

Burning Man 2011 Operating Plan



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Will Roger Peterson**

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I. City Planning

A. Purpose and Need

Burning Man has become a major part of the economy in northern Nevada, a key supporter of rural communities, a leader in public lands conservation, and a significant patron of developing artists. Burning Man census data indicates that participants spend about \$10,000,000 annually in northern Nevada traveling to and from the event. Furthermore, Black Rock City, LLC (BRC/LLC) spends about \$3 million a year in northern Nevada for expenses related to the event. This includes approximately \$1,000,000 per year to the Bureau of Land Management (BLM) in permit fees. Since 1998 BRC/LLC has donated over \$400,000 to service oriented charities in northern Nevada.

The tasks and dates offered in this Operating Plan reflect the cumulative experience of BRC/LLC in organizing the event of Burning Man. BRC/LLC is firmly committed to creating an event that prioritizes the safety and well being of participants, the local community, and the natural environment. This operating plan reflects BRC/LLC's commitment to that goal.

The dates referenced in this document reflect the minimal amount of time required to accomplish a particular task. The dates referenced in the event set-up section should be considered start dates (unless otherwise specified). The dates referenced in the clean-up section should be considered end dates (unless otherwise specified).

The dates in this Operating Plan are best estimates and may be adjusted slightly (and communicated to BLM promptly) where necessary.

B. Objectives

Under this one-year plan BRC/LLC is planning to produce the Burning Man event for 2011. The event will be from the Monday before Labor Day through Labor Day 2011.

C. Action Items

1. Event Site

The general location of the 2011 event will be the southern portion of the Black Rock Desert - High Rock Canyon Emigrant Trails National Conservation Area, Nevada. The specific location will be within the pre-approved boundaries (See Sheet 1). BRC will request the exact coordinates prior to the commencement of event construction subject to BLM approval. Ingress and egress to the event will be from the 8-Mile or Event playa entrance.

2. Set Up

a. Preliminary Survey

BRC/LLC will commence event site preparation twenty-eight days before the start (the Monday before Labor Day) of the Burning Man event. Black Rock City Department of Public Works (BRC/DPW) will complete the preliminary surveying twenty-one days before the start of the event. During the site survey there is no action or assistance required from the BLM. BRC/DPW will place small surveyor flags to mark the planned location of the Black Rock City (BRC) trash fence, boundaries, and roads.

BRC/DPW will survey and flag the Gate Area, Entry road and the roads of BRC (see Sheet 2) during the preliminary survey period.

b. Trash Fence

A trash fence will serve as the perimeter marking of BRC. It will also protect the Black Rock Desert from preventable wind-blown trash. Twenty-one days before the start of the event BRC/DPW will begin construction of the trash fence. The trash fence will be completed fourteen days before the start of the event. The trash fence will be built using T-stakes, strung with plastic material and fitted with light reflective tape that enhances night visibility.

c. Signage Installation

Signage for vehicular and pedestrian control, both on and off site, will be installed commencing fourteen days before the start of the event.

d. Infrastructure Construction

During completion of the trash fence, and no sooner than twenty-one days before the start of the event, DPW will commence on-site operations. At this time, light spires, street signs, road signs, central camp structures, the Communication System, large sculptures, portable toilets, the Gate Area, the main entry road, and other infrastructure items will be constructed or installed on site (see Sheet 2).

The construction of the camp infrastructure is scheduled to be completed by three days before the start of the event.

e. City Layout

For purposes of the 2011 event, the city layout of BRC will be based on the general city plans used for the Burning Man events in the years 2007-2010. The 2011 plan, which will be finalized closer to the event dates, may differ

slightly from previous years, e.g. number of roads, width of roads, placement of portable toilets, etc. For more details see Sheets 1, 2, 3 (pages 10, 11, 12).

3. Population Growth

Black Rock City, LLC (BRC) plans to manage its advance ticket sales and on-site ticket sales in such a manner that the safety infrastructural resources of the event, which are designed to handle an average of 50,000 participants per day for the eight-day event, are not overtaxed, and that NEPA concerns from the 2006 Environmental Assessment are not compromised. If during the event, it appears that the peak population is likely to exceed BRC's ability to provide adequate infrastructural resources, then BRC will promptly notify BLM of the projected event population and provide detailed contingency plans for how to handle the additional participants.

4. Method for Counting Participants

Purchased tickets collected at the Gate serve as the basis for counting the inbound population of BRC. An ongoing population count is conducted in order to gauge flow and anticipate density changes. A population count is also conducted in order to accurately report the number of participants every day of the event to the BLM. In addition to counting tickets, BRC/LLC will use the following guidelines to conduct population counts. For historical consistency the reporting time will be at noon each day of the event.

- The total will be balanced daily against participants who exit the event.
- During the event a fee will be assessed on exiting parties who plan to leave and re-enter. An assessment of whether or not participants are leaving our population pool will be made at this collection site.

Participants who leave and return at intervals of a day or days will not be counted for that period of time.

5. Signage

BRC/LLC will provide and post signs to give necessary information to participants entering BRC. All signs manufactured by BRC/LLC for use on state or county roads will be made to standards comparable to Nevada Department of Transportation (NDOT) regulations.

BRC/LLC will place the following items no later than 5 days prior to the event each year:

- DOT regulated, reflective signs will be placed along County Rd 34 warning participants that the entrance is just ahead.
- A large lighted sign will be posted at the event entrance on County Rd 34 that clearly identifies the entrance.
- At the gate, signs will be prominently posted identifying the entrance containing the following: “Possession and use of personal fireworks or sale of fireworks is prohibited”, “Possession of firearms is prohibited”, “Possession of alcohol by minors is prohibited”, and “Possession of open containers of alcohol by drivers of motorized vehicles is prohibited.”
- The orange trash fence, construction cones, signs or other structures will be placed on the closed roads that lead into the city. Signs will say that the road is closed and provide alternate access information.
- Signs identifying the public closure area will be posted appropriately around the perimeter of the event to warn non-participants of how to legally travel around the event perimeter.
- Signs regarding road closures and available playa access points during the event will be located along County Road 34 to the north and south of the event.
- Maps depicting public closures will be located at all public playa entrances.
- Signs depicting the route to the event entrance turnoff will be placed on County Road 34.
- Caution signs will be placed along County Road 34 in both directions out from the event access and at other prominent or strategic locations around the event to forewarn travelers of traffic safety hazards and the event ahead.

6. Public Communications

a. Pre-Event Communications

BRC/LLC has extensive access to its event participant base, and it will disseminate event information and policies. The communication objectives are achieved through utilization of the following communication channels:

- Burning Man website: www.burningman.com
- Email newsletter (100,000 people)
- Event Survival Guide (sent to all ticket holders in the summer, and posted on the website)

b. Agency/Media Dissemination

BRC/LLC offers a variety of avenues to disseminate information to the media and to agencies. Each day of the event, Burning Man hosts a daily briefing

in order to improve information accuracy between agencies, media and the event. The purpose of this meeting is to give all onsite operations the same set of numbers to work with when approached by local and national media, and participants. BRC/LLC staff is committed to accurate representation of activities, medical emergencies, population numbers and arrests during the event and expects similar commitment from all agencies involved in the production of the event.

c. Onsite Information Dissemination Capability

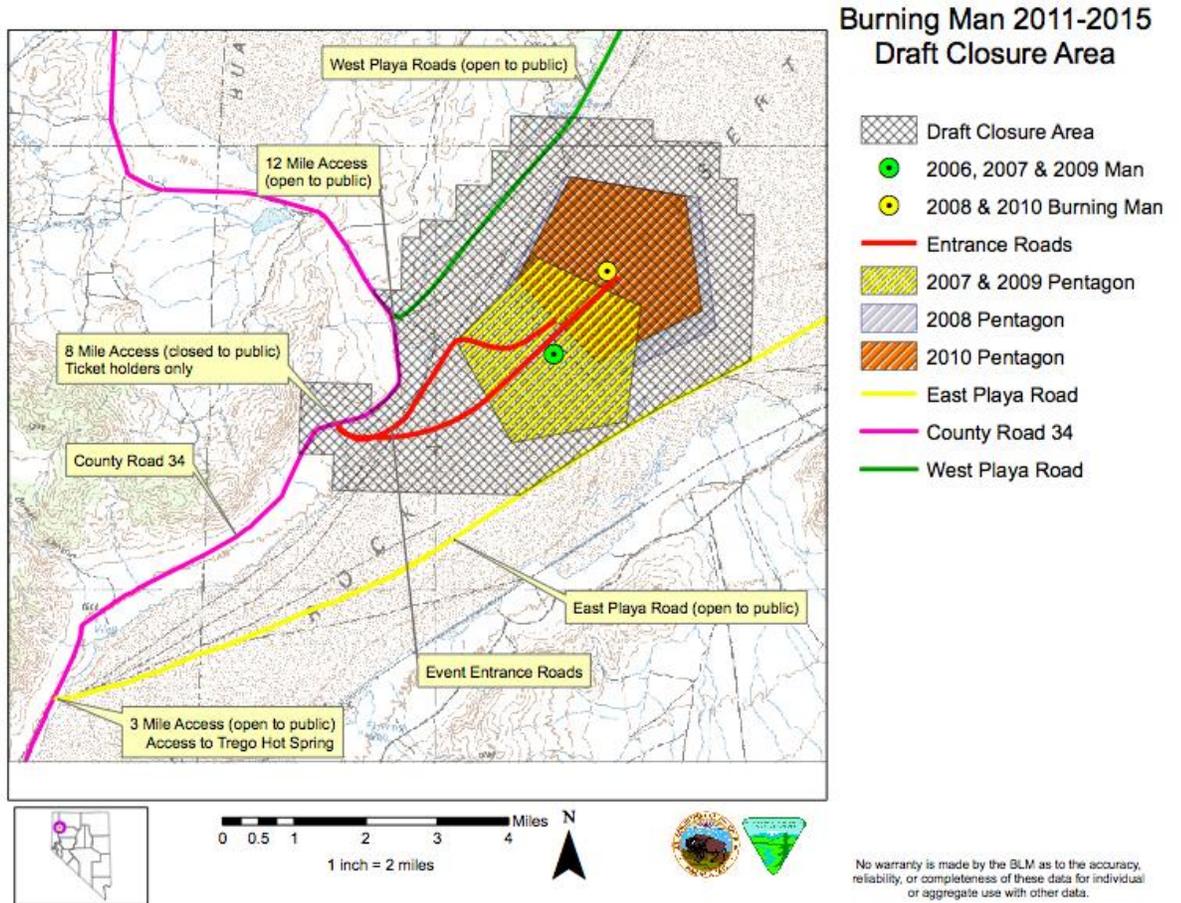
Onsite information dissemination mechanisms are both formal and informal; both approaches to information dissemination are utilized for ongoing communication with participants with regard to community rules. The entire camp could receive information within 1 hour, should the need arise.

Formal information mechanisms are *Burning Man Information Radio* (henceforth BMIR), the *Tip Sheet* (formerly the *Black Rock Gazette-ette*), along with participant driven newspapers, Black Rock Rangers (henceforth BRR), and the organization's two-way radio communications infrastructure. BMIR would be the Emergency Alert System for BRC, which would disseminate public service information, travel advisories and emergency information as necessary.

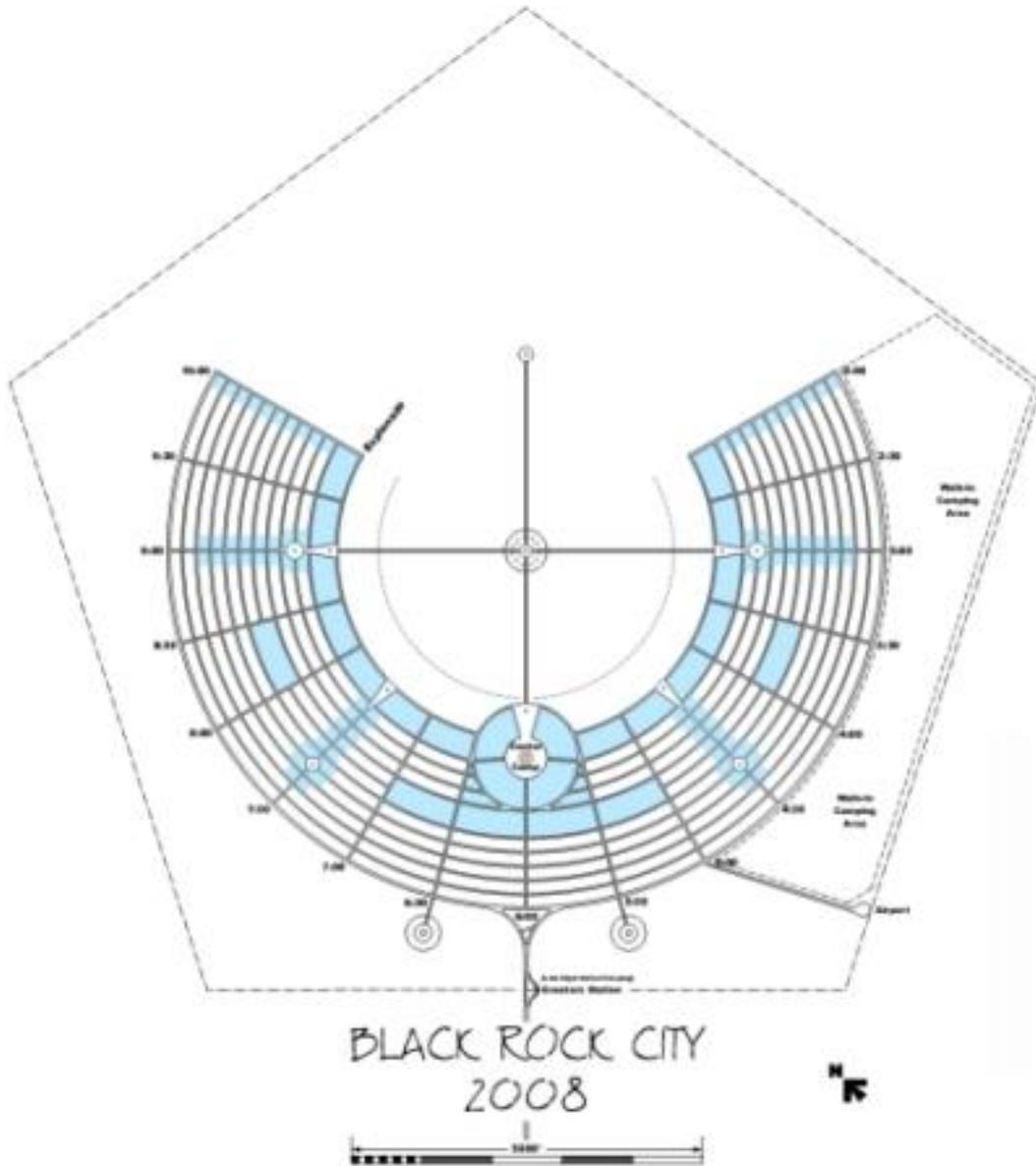
In periods of non-emergency, public service announcement are broadcast on BMIR. In the event of an emergency, participants would be notified by BRR and/or Theme Camp Placement staff to instruct participants to tune in to BMIR. BMIR would be the centralized source for up-to-the minute accurate emergency information.

Informal information mechanisms with direct and consistent participant interface include: Gate personnel, Greeters, Ranger foot patrol, Theme Camp Placement team, and Playa Information. Other teams such as Earth Guardians, Lamplighters, BRC/DPW, Media Mecca, External Relations Team (henceforth XRT), Black Rock Gazette-ette and Art Placement Team could be utilized as necessary. These teams all have the ability to move information via word of mouth quickly through the community.

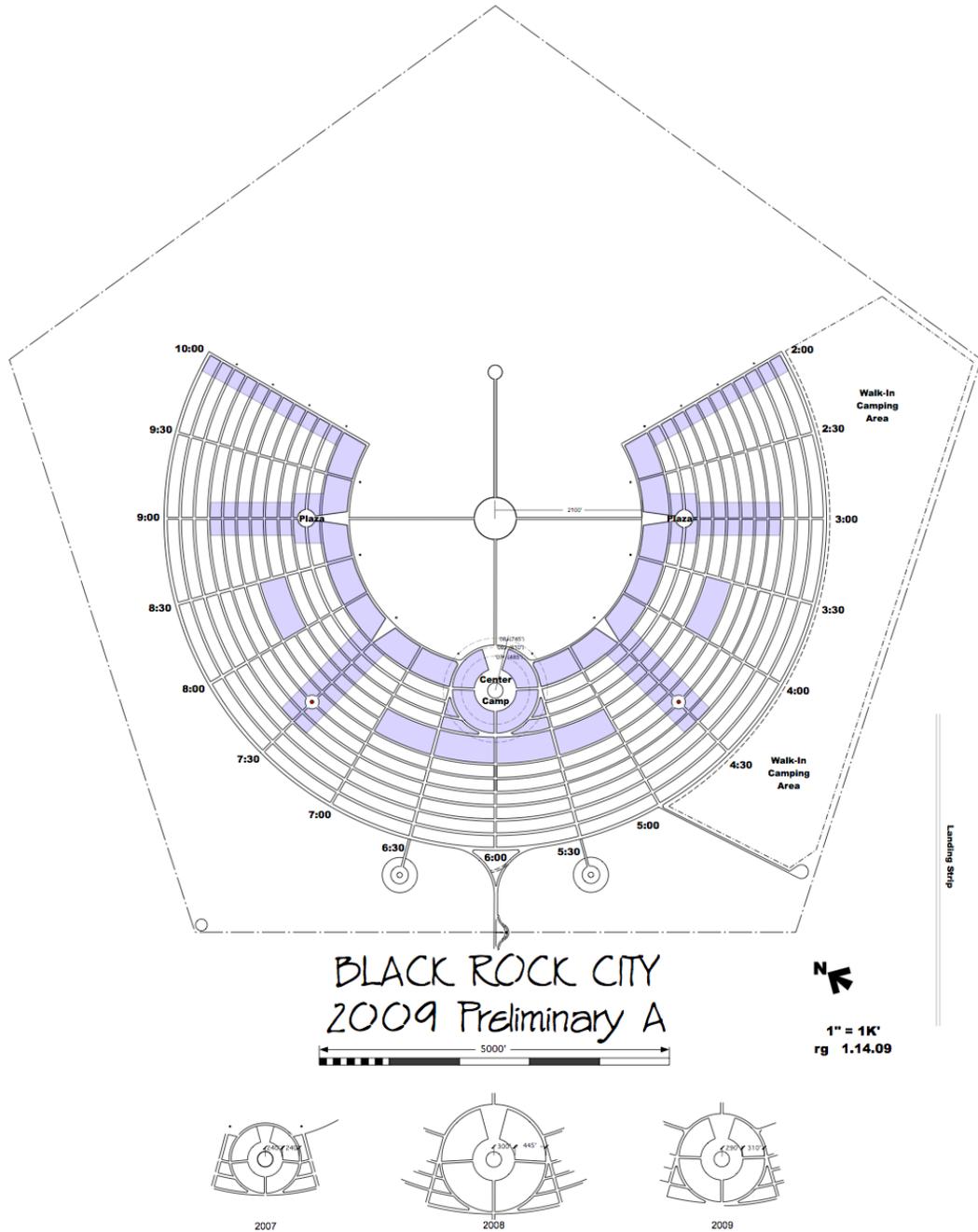
6. Sheet 1 (Black Rock City Designated Area):



7. Sheet 2 (Sample City Plan):



8. Sheet 3 (2011 Proposed City Plan as of 3/24/11):



9. Proposed Measurements:

Burning Man location: See Sheet 1 (specific event site to be determined upon assessment of the surface conditions)

Elevation: 3904'

True North/South follows road 4:00 and 10:00

- Promenades are 30' wide on the 3:00/9:00 and 6:00/12:00 axis, with lampposts every 100'
- The first road (Esplanade) is 2100' from the Man, the next is 400', then every 200', all roads measured from centerline. The City is 9460 ft in diameter.
- Man to the center of Center Camp: 2400'
- Camp Center Theme Camps radius: 250' inside and 485' outside (500' radius to the center of the outer circle road)
- The main Plazas are at 3:00 and 9:00, centered 2700' from the Man, and are 250' in diameter. There are two smaller Plazas at 4:30 and 7:30, centered 3700' from the Man, these are 200' in diameter.
- DPW and Fire/Services are 550' from outer road, center to center
- Outer road to Greeter area: 1200'
- Walk in Camping Area is within area beyond outer road to pentagon between lines extended from 2:00 and 5:00
- Man to outer fence pentagon points: approx. 7300', 8575 between points (Pentagon contains over 126 million sq. ft., or 2,900 acres – 4.54 sq. miles)
- Greeter Area to Gate: 1.1 miles
- Gate to Highway 34: 1.5 miles
- To Depot: 10 miles
- To Gerlach: 13 miles
- To Reno: 120 miles
- To San Francisco: 337 miles

II. Resource Protection

A. Purpose & Need

Burning Man is the largest Leave No Trace event in the world. The event's cleanup record has become the model to which the BLM holds other users of public lands. Burning Man volunteers have contributed an estimated 400 person-hours to the cleanup of non-Burning Man related sites in the Black Rock Desert, and have participated in the Reno Earth Day festival every year since 1998. Currently, Burning Man holds a board position with the "Friends of the Black Rock," a non-profit group dedicated to the preservation of the Black Rock Desert. Also, Burning Man is heavily involved in the BLM's Resource Advisory Council (RAC) in planning the future of the Black Rock Desert-High Rock Canyon Emigrant Trails National Conservation Area (NCA).

B. Objectives

BRC/LLC is committed to protecting the NCA and intends to pass BLM's Leave No Trace standard each year that the Burning Man event is held under this Operating Plan. The following action items outline BRC/LLC's plan to Leave No Trace.

C. Action Items

1. Camp Fire Containment

BRC/DPW will maintain a supply of fireplaces made of 55-gallon steel drums and approximately 20 large burn platforms, usually made from heavy metal. These are designed to prevent the playa from "firing" from the heat.

Once a burn platform has become an approved location and art has been burnt on it, other subsequent fire activities are allowed. For example, other participants can use the Man's burn platform after the Man is set aflame.

Other fire areas will be shoveled, raked, and dragged to remove all debris and break up any hardened surface due to heat "firing." Campfires will again be prohibited within BRC, with the exception of designated fireplaces.

2. Authorized Burns

Organizers of each "Art Burn" and BRC/LLC will be responsible for implementing procedures for the complete cleanup of each burn site, including, but not limited to:

- Removal of ash

- Removal of unburned material such as nails, screws, and glass
- Grading and raking to eliminate burn scars

3. Pits & Holes

BRC/LLC will limit excavation of pits and holes to those absolutely necessary for administration of the event. This includes holes and pits excavated by participants. All pits and holes will be backfilled, wetted and compacted by physical tamping to minimize post-event pit depressions.

BRC/LLC will make educational materials available to participants prior to the event that explain the need to inspect vehicles and repair or modify those with drips of oil or other fluids. BRC will also train staff involved with greeting participants to identify vehicles likely to have an increased risk of oil or fluid drips, inspect suspect vehicles and take appropriate actions to minimize contamination from leaking vehicles. Black Rock LLC will advise the use of materials, such as cardboard, hazmat pads, or drip pans to minimize impacts.

4. Cultural Resources

BRC/LLC will inform all participants and support staff that collection, excavation or vandalism of historical and archaeological artifacts or sites is illegal on public land. BRC/LLC will notify BLM immediately upon discovery of archaeological artifacts (objects more than 50 years old) or human remains.

BRC/LLC will not make available to the public any information concerning the nature and location of any archaeological resource. Should BRC/LLC discover an archaeological resource, it will stop all activities in the discovery vicinity and protect the discovery until event completion, or until notified otherwise by the authorized officer.

BRC/LLC personnel will discourage travel, including travel by aircraft, to other historical, cultural, recreational or geographical resources in the Black Rock Desert area during the event. BRC/LLC will discourage participant use of hot springs for the purpose of bathing, or extracting mud or water.

5. Camping & Recreational Uses

Burning Man participants will be required to camp within the fenced event boundary in areas designated for camping by BRC/LLC, except for participants camping with their aircraft at the airport. BRC/LLC shall provide a temporary camping area when necessary to minimize confusion and vehicle closure violations for late night arrivals.

BRC/LLC will not allow camping within the event site 17 days before and two weeks after the event period, with the exception of authorized BRC staff, contractors, volunteers and other authorized participants either constructing or taking down art works or theme camps. BRC will provide the appropriate identification to authorized personnel (i.e. staff ID, decals, designated camping areas, etc).

BRC/LLC will not allow fires except for authorized burn areas, authorized burn platforms, elevated fire receptacles, elevated barbecues and tiki torches.

BRC/LLC will inform staff and participants of the backcountry use ethics as reflected in the programs Tread Lightly and Leave No Trace tailoring the concepts to fit a large city and encourage individual responsibility and accountability. BRC/LLC shall assure Tread Lightly and Leave No Trace information is disseminated to personnel and participants in handouts, through Internet home page/website resources and other communication venues as available.

BRC/LLC will assist the BLM with researching and developing methods to mitigate the development of burn scars and continue developing methods and techniques for effectively treating other adverse human-induced playa impacts.

6. Wastewater

BRC/LLC recognizes that dumping wastewater (grey water or black water) on public lands directly from a vehicle, trailer, wash basin, shower stalls, bath tubs, barrels, pools, or a wastewater containment receptacle is prohibited by BLM regulations. BRC/LLC will disseminate this information to event participants through multiple communication channels.

7. Dust Control

BRC/LLC will utilize at least two water trucks to provide dust suppression. These trucks will be in operation on an as-needed basis beginning twenty-one days before the event starts through seven days after the event ends. During the final sweep phase of clean up, the playa surface will be soaked by water trucks to increase the likelihood of creating a crust, thereby limiting subsequent wind erosion.

BRC/LLC will adhere to the following procedures in order to maintain air quality and reduce surface erosion:

- With the exception of those roads authorized in advance by BLM, BRC/LLC will not use dust palliatives to control fugitive dust.
- Water without additives will be used for fugitive dust control within BRC.
- Fugitive dust suppression efforts on roads will be performed at least once daily by watering to keep fugitive road dust at a minimum during event operation, as well as after event closure.
- Before the final inspection, all disturbed areas within the event site will be watered, including the airstrip, and within the trash/security fence to affix fugitive dust to the playa surface. Water trucks used for dust control will carry prominent signs stating "Non-Potable Water - Avoid Contact" as required by state regulations. Signs must remain visible at all times.
- BRC/LLC will provide BLM with their plan to provide water for fugitive dust control at the pre-event cooperator's meeting.

8. Solid Waste Management

BRC/LLC will be responsible for all trash removal and cleanup. This includes encouraging all participants to pack out their own waste according to Leave No Trace principles. BRC/LLC will transport any other trash to an appropriate landfill and deposited accordingly. Specifically BRC/LLC will take the following steps:

- BRC/LLC will provide dumpsters of a size and number sufficient to accommodate the event.
- Dumpsters will be hauled away when full to ensure proper disposal and timely rotation of full versus empty containers.
- BRC/LLC understands that burying of waste material, of any kind, is prohibited on public land.

BRC/LLC will install a 360° event perimeter/boundary trash fence. Any accumulation of trash that appears to be spilling over the fence or passing through a fence break will be collected. Fence breaks will be repaired immediately upon discovery. Permittee shall construct the southwest and southeast flanks of the perimeter fence prior to installation of other facilities to safely direct vehicular traffic around the site.

BRC/LLC staff will patrol the following areas of special concern cleanup of event-related trash: County Road 34 from the "8-Mile" entrance to State Route (SR) 447; SR 447 from the intersection with County Road 34 to Wadsworth and from Gerlach to the California state line; and SR 446 from Nixon to SR 445 near Sutcliffe.

9. Human Waste Management

BRC/LLC will coordinate with NV State Health Division, and a reputable portable toilet vendor(s) to provide the proper number of toilets and hand sanitizers for the peak anticipated population, as well as adequate resources for toilet pumping and maintenance consistent with the requirements of the health department. Condition and usage of the facilities will be monitored onsite by state and county health departments, with adjustments made by BRC/LLC based upon the health department's recommendations. Additionally, BRC/LLC will develop a contingency plan for placing additional toilets if the anticipated population exceeds estimates.

Banks of toilets will be placed at regular intervals along the exit road during the peak exodus periods. Banks of toilets will be placed in the Art area and will be prominently lit at night. During the period leading up to the event through the period after the event, BRC/LLC will place at least two toilets in the communities of Gerlach and Empire to reduce impacts on local sewer systems by participants stopping in the communities on their way to and from the event. Toilet locations will be coordinated with the communities involved.

The number of toilets will be based on BRC/LLC's expected population. There will be approximately 900 toilets available for the population. A handful of these will be reserved for special use. The rest will be available for general use, and placed strategically around BRC. Adjustments will be made during Exodus by placing unused banks in the art areas along Gate Road. BRC/LLC will also keep extra toilets as part of a contingency should the need arise for more units.

As in the past, BRC/LLC is committed to the cleanliness of the toilets. BRC will work closely with the vendor to constantly improve the following areas: toilet distribution and placement; proper use of the toilets by participants; and supervision of waste vendors. In addition to reviewing placement to improve ease of serviceability, we are exploring the use of mobile toilet facilities, so that additional toilets can be placed adjacent to events that are expected to draw large numbers of participants. We continue to educate the participants to ensure that only appropriate biological waste is placed into the toilet facilities. This education process will continue through the year prior to the event, and will be emphasized on-site with signage and media reinforcement. Finally, we will assign a full-time staff member to act as liaison with our portable sanitation vendor(s) and provide quality control monitoring of the toilets during the event.

10. Leave No Trace

As ever, BRC/LLC is working to apply the "Leave No Trace" principles to BRC in innovative ways. BRC/LLC has stepped up the message to the next level with the phrase "Don't let it hit the ground." BRC/LLC will continue this

education campaign through the website and Survival Guide. BRC/LLC has added articles on air contaminants, what to burn and not to burn, and how and where to burn. In addition to the cleaning of individual camps, BRC/LLC will continue to demand two hours of work towards the clean up of the playa at large from every participant.

From 2000 through 2004, BRC/LLC created public burn platforms for the use of all participants. BRC will continue this effort in 2011 by constructing burn platforms out of solid and durable materials, and we will continue to educate people on how to use these platforms correctly. BRC/LLC will work with all large-scale art works to create protective barriers between their art and the playa surface, and will once again use our burn blanket made for the Burning Man art structure.

Recycling Camp will continue their efforts in crushing aluminum cans and educating people on the "pack it in, pack it out" ethic. The Earth Guardians will continue their daily missions into the community at large to educate all newcomers during the event as well as continuing their work as stewards of the Black Rock Desert before and after the event. Additionally, there is a Burning Man-supported effort to utilize energy resources that are environmentally friendly and clean. As always there will be a massive cleanup crew working post event to leaving nothing behind.

11. Event Take Down & Clean Up

Site clean up will feature a proactive effort to encourage participants to clean up their site and take their garbage home or to the approved land fill sites listed on the web site, in the Survival Guide and in other forms of communication. All artists and theme camp organizers creating installations formally placed by BRC/LLC will be required to read cleanup guidelines and sign pledges. Artists receiving grants from BRC/LLC will be required to pay a clean up deposit. In addition, all placed installations will be located by means of GPS (Global Positioning System) and the artists will be held personally and publicly accountable for the condition of their site.

Structure disassembly and general on-site garbage removal begins on the last day of the event and will continue for two weeks. Leased 30-yard dumpsters will be placed on site and filled until no surface items remain. Burn site removal will be done simultaneously with this first phase. A final inspection sweep will commence when all debris, buildings and campsites are removed, and will continue for two weeks. Clean up completion is scheduled for thirty days after the event officially ends.

Efforts by our clean-up crew will employ methods developed between 1998 and 2008, featuring an extensive grid system patrolled at 7–10 foot intervals

by our clean up crews. Crews of at least fifteen people, including a line boss, will walk the entire permitted area. The intention is to accomplish “Leave No Trace” goals on a massive scale. Achievement of this goal is dependent upon clear communication from the BLM of inspection goals and strategy.

12. Off-Site Clean Up

Off-site clean up includes Highway 34 from the 12-mile mark to the town of Gerlach; the town of Gerlach itself; Highway 447 from Gerlach to and including the town of Wadsworth; and Highway 447 from Gerlach to Cedarville. Trucks and crews of DPW workers will patrol and collect all roadside trash. This will begin the day after the event ends and will continue for approximately two weeks as needed. If necessary, other locations will also be cleaned, including Trego Hot Springs and Black Rock Hot Springs, by the same method. We propose that the area will be left in better condition than before this event.

III. Transportation Management

A. Purpose & Need

BRC/LLC is committed to managing the traffic flow of vehicles, bicycles and aircraft to, from, within and above Black Rock City. With a peak population of over 40,000 participants the need for a safe traffic system is evident.

B. Objectives

BRC/LLC has several departments that work together to ensure a safe flow of vehicles, bicycles and aircraft. Departments include Black Rock Rangers, Department of Mutant Vehicles, Emergency Services Department, Gate & Perimeter and the Black Rock City Airport. Additionally BRC cooperates with BLM, the Nevada Department of Transportation, Federal Aviation Administration, Nevada Highway Patrol, Washoe County Sheriff’s Office, Pershing County Sheriff’s Office and Pyramid Lake Tribal Reservation. The following action items outline BRC/LLC’s plan for managing a safe traffic system in Black Rock City.

C. Action Items

1. Traffic Signage

Fundamental to the overall city design and usage plan for the Black Rock Desert is the abundant use of traffic signage in order to facilitate traffic flow.

With safety and environmental security as our primary objective, we have designed a city and a traffic system that minimizes the use of cars and segregates pedestrians from vehicles. All safety signage intended to be viewed from a vehicle will be produced in dimensions standard for public highway use. Signage will be placed between Gerlach and the event entrance, as well as at the entrance to the event.

2. On-Site Traffic Control

The following guidelines are offered as an explanation of our on-site traffic control plan. BRR will seek to resolve any issues arising from the improper adherence to these guidelines.

Participants at Burning Man are required to park their vehicle for the duration of the event, as per the following:

- Bicycles are the preferred form of transportation in BRC.
- Motorcycles and ATV's are forbidden to move about the BRC site during the event.
- BRC's Department of Mutant Vehicles (DMV) will approve Mutant Vehicles for movement within the city. The permitted vehicles will be able to move within the city at 5 mph or less.
- Staff vehicles will be properly designated with official decals.

Designated Burning Man staff and contractors will be allowed to use the perimeter fence gates. These vehicles will be identified with a special pass.

a. Exit Traffic Control

At the end of the event participant egress traffic will be controlled by several methods. We will be staging an "exodus area" for exiting traffic at the entrance point to BRC. This bordered compound will be allowed to fill with exiting vehicles. As this area is filled, vehicles will be released at timed intervals onto the two-lane temporary entry road connecting BRC to the public highway. The timing of traffic release will be regulated by reports from personnel stationed at key points, as referenced in the Off Site Traffic Control plan. When vehicles reach the paved road the two lanes will be alternately flagged onto the pavement. This will improve the continuity of vehicle egress onto the one-lane paved road.

The BRC radio station regularly announces the estimated time for departure. Participants can hear on the radio whether there are any traffic back ups, and therefore self-regulate their flow out of the city. In 2001, this system was tested during an emergency road closure. Due to the

success of this system, it will be re-implemented each year along with any improvements learned from the year before.

b. Motorized Vehicles

BRC/LLC will prohibit participants from operating motorized vehicles within the event area. Exceptions to this prohibition are: Mutant Vehicles registered with BRC, BRC staff and support, medical, firefighting, motorized skateboards (go-peds) with or without handles, and disabled permitted vehicles. All vehicles will be operated in accordance with applicable laws, regulations, policies, and stipulations, and in accordance with supplementary rules developed by BRC. In accordance with 43 CFR 8343 requirements, all motorized vehicles will be equipped with adequate front and rear lighting during night hours, and must be operating in a safe manner. Per agreement with BLM, highly illuminated Mutant Vehicles that have proper DMV night licenses are deemed to have adequate front and rear lighting. Such use shall be restricted to open streets within the City.

BRC/LLC will require that all Mutant Vehicles and staff vehicles registered with BRC shall display visible authorization on the rear of the vehicle while the vehicle is in motion. BRC support vehicles, and any other vehicles authorized to operate within the permit area, are required to display authorizing decals on both sides of the vehicle.

BRC/LLC will not allow any motor vehicles within the walk-in camping area during the event.

BRC/LLC will ask participants to use the designated entrance lane to access and exit the event. BRC shall provide adequate staff to ensure that participants comply with this requirement during event exodus as needed.

BRC/LLC will allow the following vehicles to drive on either side of the entranceway (within 100' of the fence line) or use the law enforcement entrance:

- BRC green transportation bus (Green Tortoise)
- Emergency services, law enforcement and authorized BLM support staff vehicles
- BRC staff and support personnel authorized by BRC
- Approved contractors and vendors
- Approved tow trucks

Vehicles shall be clearly marked to identify them as staff or contractors if appropriate. Permit needs to clearly state dates and times permit is valid.

c. Bicycles

BRC/LLC will encourage participants to light bicycles at night to improve visibility and personal safety.

3. Off-Site Traffic Control

Flaggers trained by NDOT will provide off site traffic control. Communication between BLM Rangers and Exodus Staff ensures appropriate traffic control is implemented. The following areas will be monitored and controlled during peak traffic periods in cooperation by BRC/LLC, BLM and appropriate law enforcement agencies as appropriate:

- the twelve-mile entrance to the Black Rock Desert and Route 34
- the three-mile entrance to the Black Rock Desert and Route 34
- the intersection of Route 34 and Route 447
- the town of Gerlach
- the town of Empire

Controlling traffic at these locations will ensure safe and timely traffic flow during peak periods of ingress and egress. Peak periods include the Sunday before Labor Day and Labor Day.

BRC/LLC will coordinate with NDOT for traffic control at County Road 34 entrances/exits to BRC, the “Y” intersection of State Road 447 and County Road 34, and the towns of Gerlach and Empire during heavy traffic periods (prior to, during exit and after the event) to keep traffic moving steadily.

BRC/LLC will coordinate efforts with Nevada Highway Patrol, Nevada Department of Transportation and private business owners in Gerlach and Empire to minimize traffic congestion and vehicle back-up on State Road 447 and 34. Their plan to address traffic congestion in these areas must be approved by NHP, NDOT, and BLM at least 30 days prior to the event.

BRC/LLC will monitor the number of vehicles arriving in the event area prior to the start of the event. This plan will minimize the number of vehicles in Gerlach and Empire and on the roadway or shoulders of State Road 447 and

County Road 34. BRC/LLC will provide copies of the plan to the BLM and appropriate law enforcement agencies no later than 30 days prior to the event.

BRC/LLC will not construct access roads or trails on the playa.

During the event, Burning Man staff and support personnel will not use the 3-Mile playa access, except for emergency situations, and as designated by BRC/LLC. BRC/LLC will manage this use internally.

BRC/LLC understands that at least two of the three main playa access points from County Road 34 should remain open to the public to allow for other dispersed recreation use and general access. BRC/LLC will discourage event participants from using these access roads to access or exit from the Burning Man event.

BRC/LLC will coordinate as needed with appropriate law enforcement agencies to facilitate the exit process. A timed release of vehicles or other appropriate method shall be used to minimize traffic backup on State Road 447 and County Road 34. BRC/LLC will assist with removing broken-down vehicles from the exit lines to facilitate a smooth exit.

4. Black Rock City Airport

a. Airport Setup

A temporary airport will be overseen by an Airport Manager each year. It will be surveyed and delineated along with Black Rock City. The following is a timeline for airport startup operations:

- 20 days before event: Runway Survey complete and surface preparation begins.
- 13 days before event: Construction begins, erect windsocks, mark runway and helipad, install signs.
- 3 days before event: Runway open, Notices to Airmen (NOTAMS) filed effective dates of 3 days before the event through one day after the event officially ends.
- First day of event: Begin UNICOM radio service through the last day of the event. MULTICOM radio available before and after these dates.

b. Airport Operating Plan

The Black Rock City Airport is an FAA-recognized public airport, which exists for the sole purpose of accommodating aviation traffic during

the Burning Man festival. It is therefore an annual temporary airport, probably the only one of its kind. During one week each year, it operates according to the same FAA rules and principles as hundreds of non-towered airports across the USA. The Airport is for General Aviation uses only – no scheduled air carriers and no air transport.

Aircraft aloft are governed by the Federal Aviation Regulations (FARs). The airspace over the Black Rock Desert is Class G uncontrolled airspace up to 14,500 feet MSL. The southwestern portion of the Black Rock Desert including Black BRC underlies the Reno MOA (Military Operations Area). BRC/LLC will coordinate any restrictions to airspace with the Air Route Traffic Control Center (ARTCC) having jurisdiction over the local area.

The Airport is “non-towered” which means there is no air traffic controller directing the flow of traffic. Pilots follow standard operating procedures for non-towered airports. Advisories are given via UNICOM radio. BRC/LLC will assure radio communications with aircraft using the event runway. A Common Traffic Advisory Frequency (122.9 MHz) will be used to inform pilots of landing pattern direction and safety information. This radio communication will be in effect 24 hours a day for the duration of the event.

The airport runway use will be limited to small general aviation only. No air transport or scheduled air carriers will be allowed. The Airport accommodates fixed-wing aircraft, rotorcraft, ultra-lights, hot air balloons, and skydiving. Facilities include a single landing strip, two helipads for medevac and private helicopters, a tie-down area, and camping. The runway and tie-down areas are outside the trash fence that surrounds BRC. A gate is staffed to provide entry to the event for ticketed participants arriving by air. The gate also allows access to and from the tie-down area, and access to the playa for Burning Man participants who are land-sailors, piloting wheeled wind-powered vehicles.

Aviation activity in 2007 included about 151 overnight aircraft, a few dozen “transient” aircraft dropping off passengers and departing, private helicopters, ultralight craft, and skydivers. Activity in future is expected to be similar. Approximately 150 participants camp in the tie-down area and just inside the perimeter trash fence.

c. Airport Facilities

Airport facilities include the runway, taxiway, windsocks, signs, participant helipad, medevac helipad, tie-down area, and UNICOM radio. Below is the general airport layout plan for Burning Man 2011 - 2016. The final plan for each year will be an attachment to the Stipulations for that

year. The airport location and layout may need to be adjusted each year based on the city location, population and terrain.

The runway will be placed outside the pentagonal trash fence and oriented southwest to northeast to take advantage of the prevailing winds. It will be approximately one mile long and about 60 feet wide. Other than removing transient dunes from the runway and taxiway to the tie-down area to ensure safety, BRC/LLC will not disturb the surface of the playa. The runway will be watered as needed during the event to fix fugitive dust. The runway boundaries will be marked to make it visible to pilots and to alert surface traffic to avoid it. The markings will include runway numbers at each end to indicate compass bearings. Runway markings will be applied using a biodegradable agricultural colorant sprayed directly on the playa surface. A colorant that naturally degrades when exposed to sunlight will be used. The runway markings will be removed at event completion.

Aviation windsocks will be placed at each end of the runway to provide pilots with a visual reference of wind speed and direction, and to alert other recreational users on the playa of an operational runway. Reflective traffic barricades with flashing yellow lights will be placed around the guy lines supporting the windsock poles. Signs warning of aircraft activity will be placed along two desert trails, namely the trail parallel to the runway and the crossing trail. Traffic cones or equivalent indicators will be placed between the trail and the runway for the one-mile length of the landing strip. Additionally, signs with reflectors will be temporarily installed at prominent or strategic locations around the event airport to forewarn playa travelers of safety hazards. Windsocks and other markers will be removed at event completion.

BRC/LLC will develop and submit NOTAMS as appropriate and provide a copy to the BLM. BRC/LLC will report to FAA authorities and military bases any non-event aircraft operating in an unsafe manner, or any aircraft related incidents or accidents near the event. BRC/LLC will coordinate with the FAA concerning the runway operations and management of airspace above the city.

A helipad will be designated and marked for emergency use. An ultra-light aircraft take off and landing area will be designated in the area to the southeast of the airport camp.

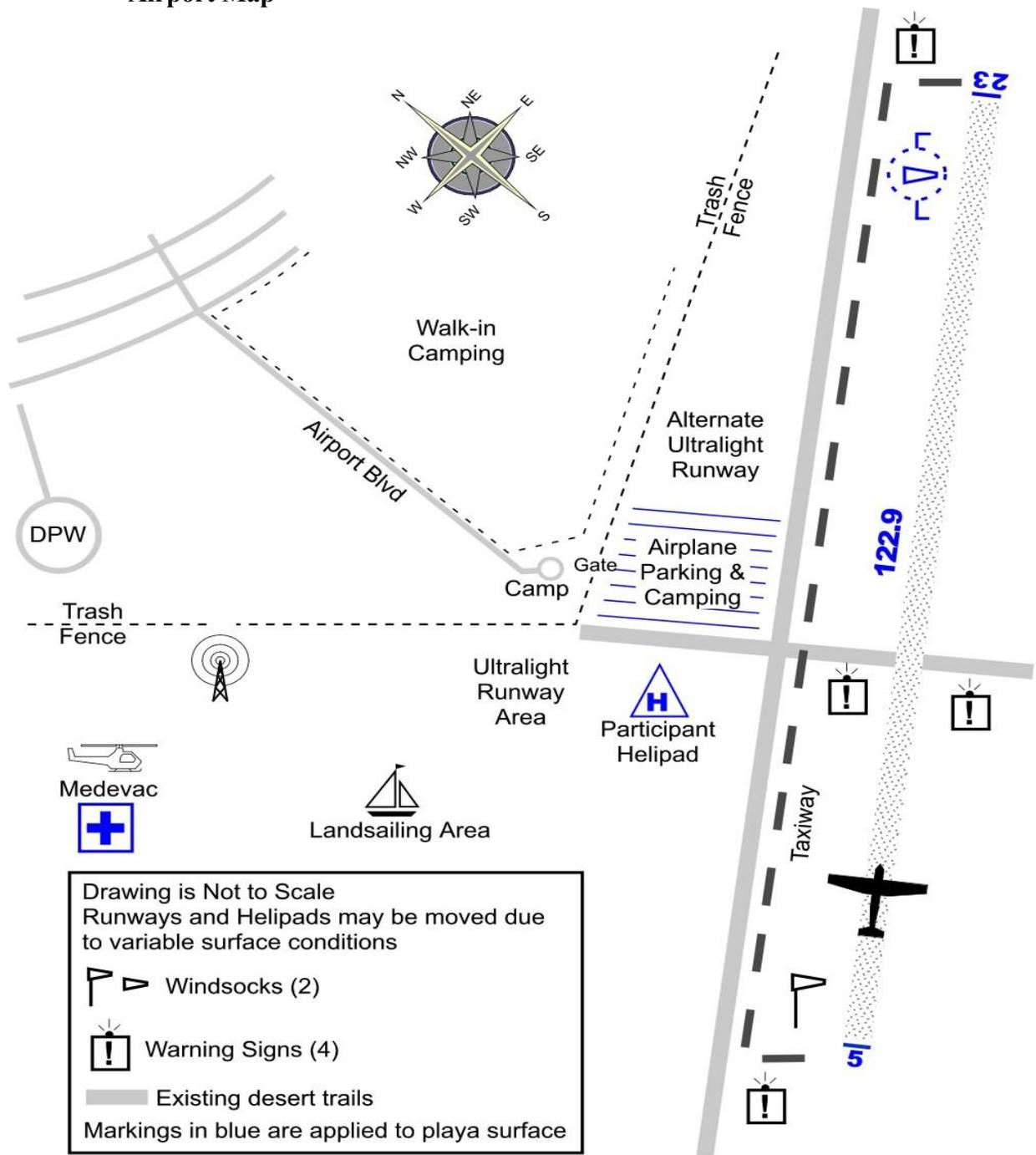
There will be no provisions for night operations (no lights) with the exception of the lighted helipad reserved for medical evacuations. The medevac helipad will be outlined with reflective material and steady red lights in addition to the outline of a cross, created with colorant. The

helipad is placed to allow flights in and out without interference with fixed-wing traffic using the runway.

A tie-down area will be designated adjacent to the trash fence and gate. Pilots and passengers may camp with their aircraft if they have tickets to the event. Non-participants will not be allowed to enter and will be required to depart by sundown.

The airport gate will provide access to the playa outside the trash fence for wind-powered vehicles. Land-sailors will receive a briefing that includes how to avoid the runway, taxiway, and helipads.

Airport Map



d. Aviation Operations

BRC will assign an Aircraft Runway Manager, who will strictly control arrival and departure protocols, parking and overflight rules. The Runway Manager is responsible for immediate decisions affecting aviation safety and for normal airport operations. The Runway Manager decides when to close the runway, when to recommend an alternate landing area, or when to recommend any non-standard maneuvers to pilots in the air. The Airport Manager typically serves as the Runway Manager but s/he will delegate this responsibility when s/he is absent from the airport vicinity during daylight hours. Requests for changes to existing procedures during the event should go to the Airport Manager, the Runway Manager, or the UNICOM operator in that order. These individuals have aviation knowledge and experience to make safe on-the-spot decisions.

Additionally, Runway Manager will discourage travel by aircraft to other historical, cultural, and geographical resources in the Black Rock Desert area during the event.

BRC/LLC recognizes all federal laws affecting aircraft including the Closure Order requirements that prohibit aircraft landing on the playa within the Public Closure Area, except for landings of “lighter-than-aircraft” previously approved by the authorized BLM officer. Burning Man participants, law enforcement, and emergency medical services will be required to use the airport facilities for routine or non-emergency operations. Alternate landing locations may be designated by the Runway Manager to civilian aircraft not directly involved in an emergency for safety purposes or as other conditions dictate. In the event of a disaster or significant emergency the Incident Commander or a member of the Unified Command Team shall communicate with the Runway Manager to shut the airport down for routine or non-emergency traffic and inform them of the pending emergency air operations.

Airport staff has a designated channel on the Burning Man staff radios. Airport personnel can be reached via staff radio or pager 24 hours a day through the event.

NOTAMs are filed with the local FSS (Flight Service Station) for the airport activity and for skydiving activity as required by FAR Part 105.

UNICOM radio advisories are provided 24 hours a day on 122.9 MHz. Standard advisories consist of altimeter setting, density altitude, wind direction and velocity, and known traffic in the vicinity. The radio station provides a minimum twenty-mile range. A UNICOM commander oversees the necessary equipment, training, and operation of UNICOM services.

Announcements of activities of an unusual nature, such as skydiving, arrival of a dirigible, or aerobatic performance, are prominently posted at the Airport Gate at least one hour before initiation of the activity. Additional advisories when the activity is initiated are given via UNICOM by the pilot involved or the UNICOM operator.

The runway placement allows for a traffic pattern away from the main encampment for noise abatement and safety. Designated flight paths are recommended to accommodate airplanes, helicopters, ultralights, and photography flights.

Ultralight aircraft have a very slow airspeed and therefore have a separate takeoff and landing area to avoid the runway and faster aircraft. In special circumstances (such as for photography) an ultralight pilot may be approved to takeoff and land within the perimeter fence or in an area away from the Airport. The BLM dispatch would be notified in advance of an special circumstances takeoff or landing. BRC Airport Personnel will also notify its Emergency Services Department dispatcher.

e. Pilot Education

Pilot education pre-event covers all aspects of aviation activities at Burning Man. Information on mountain flying, desert landings, weather hazards, and planned operating procedures for the event is provided.

A mandatory briefing prior to take-off is required of all aircraft pilots during the event. The briefings cover approach and departure procedures, areas that are off-limits (such as local hot springs), general airport operations, noise abatement, and high altitude safety procedures. Behaving responsibly and considerately is emphasized. Skydivers receive specialized briefings from their jumpmaster or the Airport Manager.

f. Air Safety

An Air Safety Officer oversees the safety aspects of aviation operations. The purpose is to correct inappropriate, illegal, or unsafe behavior. The Air Safety Officer supervises a team that provides the briefings and enforces the guidelines for aviation operation during the event. The team gives special guidance to anyone who appears to be a safety risk, or who is exhibiting inappropriate behavior. The team also identifies ways to improve safety during the event and for next year. Enforcement levels vary from a warning, to “impounding” the aircraft, to eviction from the event, to a report to the FAA.

Detailed emergency plans will be defined and documented with the help of other Burning Man departments. These plans will include procedures to follow:

- When a runway is unsafe such as after a rainstorm (covers when and how to close a runway).
- When an alternate emergency landing area is needed (identification of emergency sites in advance, when and how to implement them).
- Immediately after an accident (how to call for help, what to say to aircraft in the air).
- In the aftermath of an accident (runway status, decision process, crowd control and guarding wreckage, fuel leakage, notification of appropriate personnel)
- When an overdue aircraft is reported or other unusual event.

Non-event aircraft operating in an unsafe manner are reported to the FAA when sufficient evidence is available (witnesses and registration number).

g. References

- Federal Aviation Regulations (primarily parts 1, 91, 93, 103, 105)
- <http://www.faa.gov/>
- Aeronautical Information Manual
- <http://www.faa.gov/ATpubs/AIM/>
- Aircraft Owners and Pilots Association (AOPA)
- <http://www.aopa.org/>
- Flight Safety Foundation
- <http://www.flightsafety.org/home.html/>
- Black Rock City Airport
- http://www.burningman.com/on_the_playa/airport/

IV. Health & Safety

A. Purpose & Need

BRC/LLC is committed to producing a safe event. With a large population the need for a safe city infrastructure is evident.

B. Objectives

BRC/LLC will assume responsibility for public safety and health during all phases of the event. Event Security and Medical services will be provided through a combination of cooperation among BRC/LLC Playa Safety Council (Black Rock Rangers, Law Enforcement Agency Liaison (LEAL), Emergency Services Department, Gate & Perimeter, and Department of Mutant Vehicles), along with BLM Rangers, Pershing County Sheriff's Department (PCSD), Washoe County Sheriff's Department (WCSD), and a third-party emergency medical contractor. These cooperators will build upon the work of prior years in order to execute the Burning Man event. The establishment of a Unified Command Post will aid this collaboration. The Unified Command Post will be a shared location wherein the cooperators will work hand in hand in order to ensure coordinated efforts and to enhance communications. BRC/LLC will cooperate with BLM's Incident Command (IC) system throughout the entire period that BLM is operating onsite. BRC/LLC and BLM will share its dispatch center with both BLM and Pershing County Sheriff's Office to facilitate better cooperation between the parties.

C. Action Items

1. Event Security

BRC/LLC has designated the Black Rock Rangers (BRR) and Gate/Perimeter as the organization's lead for event security. Under direction of BRC/LLC, BRR and Gate/Perimeter will collaborate with BLM Rangers, WCSD and PCSD to address event security. BRR serve as the first responder component of this coordinated security plan. BRR and Gate/Perimeter will enforce all event-specific guidelines (presented to the participants as "rules"). The BRR/LEAL Director will host an "Agency Coordination Meeting" at 3:15 PM each day of the event. The daily coordination meeting will ensure cooperation among all security groups, as well as provide a mechanism for change and adaptation during the event.

b. Emergency Medical Services

BRC will contract to provide state-certified emergency services at the event. At a minimum, Emergency Medical Services (EMS) will be available at the paramedic level consistent with current Nevada State practices. EMS medical facilities for event participants and staff will be located at Center Camp, as well as the 3:00 and 9:00 O'Clock plazas. BRC/LLC's Emergency Services Department will provide First Responder EMS in addition to the Advanced Life Support units provided by the contracted Nevada State licensed EMS provider.

EMS will provide a daily report consisting of a numerical analysis of patient ailment categories and reason for transports to BLM and Pershing County at the 3:15 PM meeting each day during the event.

Within sixty days after the event, BRC/LLC shall provide a final written statistical report of such medical cases to the BLM.

c. Communications

The Emergency Services Department (ESD) consists of over two hundred Emergency Service providers. The vast majority of them are professionals in the field of medicine. The ESD's communications system will serve as the eyes and ears of Black Rock City. It will also provide separate communication channels for the following functions:

- Security (BLM, PCSD, WCSD, BRR), Emergency Services and a third-party emergency medical contractor
- Camp Construction and City Maintenance (DPW)
- Artists & Performance
- Food & Commissary
- Gate & Perimeter
- Communications & Media
- Community Services

The ESD will maintain a central communication system, which will provide a 24-hour a day capacity to detect and respond to any emergent security or safety incident within BRC. The communications system incorporates an Incident Command System (ICS). BRR consists of over one hundred Rangers who carry radios and are trained on correct radio usage. Every member of BRR is trained to use the ICS to facilitate communication between BRR and outside agencies in the event of an emergency.

d. Outposts

In order to facilitate the goals of safety and security there will be two BRR outposts located at each plaza (see sheet 2). Outposts serve as information points, and as a patrol post. The ESD will also have stations located near the BRR outposts; they serve as a posting location as well as an EMS triage and first aid station. A third-party emergency medical contractor coordinates the clinic in center camp.

e. Chain of Command

BRR will act as the first point of resolution for any matters of concern. The ESD radio system will facilitate inter-agency communication and cooperation by including the BLM, the WCSD, the PCSD, Fire, and

Medical support. In the event of an emergency, the radio system will work to allow timely responses and to inform the relevant agencies of the location and details of the emergency.

f. Perimeter/Speed Patrol

The city plan for 2011 for reasons of security and safety, includes an extensive fenced area. BRC/LLC expects that the BLM will patrol the area and enforce the official speed limit (10 mph) within the closure area outside the event fence. The BLM should enforce the rule prohibiting camping within 5 miles of the fence (perimeter). BRR will monitor the perimeter and patrol inside the fenced area. At times, BRR may ask for the assistance of BLM law enforcement to handle perimeter violations and dangerous speeding near the perimeter when persons attempt to drive at high speeds into the event space to avoid the entrance fee. This is primarily to ensure the safety of participants camping near the fence who could be seriously injured or killed when someone breaks the perimeter with a vehicle.

g. Safety/Fugitive Dust/Speed

BRC is the responsible party for managing vehicle speeds within Black Rock City, including Gate Road. The goal is to foster safe vehicle operations and limit fugitive dust. Factors that BRC takes into consideration are visibility conditions, DMV licensing, population density, proximity to pedestrians and proximity to structures. BRC is always increasing its efforts to educate participants about safe driving and how to avoid fugitive dust.

2. Risk Management

BRC/LLC will inspect the permitted area for any existing or new hazardous conditions, such as changing weather conditions or other hazards that present risks to employees and/or participants. For example, BRC/LLC will inform the builders of any public structures of the applicable requirements for public safety. To the best of its ability BRC/LLC will inspect the structures for safety; any structure deemed unsafe for participants will be reconstructed to meet safety requirements, or it will be closed. Also, BRC will make an effort to ensure that extension cords used in city infrastructure that cross main access roads or travel corridors are armored or buried to prevent damage and possible electrocution.

In cooperation with emergency service providers and law enforcement agencies, appropriate parties or their designated representatives shall notify each other of all accidents related to the event that occur before, during, and after the

event, that result in death or personal injury requiring hospitalization. Accident reports involving death or injury will be coordinated with the Pershing County Sheriff's Office and/or BLM.

As soon as reasonably possible upon learning of any incident that occurs before, during or after the event that could possibly result in a liability claim, BRC/LLC shall confer with the BLM and as deemed necessary will submit an written incident report to the BLM.

(For more information on risk management see the section on Emergency Procedures.)

3. Off Site Security

Off site security includes monitoring inappropriate traffic or illegal behavior in the following locations: the three mile entrance to the Black Rock Desert, Trego Hot Springs, Black Rock Hot Springs, the visible portions of the Applegate/Lassen and Nobles Trails and the town of Gerlach.

Off site security will be handled by a well-coordinated effort by the BLM, and BRR. The general scope of responsibility is as follows:

- Federal Aviation Regulations (primarily parts 1, 91, 93, 103, 105)
- The BLM Rangers will patrol and control the area outside the perimeter fence, enforcing the camping and public use closures and motorized vehicle closures.
- PCSD will patrol and control several key sections of perimeter fence.

BRR is a first response team for dealing with problems within Black Rock City. BRR will at times request aid from law enforcement agencies, especially in cases of illegal acts, life threatening conduct or evictions. The cooperating law enforcement agencies are the first response team for dealing with safety and security problems at and beyond the perimeter of Black Rock City. In particular, BRR are unable to engage in vehicle intercepts, but Gate/Perimeter can assist law enforcement in some vehicle intercepts immediately outside of Black Rock City. Because of our large perimeter, an increased law enforcement presence in this area is necessary.

4. Pre & Post Event Security

Setup and cleanup efforts can be compromised by the presence of unwanted parties being disruptive and refusing to leave the event site. These unwelcome parties risk breeches of safety, security, and environmental

stewardship. To avoid such risks, BRC/LLC requests that BLM provide adequate event security personnel, on a case-by-case basis before and after the event as requested by BRC/LLC to assist BRC/LLC with evictions from the site. Participants (especially Theme Camps) that require a couple of extra days to clean up post-event are part of the take-down process, and should not be cited or evicted if they are not otherwise causing any problems.

5. Government Coordination

BRC/LLC will confer with the following entities prior to the event to address local issues and concerns:

- Pershing County Sheriff's Office
- Washoe County Sheriff's Office
- Nevada Highway Patrol
- Pyramid Lake Paiute Tribe

A BRC/LLC representative will meet with a BLM representative prior to the event to coordinate logistics for operations of the communications compound. Also, a BRC/LLC representative will meet with a BLM representative to coordinate the operation of the airport.

BRC/LLC shall provide for adequate enforcement of state and local laws. BRC/LLC will make arrangements with Pershing County to provide reasonable levels of patrol, investigation, and operational overhead capabilities. Nothing within this stipulation is intended to limit local law enforcement's authority or ability to provide additional levels of coverage as it may deem appropriate. Written evidence of the agreement showing compliance with this stipulation must be provided to the BLM by BRC/LLC 30 days prior to the start of the event.

6. Protection of Minors

BRC/LLC will develop and implement a plan to address exposing minors to adult activities at the event. The plan will include measures such as educating and requiring parents/guardians to supervise their children, zoning the city, and making every effort to educate adult related theme camps about the need for having a gatekeeper during hours when the camp might not be suitable for minors. BRC/LLC will make a diligent effort to enforce actions identified in the plan. A copy of the plan will be provided to the BLM and the Pershing County Sheriffs' Department no later than July 15th each year.

7. Illegal Alcohol & Substance Policy

BRC/LLC will implement a controlled substance and alcohol policy and disseminate it to event participants through several communications channels, including the Burning Man Survival Guide and public bulleting boards in BRC. The policy will state that all federal, state and county laws concerning the use and distribution of illegal substances remain applicable within BRC. The policy will summarize the legal penalties to which any participant convicted of illegal drug possession or use will be subject to. The policy will state that federal and state law enforcement officials will be present at the event, including undercover officers who will be policing all illegal activities, including the use and distribution of narcotics. Additionally, the policy will contain the message that BLC/ LLC discourages drug use at the Burning Man event and prohibits selling or distributing illegal substances. Furthermore, the Burning Man Survival Guide will warn participants of the health risks inherent in consuming alcohol or illegal drugs in the harsh desert environment, and that underage drinking is against the law.

Throughout the year BRC/LLC staff will meet with law enforcement representatives from the BLM and Pershing and Washoe counties in order to discuss law enforcement policies at the event, and these policies, whenever appropriate, will be communicated to participants. Immediately prior to the event, BRC/LLC staff will meet with law enforcement personnel in order to communicate information that will orient them within BRC and inform them of key components of the organizational infrastructure.

V. Emergency Procedures

A. Purpose & Need

The Burning Man event has a potential for risks and emergencies. The need for emergency procedures is crucial.

B. Objective

BRC/LLC has a comprehensive set of emergency procedures and contingency plans that will come into play should there be a triggering event. Every BRC/LLC department has a role depending on the type of emergency. Furthermore, BRC/LLC has procedures and plans for working with other cooperating agencies and outside organizations should the need arise.

C. Action Items

1. Emergency Procedures

A. Fire Suppression

BRC/LLC intends to exceed the BLM's basic fire protection requirements for the duration of the event to reduce the possibility of any environmental damage or loss of life or property due to fire.

Fire Services will be provided by a BLM certified fire contractor and the ESD Fire Branch (BRCVFD). ESD Officers will function as the Fire Branch Chief in the event of a full Incident Command System (ICS) activation, and ESD Officers will also be considered the Incident Commander (IC) on any fire-related incidents that do not have any law enforcement concerns. In the event of such a concern, the most appropriate law enforcement agency would be designated IC.

Operations will be based out of three 24-hour fire stations in Black Rock City. There will be a First Response engine based at each ESD station that will be pre-assigned as the first due resource for all Fire and EMS calls 24 hours a day. Specific events that are identified as being crowd intensive or involving licensed pyrotechnics will have, at a minimum, one engine staged near the event, and a BRCVFD Rapid Intervention Team (RIT) at the performance perimeter.

ESD shall provide a minimum of two structural/brush-type fire engines, National Wildfire Coordinating Group (NWCG) type 3-6. Engines and staff must meet NWCG or NWSA (National Wildfire Suppression Association) standards for personnel and equipment. These fire engines will be strategically placed within Black Rock City as determined necessary by the BRC fire contractor. ESD is also responsible for reserve water sources, and will provide minimum of 12,000 gallons of water storage.

The Fire Branch will generate pre-fire plans for any location or performance reporting within Black Rock City that will be storing or using any flammable or pyrotechnic materials. This information will be made available to any agency requesting copies. Additionally, BRCVFD, in conjunction with the Performance Safety Team (PST), will check all reporting locations for compliance in safe storage of listed materials. BRCVFD will also perform defensible space inspections for any fire-related site, as well as inspect larger structures for potential fire hazards. BRCVFD will also provide all the RIT coverage required for any performance. The fire contractors and BRCVFD will both attend all on-site pyrotechnic meetings to insure up-to-date information on potential hazards. BRCVFD will work with inter-agency mutual aid and ICS to provide municipal grade service, utilizing multi-agency drills and training on-site for specific apparatus and tactics to improve teamwork during emergency responses.

BRC/LLC shall abide by fire restriction orders, except for the following as officially approved by BRC/LLC in coordination with the BLM: official art burns, fireworks events, and open fires within the Burning Man event area that are to be contained on supplied fire pans and fire barrels. Fires not contained by authorized raised platforms, fire pans, barbeques, or barrels are prohibited. The fire pans and fire resistant platforms or other protective materials designed to protect the playa surface can be used by event participants for spontaneous burns in the same manner as the fire pans or fire barrels after the initial art project has been burned.

Burning of objects or structures that contain plastics and/or other synthetics or any materials that release toxic fumes will not be allowed unless specifically authorized by BRC/LLC as part of an art burn or pyrotechnic display. BRC/LLC shall provide public education through the Burning Man website, radio stations, brochures and other literature to encourage compliance of this rule.

2. Fireworks & Firearms

BRC/LLC recognizes that the use of personal fireworks or sale of fireworks is prohibited. A sign stating this will be prominently placed at the site entrance by BRC/LLC no later than 5 days prior to the start of the event. BRC/LLC shall take reasonable precautions to prevent the use, sale, and/or distribution of fireworks. Only fireworks and pyrotechnics planned, scheduled and approved by BRC/LLC in coordination with the PCSD will be permitted. Use of any unapproved explosive, fire or incendiary device, will not be allowed.

With the exception of county, state and federal certified law enforcement personnel under the color of law, possession of firearms is prohibited within the fenced event boundary during the event period. Discharge of firearms will be prohibited within the designated closure areas.

BRC/LLC and “art burn” organizers will coordinate with the Event Fire Contractor and law enforcement points-of-contact. BRC/LLC will prepare a detailed schedule of sanctioned fireworks and art burn events for review at the daily cooperators’ coordination meeting, prior to the event/burn. The schedule will include a detailed description of the event/burn, name of responsible person, map location, and approximate time of each event/burn.

3. Contingency Plans

BRC/LLC has developed numerous contingency plans for how to operate in the event of critical health and safety concerns, or adverse conditions, including those that could cause cancellation or temporary suspension of the event. Causes

could include adverse weather, natural or human caused disaster, or social unrest. Contingency plans cover occurrences within the event site, as well those affecting participants en route to and from the event site. BRC/LLC will cooperate with all entities, including government agencies and vendors in the implementation of contingency plans as necessary. In general the following procedures would be followed in the event of an emergency:

a. Prior to the Event

- Emergency information would be disseminated to participants by the Burning Man website, Jack Rabbit Speaks email newsletter, and if appropriate, other media.

b. During the Event

- BRC/LLC will provide critical health and safety systems for as long as operationally possible for the duration of any temporary suspension or until participants are able to leave the event site and the Gerlach/Empire area if the event is cancelled.
- BRC/LLC will monitor the forecasted weather conditions. If weather forecasts suggest a high probability of adverse weather conditions that may result in disruptions to the event, BRC/LLC will cooperate with BLM and other appropriate agencies and cooperators to develop appropriate strategies and actions to deal with potential impacts on participants.
- In the event of natural disaster or civil unrest appropriate strategies and actions will be initiated immediately after any disaster or unrest occurs.
- BRC/LLC will cooperate with appropriate agencies to warn participants headed into the event of event closure or other restrictions.
- BRC will provide participants with current and projected conditions, allowed and prohibited actions deemed necessary for public health and safety as well as protection of the environment, and other appropriate public service announcements via BMIR, flyers, or loud speaker broadcasts as needed.
- If event termination is required, appropriate time frame will be established by BLM Incident Command in consultation with BRC/LLC and other cooperators to facilitate safe removal of people and property.

c. Public Affairs Communications for Contingency Plans

Should the need arise, information will be disseminated through both formal and informal mechanisms, or a combination of the two. In the case of an emergency BRC/LLC will evaluate the situation, and develop a plan of action. Information will be disseminated quickly and efficiently via chain of command. The following individuals or their appointees shall:

- Harley K. Dubois would mobilize: Ranger foot patrol, Gate personnel, Greeters, Playa Information, Earth Guardians, Theme Camp Placement team, and any other auxiliary volunteer teams such as Lamplighters or Earth Guardians.
- Marian Goodell would mobilize the External Relations Team (XRT) in addition to auxiliary groups in her direct command.
- Marian Goodell would mobilize BRC/DPW personnel and any equipment as needed.
- The official radio station could receive orders from Dubois, Goodell or Harvey.
- Other LLC members would be responsible for delivering information and mobilizing as necessary in their respective groups.

d. Eviction Contingency Plan

If a Black Rock Ranger observes or learns of a serious infraction of BRC rules, the Ranger will investigate the situation. If all efforts are exhausted with no resolution or correction, then a team of Ranger 007s is called to make an independent evaluation. Ranger 007s have the authority to evict participants. If the behavior rises to the level of eviction then the Ranger 007s start the eviction process according to established protocols. The participant is given one half hour (or more) to pack and leave. Ranger 007s confiscate the ticket stub, stands guard and escort the participant out of the Gate. DPW will be called in to clean up any debris, hazards or equipment that the unruly participant may try to leave behind. Community Services Department (CSD) may assist in communicating what is happening and why to the participant's campmates and neighboring camps. If the participant has damaged any art then the Art Department will also be called in. Law enforcement will be called if the participant becomes unruly. Ranger 007s will report the incident up through the chain of command to the Ranger's Board Member. Law enforcement will arrest the person for trespassing if s/he returns. Staff members should notify the Rangers if they see the person again within the City.

e. Gate Crasher Contingency Plan

If a participant, group of participants or vehicle attempts to gain access to BRC without a ticket, or without going through the main Gate, the Gate and Perimeter crew will respond as follows. Perimeter staff will track the vehicle and respond as required. The primary goal is to ensure that the vehicle trying to gain entry does not injure anyone. If it is unsafe to speed then the Perimeter vehicle will visually track the vehicle so that no one is injured. Once the vehicle or person(s) comes within BRC, BRR will track the violator with vehicles, bikes or pedestrian Rangers as needed. DPW will be called to repair fence and/or signage as needed. CSD will be asked to assist with informing participants in the vicinity about what is happening and why. ESD will provide support if there is any injury involved. Law enforcement will be called to cite and/or arrest violators as necessary for violating the Closure Order.

f. Law Enforcement Incident Contingency Plan

In a situation where law enforcement is addressing a major incident (such as a large-scale narcotics bust, murder, suicide, etc.) then BRC/LLC staff is prepared to provide support as follows. BRC/LLC will defer to the appropriate law enforcement agency as the lead. BRR will coordinate with law enforcement about what needs to be done to help resolve the incident. ESD will increase staffing, have units standing by and add a command unit. CSD will provide support by spreading the proper information to the nearby community about what is happening and why. The Communications Department will coordinate with all of the agencies to deliver a unified statement to the media as necessary.

g. Fire Contingency Plan

If there is a report of an unplanned fire in BRC, or if a planned burn goes awry, then ESD will establish the IC, and will be responsible for extinguishing the fire and handling any injuries. The BRR will manage the incident perimeter. DPW will provide support by clearing debris, hazards and equipment as necessary. CSD will provide support by communication the proper information to the nearby community about what is happening and why. The Communications Department will coordinate with all of the agencies to deliver a unified statement to the media as necessary. The Art Department, specifically their subgroup the Performance Safety Team (PST), will provide support as necessary. Law enforcement will be on standby to provide scene safety.

h. Medical Contingency Plan

If a medical incident occurs, then the external emergency medical vendor will establish the IC. ESD will mobilize reserve EMS resources and add a command unit. BRR will manage the incident perimeter. Rangers with medical and first-aid training will report to ESD. DPW will assist with securing hazards, equipment and/or materials. CSD will provide support by spreading the proper information to the nearby community about what is happening and why. The Communications Department will coordinate with all of the agencies to deliver a unified statement to the media as necessary. Art & Performance staff will provide support as necessary. Law enforcement will be on standby to provide scene safety.

i. Structural Collapse (Without Fire or Rescue Needed) Contingency Plan

If a structure collapses without any fire or rescue support needed, DPW will establish the IC. If a fire is involved then the Fire Contingency Plan (see item g, above) will be incorporated. If a rescue or injury is involved then the Medical Contingency Plan (see item h, above) will be incorporated. DPW will repair the structure, or clear debris, hazards and/or equipment as necessary. ESD will assist by staging units at the incident scene, and will add a Command Unit. BRR will assist in keeping the area clear. CSD will provide support by communicating the proper information to the nearby community about what is happening and why. The Communications Department will coordinate with all of the agencies to deliver a unified statement to the media as necessary. PST staff will provide support as necessary. Law enforcement will be on standby to provide scene safety and a post-accident investigation as necessary.

j. Hazardous Materials Contingency Plan

In the event of hazardous waste contamination, ESD will establish the IC, and will be responsible for containment of the material and mitigation of exposure risks. BRR will assist by managing the incident perimeter. DPW will assist with clearing debris, hazards and/or equipment. DPW will also assist with securing a vendor for providing a large-scale cleanup as necessary. CSD will provide support by communicating the proper information to the nearby community about what is happening and why. The Communications Department will coordinate with all of the agencies to deliver a unified statement to the media as necessary. PST staff will provide support as necessary. If the hazard involves pyrotechnics then the Pyro Staff will provide expertise and ordnance handling. Law enforcement will be on standby to provide scene safety.

k. Pre-Storm/Weather Contingency Plan

The Weather Marshall will notify BRC/LLC staff if it looks like there is a severe storm approaching. The CSD will take the lead in spreading the proper information via all of BRC's communication channels. BRR will assist CSD by disseminating the proper information to the community. The Communications Department will communicate necessary information to the media. DPW and the Art Department, specifically the Performance Safety Team (PST) will provide support by securing structures as necessary. Law enforcement will be asked to assist with traffic control as needed.

l. Post-Storm/Weather Contingency Plan

BRR will assess and identify what the situation requires regarding actions and resources, and provide the primary response. ESD will increase staffing and rescue resources, as well as mitigate any hazardous material risks. DPW will identify and coordinate all available physical resources. CSD will keep the community informed through all communication channels about what is happening and what participants need to know. The Communications Department will communicate necessary information to the media, as well as coordinate a unified statement. PST will secure art and pyro materials/equipment as necessary. External agencies will assist with evacuation if required.

m. Increased Rainfall Information

Following is supplementary information to be implemented in the event of increased rainfall. The response time for heavy rains is three hours or less. BRC/LLC has the right to restrict departing vehicular traffic. The plan is based on the principle that the best thing for participants to do in BRC during a rainstorm is to return to camp, secure belongings and wait it out since everything they need to survive is already there.

- Will Roger Peterson will act as the Weather Marshall for BRC, and is responsible for advising when the actions listed below should be put into place. The Gate Crew will also act as a front line reporting team. At any time if they consider the road to be impassible due to rain, they can effect a temporary closure, to be lifted as soon as is reasonable. Any time the road is closed they will advise the entire Incident Management Team (IMT) by pager. Declaration of Level One, however, resides with IMT.
- The (IMT) should be smallest group possible, to speed decision making. It will include LLC members as available, ESD

Operations Chief, Ranger Manager, LEAL Manager, DPW Project Manager, DPW Operations Manager. The Communications Manager, Board Project Manager, Accountant and Community Services Manager should also be present. The representative for BRC/LLC, for purposes of interaction with outside agencies, will be LEAL Manager, and according to our permit stipulations the BLM is IC overall. (Note: major decisions for BRC require board consent.)

- When a Level One/Two alert is pending, all IMT members and their principle executive staff should proceed immediately to the Commissary, with plans to remain there for the duration of the alert. The Commissary will become the designated Emergency Operations Center for the management of the event, and each department will have a designated table area from which to gather information and execute decisions.

i. Level One: Shelter in Place — less than 12 hours

- Weather reports indicate likelihood of short-term rain creating conditions that will significantly affect normal movement. PSAs direct citizens to stay in camp, and allow water to soak into the ground. Participants will be advised to depend on local community aid. Heavy rain driving allowances are roughly as follows: 1 hour of rain = 4 wheel drive (nothing less will do); 2 hours of rain = 4 wheel drive with special tires; 3 hours of rain = impassable. Only IMT members and their designated executive staff will be allowed to drive during this time.
- PSAs will be prerecorded and distributed to BMIR and other stations throughout the city. On playa updates will be delivered live by Duane Hoover whenever possible, otherwise it will be by designated XRT staff.
- Key Messages to Disseminate to Participants:
 - 1) “Do not leave — you already have everything you need to survive.”
 - 2) “Set aside bedding/clothes/headlamps in safe, dry place.”
 - 3) “Cover/secure anything electrical.”
 - 4) “Get fresh ice.”
 - 5) “Use public portable toilets, then make plans to use sealable containers for all bodily waste.”
 - 6) “This is part of the experience — not a crisis.”

- 7) “Ensure all your neighbors are well provided for.”
 - 8) “Check your structures/art to ensure it will be safe in rain/wind.”
 - 9) “For life threatening medical emergencies find someone with a radio, or go to medical tents in Center Camp or the 3 and 9 O’Clock plazas.”
 - 10) “If you leave your camp to spend the storm elsewhere, please leave info about your location within your camp.”
- BRR will disseminate the message that all art cars should be returned to camp, clear deep playa of people, post signs explaining how to dispose of human waste in sealable containers once the portable toilet units are filled (to be printed by Media Mecca), thoroughly sweep BRC to ensure everyone is informed, and ensure 24+ hour supplies and power generation ability at outposts. They will close portable toilets if possible when they fill, and direct traffic to nearest operational bank. They will focus their energy mostly on unmapped areas, and leave mapped areas to CSD. Also, BRR will dispatch teams to Gerlach pending dispersal to outlying areas, and set up an off-playa Command Post at Gerlach office.
 - Exodus will assemble necessary staff, initiate Exodus plan if traffic warrants.
 - The supplier of portable toilets will send three trucks to empty pre-established toilet banks (3:30, 8:30, and 6:00). They will send three more empty trucks to remain on site. The remaining four trucks should pump as long as possible. They will leave the largest truck at the Commissary for gray water tanks, and a smaller one at the Café.
 - Lighting Suppression will send larger potable truck to the Commissary, and a smaller one to the Café to top off the tanks. Then they will park and remain in those locations.
 - XRT will initiate mass communication using Public Service Announcements via all radio stations and large-scale sound systems. They will brief the media, and print posters explaining how to dispose of human waste, for BRR to distribute. They will coordinate with radio stations for regular simulcasts of BMIR signal.
 - DPW will check structures for rain load failure potential (employing BRR if needed). Fuel and propane

will be staged at the Commissary and at the Café, and water tanks will be topped off at both locations. They will check BMIR power needs (in case of grid failure) and ensure their continued ability to broadcast. If an unexpectedly heavy exodus occurs, at the discretion of Exodus team and IMT, DPW may create alternate designated routes out of the city, using ambers and light towers to illuminate exit routes. They will streamline any deliveries to the Commissary.

- The Art Department will advise large art teams to rig/return to camp accordingly.
- CSD will accelerate the vendor schedule for deliveries to the Café and to Arctica, if possible. They will confirm that the Café has enough resources to remain operational. Placers, with the assistance of BRR, will contact all camp leads in their sectors to ensure that equipment is moved away from extremely wet areas. They will reassure participants. BMIR will be turned over to emergency broadcast mode. All stations will broadcast the BMIR signal as needed, and on regular intervals.
- BRC/LLC will ensure there is a minimum 24-hour supply of food to outposts, the Café, First Camp, and other event-critical operational facilities (specifics TBD by circumstance at time of incident). They will develop and implement procedures for re-supply. Nearby camps should be urged to take in stranded participants in Center Camp and/or bring in food if possible. Placers will help camps learn how to create in-camp toilet facilities.
- The Gate will be closed for incoming traffic (except emergency and relief vehicles), and will redirect inbound traffic. LEAL will advise and coordinate with law enforcement. LEAL will use all-terrain vehicles to move resources.
- The Airport will advise all aircraft crews and pilots of pending conditions.

ii. Level Two: Shelter In Place — More than 12 hours

The distinction between Levels One and Two is intentionally vague. Level Two should be understood to mean when either a single storm turns into several, and delays become longer than anticipated, or a single unexpected or severe rain prevents movement.

- ESD will utilize current plans to either stabilize patients in place or evacuate medical cases as deemed appropriate, utilizing National Guard air capability if needed.
- DPW will dispatch radio calls, and the Commissary, Arctica, and the Café will remain operational. They will ensure they have fuel, means of water disposal, toilet service, firewood, battery banks, and other recourses.
- BRR will ensure power is available for Outposts and Headquarters, independent of the power grid. They will patrol on foot as long as possible, and maintain their Outposts. They will ensure as many Rangers as possible have fresh radio batteries. They will create and post signage at all banks of toilets, indicating nearest Ranger Station. Rangers should individually create signage indicating their location and possession of radio, and post it at the nearest intersection. BRR will assist with Exodus as needed. They will send self-supporting teams (with battery chargers and cell phones) to Gerlach, Wadsworth, etc, to redirect participants and ensure good community relations.
- XRT will use Public Service Announcements to explain the survival procedures for health and public safety. Through Communications Staff, they will issue regularly scheduled updates (every 30 minutes) live over all radio stations. Communications staff, working with Media Mecca, will issue briefs on a regular schedule, and coordinate with the Web Team and external media to alert inbound participants of the situation. They will communicate with pre-established holding points in Gerlach, Reno, and Fernley. Change the outgoing message on the Burning Man Hotline 415-TO-FLAME; advise key Gerlach citizens.
- The Artery will advise artists as necessary.
- The power vendor will shut down the electrical grid, and ensure that operational generators are at BMIR, the Commissary, the Café, the third-party emergency medical contractor, Dispatch, NOC, and BRR.
- Every 12 hours a decision will be made regarding what steps Arctica, the Commissary, the Café, the roads, and Gate should take.
- In the event of rain, NDOT/NHP will advise traffic exiting I-80 of conditions ahead. (NHP has indicated willingness to put up message boards.) Rangers should be stationed at pull-offs to answer questions, but traffic

should be directed north, rather than allowed to accumulate. However, rangers should patrol Fernley and Wadsworth to ensure that participants that do remain are behaving well, and are informed.

- Participant traffic already past Fernley and unwilling or unable to rent lodging in Reno should be directed to Black Rock Station and/or the work ranch. Portable toilets are available onsite, and their supplier should be kept advised of their use/condition.
- DPW/Ranch Staff must ensure spare paper and a case of hand-sanitizer solution, and develop a plan for parking, latrine staging and production, and management.
- Prior to the event, the DPW Sign Shop will make signs to be stored in Gerlach for use in case of rain. Signs will read: BURNING MAN EVENT SITE CLOSED DUE TO WEATHER CONDITIONS NO ON/OFF PLAYA TRAFFIC PERMITTED PROCEED NORTH TO EVENT STAGING AREA (Approx 20 miles) AND WAIT FOR UPDATES FROM BRC RANGERS

n. Population Contingency Plan

Each year BRC/LLC tailors the city layout to best meet the needs of participants based on historical as well as current data. This year BRC is making the following improvements to the city layout which will provide enough room for the population, as well as the right amount and location of civic areas where participants can be acculturated so they become responsible citizens. The infrastructure will be ready when the event begins in order to accommodate participants adequately.

The 2011 city layout will again contain 12 annular streets as in 2010. This will decrease the amount of urban sprawl, and will connect camps in the back with the civic and art events that occur near the Esplanade. Also, the block sizes will remain narrower in 2011 as in 2010 to make space more accessible and to minimize the unused space that was observed in the middle of blocks in aerial photos from the 2006 event.

There will be a temporary camping area near the Greeters Station for participants to stay if they arrive after dark to avoid driving around in the dark looking for a space. The Greeters will direct them to an open space the next morning. As in previous years, the Placement Team will be inspecting the entire city as it fills up and directing larger camps to places where there is still adequate space.

The Playa Safety Council (PSC) consisting of the BRR, LEAL, ESD, DMV and Gate, Perimeter & Exodus will be briefed on the anticipated population for 2011. PSC departments have increased the number of staff and volunteers to handle any increased needs. PSC, as well as other Burning Man staff, will be increasing their staffing numbers earlier in the event so they can be fully prepared to begin all operations when the event opens. Likewise, the event will be staffed through the end of the event and into the Exodus period for as long as necessary. Also, PSC has participated in developing this contingency plan. Furthermore, all PSC staff and volunteers will be briefed on how to handle the increased population this year.

- The Gate Crew will again be processing entrants quickly in 2011 due to increased lanes and staff. This will avoid traffic and delays. The Department of Mutant Vehicles is limiting the number of mutant vehicles allowed in Black Rock City again this year in order to cut down on driving since there will be a larger number of pedestrians. The criteria for licensing are the same as last year, but the standards are being applied even more strictly.
- Gate Road is going to be widened for Exodus again this year. This will provide more space to stack cars instead of allowing too many cars onto the highway. For over half of the peak periods of Exodus, only one gravel lane will be used instead of two to avoid too many cars on the highway. Also, flaggers will be used at the 8-mile entrance and the “Y” intersection of County Road 34 and Highway 447. Broken vehicles will be towed out of the queue to avoid congestion. The perimeter will be maintained continuously during the event period and will continue through the exodus process by the Gate, Perimeter & Exodus Department to prevent participants from leaving the city at other points, which would lead to more traffic congestion.
- There will be more Rangers on radio communication this year to deal with participant issues and safety concerns.
- There will be more third-party emergency medical contractors and ESD staff available this year to handle medical issues.

Health concerns are of utmost importance, so this year there will be adequate portable toilets, hand-sanitizer and ice sales for the anticipated population. There will also be more portable toilets on reserve that can be placed if necessary. There will also be adequate number of trucks and staff to ensure that toilets get serviced three times per day, or more, if necessary. Hand sanitizer banks will be monitored by both United Services and DPW. Banks that run out more frequently will get an additional bank installed to ensure that there is more sanitizer available when needed.

There will be three ice sales locations. In addition to Center Camp, there will also be ice sales at the Three and Nine O’Clock plazas. Also the number of ice deliveries will be increased as necessary to meet demand.

i. Pre-Event

The Media Department, Web Team, Community Services and other departments have worked together on a variety of communications to communicate the proper messages to participants so that everyone will be better prepared in case there is an increased population. This includes getting important messages to the target audience of newcomers, as well as reminding experienced participants about important information. The Survival Guide (readership of all ticket holders), Website (readership of the general public), and Jack Rabbit Speaks (readership of 100,000 past, present & future participants, as well as non-participants) are informing the entire BRC community about information that will help them adapt to a increased population. This includes information about infrastructure, as well as, acculturation issues that affect participant satisfaction.

ii. During Event

The Greeters, Playa Info and BMIR will all be working to communicate to participants on playa important information. If the need arises, we will increase volunteer recruitment efforts on playa this year. This means more staff for our operations and participants. We have found that getting participants involved in a volunteer capacity, especially newcomers, is an effective way of getting them aligned with our principles, thus ensuring better behaved participants.

The Greeters will hand out a “Tip Sheet” with collated materials this year. This will be a one page publication with key messages that all participants will need to know such as driving protocols, Exodus, new ice locations, etc. The Greeters will inform and direct participants to open spaces for camping. PSAs will be used to broadcast key information to participants such as reminding everyone about driving protocols, and asking placed camps to welcome newcomers to open spaces nearby.

iii. Post-Event

Playa Info, BMIR and Exodus will all be working post-event to continue getting the proper information to participants as they leave the city. Playa Info will remain open later than last year in order to get information to participants and operate lost and found. PSAs will be used during Exodus to broadcast key messages. Bullhorns will be used as necessary to announce key messages in the Exodus line.

o. Ticket Sales

BRC LLC is monitoring ticket sales and historical trends to ensure that the population does not increase above our managing capacity. BRC/LLC is prepared to stop ticket sales if it determines that the population has increased beyond our ability to handle the population. The phrase “unlimited ticket sales” no longer appears in our ticket purchasing information, so there is no expectation in the community that we cannot stop ticket sales if we feel the need. If BRC/LLC stops ticket sales then this will be announced on our website, in the Jack Rabbit Speaks and at the Box Office. However, if BRC/LLC stops sales then it will reserve a limited number of tickets to be sold at the Box Office for participants who show up at the Gate and have nowhere else to go. This will avoid the issue of loitering in Gerlach and Empire, as well as avoid camping in the Closure Order area. This small number of tickets will already be factored into the overall number of participants that BRC can support.

Based on the declining crime trends over the last few years (due to changing demographic and increased educational efforts of participants), as well as population predictions for this year, and increased BRR presence and readiness, BRC/LLC feels that there will be adequate law enforcement for this year despite an increased population.

VI. Appendix

- A. Who to Contact**
- B. Contact Information**
- C. List of Prepares**
- D. LLC Incorporation Document**
- E. Calendar**

A. Who to Contact

Burning Man is run by a 8 member Board of Directors. The following list of names clarifies who to contact for each department. The first person on the list (and in bold) is the primary contact for that department. Names that follow the lead are LLC members and Staff who would also be able to make a decision or help clarify information, and should be contacted in the order in which they are listed.

PERMIT PROCESS, FINANCES:

Will Roger Peterson

Ray Allen

PUBLICITY, COMMUNICATIONS, WEB SITE:

Marian Goodell

Andie Grace

ENVIRONMENTAL EDUCATION, THEME CAMP
PLACEMENT AND PARTICIPANT SERVICES:

Harley K. Dubois

Terry Schoop

BLACK ROCK RANGERS:

Wally Bomgaars

Harley K. Dubois

SAFETY, EMERGENCY SERVICES:

Joseph Pred

Harley Dubois

LAW ENFORCEMENT AGENCY LIAISON:

Duane Hoover

Harley K Dubois

DEPARTMENT OF PUBLIC WORKS

Marian Goodell

ART: OPEN FIRE, FLAME EFFECTS, PYROTECHNICS:

Crimson Rose

BLACK ROCK CITY AIRPORT:

Will Roger Peterson

Lissa Shoun

Harley K. Dubois

B. Contact Information:

- **Will Roger Peterson**
Office (415) 865-3800 x 140
Mobile (775) 750-6252
- Marian Goodell
Office (415) 865-3800 x 104
Mobile (415) 706-8951
- Larry Harvey
Home (415) 431-6523
Office (415) 865-3800 x 105
- Harley K. Dubois
Office (415) 865-3800 x 103
Home (415) 956-3969
- Crimson Rose
Office (415) 865-3800 x 113
- Duane Hoover
Mobile (806) 773-5358
Home (806) 745-2882
- Joseph Pred
Office (415) 865-3800 x 121
Mobile (415) 515-8569
- Ray Allen
Office (415) 865-3800 x 137
Mobile (415) 816-8997
- Wally Bomgaars
Mobile (831) 252-1311
- Terry Schoop
Home (510) 525-5155
Mobile (510) 684-7954
- Lissa Shoun
Office (408) 297-9795

C. List of Preparers

- Will Roger Peterson, BRC/LLC Director of Nevada Relations & Special Projects
- Larry Harvey, BRC/LLC Director
- Marian Goodell, BRC/LLC Director of Business, Communications & Department of Public Works
- Harley Dubois, BRC/LLC Director of Community Services & Playa Safety
- Ray Allen, Executive Project Manager
- Joseph Pred, BRC/ Senior Staff, Emergency Services Operations Chief
- Duane Hoover, BRC Senior Staff, Law Enforcement Agency Liaison
- Rod Garrett, BRC/LLC Planning & Design Services
- Lissa Shoun, BRC Airport Manager

D. LLC Incorporation Document:



LIMITED-LIABILITY COMPANY CHARTER

I, DEAN HELLER, the Nevada Secretary of State, do hereby certify that **BLACK ROCK CITY LLC** did on **February 4, 1999**, file in this office the Articles of Organization for a Limited-Liability Company, that said Articles are now on file and of record in the office of the Nevada Secretary of State, and further, that said Articles contain the provisions required by the laws governing Limited-Liability Companies in the State of Nevada.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of State, at my office in Carson City, Nevada, on **February 4, 1999**.

Dean Heller

Secretary of State



By *Marianne Jockyer*
Certification Clerk

E. Calendar

Today							August 2011		Print Refresh		Day Week Month 4 Days Agenda	
Sun	Mon	Tue	Wed	Thu	Fri	Sat						
31	Aug 1	2	3	4	5	6	Survey Begins					
7	8	9	10	11	12	13	Construction Begins					
14	15	16	17	18	19	20						
21	22	23	24	25	26	27						
28	29	30	31	Sep 1	2	3	(12:00am) Burning Man Event					

Today							September 2011		Print Refresh		Day Week Month 4 Days Agenda	
Sun	Mon	Tue	Wed	Thu	Fri	Sat						
28	29	30	31	Sep 1	2	3	(12:00am) Burning Man Event					
4	5	6	7	8	9	10	Burning Man Event					
11	12	13	14	15	16	17						
18	19	20	21	22	23	24	Takedown/removal of above ground material complete					
25	26	27	28	29	30	Oct 1						

Sun	Mon	Tue	Wed	Thu	Fri	Sat						
25	26	27	28	29	30	Oct 1						
2	3	4	5	6	7	8	Cleanup/restoration complete					
9	10	11	12	13	14	15						
16	17	18	19	20	21	22						
23	24	25	26	27	28	29						
30	31	Nov 1	2	3	4	5						