the Board member on call will request assistance from additional Board members, and may also request additional assistance from any Rangers present.

10. Ending Your Shift and Updating the Ranger Log

- 1) When your shift is over, check the battery level of your radio (see *Radio Battery Life* in section 7).
- 2) Return to Ranger HQ at Center Camp and sign off via radio call, indicating that it's the end of your shift.
- 3) Turn in your radio to the next Ranger or plug it into its charging station in the Ranger box. Remember to sign the radio back in on the Radio Log.
- 4) If you dealt with any notable situations that have not yet made it into the Ranger Log, now is the time to add them. The Ranger Log is typically updated by the Shift Lead, but others who got involved should add their notes if asked to do so by their Shift Lead or a Ranger Coordinator.

"Notable situations" include police, fire, participant gone mental or severely dehydrated, perverted camera guy,

serious injury, etc. – an ace bandage wrap on someone’s knee doesn’t need to be in there, but a theme camp that won’t turn down their volume does.



10. Emergencies

911: Police, Fire, Ambulance Procedures

Always call for the Shift Lead and/or MASHer/Red Dot when necessary. On-Site Coordinators and ARCs are the ONLY people who should be talking to the Vets (specifically Pineapple), the authorities, the PDF Board, or making any 911 calls - whenever possible. If a situation is such that you already know, without a doubt, that 911 needs to be called, it’s preferable to call it yourself (borrow a Vet’s cell phone if you have to), then call for the Shift Lead, your Coordinator, and any necessary Dots or MASHer. They will likely take over, but they may ask you to stay with them since you were the first responder.

The On-Site Coordinator or ARC (aka CoC) should always make sure the Vets have been notified if outside agencies are on their way to the site so that they can be apprised of the situation. This is their land.

If an upset or injured participant wishes to call the police or an ambulance, always allow them to do so. In the case of police or ambulance, call the CoC, move the participants to the Front Gate whenever possible, and assist the CoC with gate closures per their request, as this is a private event.

Whether to allow participant vehicles in or out during this time is up to the CoC.

VVMC / Playa del Fuego Address

Vietnam Veterans Motorcycle Club
474 Fleming Landing Road
Townsend, DE 19734

13. Hospital and Veterinary Directions

Hospitals

Urgent Medical Care

1275 S State St. Dover, DE 19901
(302) 678-1303

Hours: Friday 7:30-7pm, Saturday 9-3, Sunday 11-3, Monday
11-3

19 mi/34 min

Follow directions below for Kent General Hospital, and continue
to 1275 S State St.

Kent General Hospital

640 S State St, Dover, DE 19901
(302) 674-4700

19 mi/33 min

- 1) Take a right out of VVMC, Heading South on Flemings Landing Rd- go 1.2 mi
- 2) Turn right at Thoroughfare Neck Rd - go 0.3 mi
- 3) Turn right at Paddock Rd - go 4.8 mi
- 4) Turn left at Dupont Pky (Route 13) - go 0.6 mi
- 5) Continue on N Dupont Blvd S (Route 13)- go 4.3 mi
- 6) Continue on S Dupont Blvd (Route 13) - go 0.4 mi
- 7) Continue on N Dupont Hwy (Route 13) - go 5.4 mi
- 8) After passing Delaware Agricultural Museum, bear right heading to N State St.
- 9) At the 2nd light, bear left continuing on State St.
- 10) Go about 2 miles; Kent General Hospital is on the right, across from Holy Cross Church.
- 11) Take right at main entrance & follow signs for parking.

Christiana Hospital (for burns)

4755 Ogleton-Stanton Rd. (Rt. 4) Newark, DE 19718

(302) 733-1000

27 mi/43 min

- 1) Turn left out of VVMC: Head north from Flemings Landing Rd - go 1.8 mi
- 2) Turn left at Taylors Bridge Rd - go 4.9 mi
- 3) Turn right at Old State Rd - go 1.1 mi
- 4) Continue on Main St - go 0.5 mi
- 5) Turn right at Dupont Pky/N 5th St (Route 13) - go 0.4 mi
- 6) Continue on N Dupont Pky to Dupont Pkwy (Route 13) - go 5.3 mi
- 7) Bear Left; Take the SR-1 N ramp - go 0.1 mi
- 8) Bear right at SR-1 N - go 3.4 mi
- 9) Continue on S Dupont Hwy - go 2.0 mi
- 10) Take the SR-1 N exit 156 to Christiana (US-40 W)/(SR-273 W) - go 5.7 mi
- 11) Continue on Stanton Christiana Rd - go 0.2 mi
- 12) Turn left at Exit 166: Churchmans Rd (Route 58) – go 0.9 mi
- 13) Turn left at Ogetown Stanton Rd - go 0.3 mi to enter the Hospital Campus

Veterinary Centers

Companion Animal Practice

5121 Dupont Parkway, Smyrna, DE 19977

(302) 653-9970

Hours: Thursday 8am-8pm, Friday 8am - 5pm, Saturday 8-1

6.8 mi/13 min

1. Take a right out of VVMC, heading south for 0.1 mi
2. Turn right at Saw Mill Branch Road - go 1.5 mi
3. Turn left at Walker School Road - go 0.2 mi
4. Turn right at Gum Bush Rd - go 3.4 mi
5. Turn left at Anchor Inn Rd - go 0.3 mi
6. Turn left at Dupont Pkwy (Route 13) - go 1.2 mi
7. Located North of the Smyrna rest stop directly across from the North lot of Parkview RV Center.

Delmarva Animal Emergency Center

(302) 697-0850 (call first)
1482 E Lebanon Rd, Dover, DE 19901
Monday – Thursday 5pm-8am
Hours: Weekend Hours Open 5pm Friday – Monday morning at 8am
(open on Memorial Day)

13 mi/35 min

1. Take a right out of VVMC, heading south on Flemings Landing Rd - go 1.2 mi
2. Turn right at Thoroughfare Neck Rd - go 0.3 mi
3. Turn right at Paddock Rd - go 4.8 mi
4. Turn right at Dupont Pkwy - go 0.7 mi
5. Merge onto SR-1 S via the ramp to Dover/Shore Points (Toll road) go 15.3 mi
6. Take the US-113 N ramp to SR-10 W/S Dover/US-13/Camden – go 0.2 mi
7. Turn left at US-113 S - go 1.1 mi
8. Continue on E Lebanon Rd/SR-10 W - go 1.1 mi
9. Make a U-turn at Sorghum Mill Rd go 0.2 mi
10. Facility is in Laberto Plaza 1 mile west of Dover Air Force Base

Quick Reference

Art Burn/Burnable Art: Any art piece that the creator plans to set on fire is considered burnable art. Art burns can occur on any evening and will typically happen around 9pm. Historically, any “big art” burn typically occurs on Sunday night.

Badgers: see *Parking*.

Board of Directors: The Board of Directors is the controlling body of Playa del Fuego and is responsible for long term planning, overall financial oversight and legal and liability issues.

Big Burn: The Pony Burn on Saturday night. Typical start time is 9:00 PM.

Burn: In the burning community, any local gathering that harnesses the spirit of radical self-expression and self-reliance is considered a burn. Playa del Fuego, Transformus, and Flipside are all regional burns.

Center Camp/Participation Station: Aka Participation Station, Center Camp is located near the stage in the middle of the PDF grounds. Center Camp is where the volunteer schedule and lost & found are located. Volunteers man Center Camp to help participants sign up for volunteer shifts and answer questions about volunteering.

Dehydrated/Severely Dehydrated: The difference between the two is subtle but important. If someone needs water, they are “dehydrated”. If they are having too much fun, they are “severely dehydrated.”

Dots:

- **Green Dot:** Psychologists, counselors, trained mediators, etc.
- **Red Dot/Marshmallow:** Fire safety-trained participant (e.g. fireman)

DPW: Department of Public Works. DPW is made up of volunteer participants, who set up PDF and tear it down. They mark roads and camp locations, and at the end of the event they ensure that no trash (aka MOOP, or matter out of place) has been left behind.

Fire Team: Among other things, the Fire Team is made up of participant volunteers who build the fire stack and attaches the pony effigy for the Big Burn.

FLAME: Find out, Listen, Analyze, Mediate, Explain

Gates: The Front Gate, located at the front of the grounds past the helicopter, is open on Thursday at 5:00 PM and closes on Sunday late afternoon/early evening (wrist band checkers will still be at gate). All participants must be off the site by noon on Monday. The Back Gate is located to the left just before the third field and is the main parking area. Overflow and handicap parking is located at the front.

Greeters: The Greeting tent is located outside the back gate and is shared with the Badgers/Parking. Greeters are responsible for welcoming our family home and instructing them on the policies and principles of the event.

MASH Camp: PDF's official First Aid tent/station. MASH is staffed 24 hours a day by persons with formal advanced medical training beyond that of First Aid and/or Basic Life Support.

MASHers: People who have been credentialed by the MASH Coordinators and volunteer at MASH Camp.

Parking/Badgers: Parking is located outside the back gate and shares a tent with Greeters. Parking is responsible for passing out temporary parking badges, walking RVs to their locations and keeping the parking lot organized.

Planning Committee: The planning committee plans the event. They set the general event policies, plan and approve budgets, and organize volunteers. Anyone who has attended one PDF can be on the planning committee.

Ranger HQ: Located at the back of Center Camp, Ranger HQ houses all ranger supplies including radios, laminates, munchies/water, etc.

Ranger Team:

- **Dirt Ranger:** All Rangers on shift are collectively called Dirt Rangers.
- **Shift Lead:** The Shift Lead is a senior dirt Ranger who acts as "Manager on Duty" for the shift.
- **ARC:** Assistant Ranger Coordinators. These rangers are the "right hand" of the On Site Coordinator and act as On-Site Coordinator.
- **Off-Site Coordinator:** The Off-Site Coordinator manages all the little details before and after the event.

- **On-Site Coordinator:** The On-Site Coordinator manages all Ranger activities during the event.
- **CoC:** The Coordinator on Comm, meaning the On-Site Coordinator or an ARC currently available via radio.

Stage: Performance stage near Center Camp. Its schedule can be found at Center Camp.

Theme Camp: A communal, participatory camp that offers something specific, such as music, snacks, alcohol, or a place to relax.

Ticketing: is located at the front gate and are responsible for taking tickets and putting on wristbands. Ticketing itself has limited hours, however, when ticketing is closed there will be people there checking wrist bands.

Vets: Our gracious hosts. The Vets occupy the trailers on the forbidden side of the road.