

NEW ENGLAND ORIENTEERING CLUB

EVENT DIRECTOR'S HANDBOOK

Thank you for taking on the responsibility of running a NEOC event. The information in this handbook is designed to help you prepare for the event.

If you have any questions, please e-mail the appropriate Club Officer or staff. Refer to the NEOC website (www.neoc.org) or your most recent newsletter for the current names and contact information.

THANKS FOR VOLUNTEERING TO DIRECT AN EVENT

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NEOC Meet Direction: Key Steps

See details on following pages

3 – 12 Months Before Meet

- Work with the [VP Events](#) to choose event location and date.

2 – 3 Months Before Meet

- Determine type of event/number and color of courses.
- Design courses in Purple Pen.

One Month Before Meet

- Vet courses and make necessary changes.
- Get written permission for use of site.
- Recruit day-of-meet helpers.

One Week Before Meet

- Get all necessary supplies and equipment from previous meet director and/or NEOC storage locker.
- Put any special directions or parking instructions on NEOC website.
- Print suitable quantity of maps for each course.
- Synchronize controls.

Day Before Meet

- Purchase refreshments.
- Hang off-trail controls and set up water stops (not visible from trails).

Day of Meet

- Position remainder of controls/water stops. (Don't forget about the String-O.)
- Set up registration and refreshment tables.
- Coach the day-of-meet helpers on their responsibilities.
- Manage the registration process/be available as questions or issues arise – be the face of NEOC to newcomers.
- Check to make sure all participants return from woods.
- Gather the completed Safety Cards for secure disposal.
- Pick up all controls, flagging tape, water stop trash, and supplies. Pass gear off to next meet director or return to NEOC storage locker.
- Pick up registration area so it's cleaner than when you arrived.
- Send meet results to the Results Coordinator.
- Send your RouteGadget files (generated by Purple Pen) to the Results Coordinator.

Within One Week After Meet

- Complete Meet Financial Report and send to NEOC Treasurer, with any new member forms.
- Send copies of your courses to the Course Librarian.
- Send meet write-up for the NEOC website.
- Think about changes you'll make when directing your next meet.

Introduction and Summary

How much time does it take to direct a local event? Planning, course setting, hanging and retrieving controls, finding helpers, day-of-the-event management, equipment requisition and return, and final reporting typically takes 20 to 40 hours. The Event Director's total time commitment will depend on previous experience and the size of the event, as well as the amount of work delegated to others. The Event Director takes the responsibility to organize an event, but may delegate much of the work, particularly to helpers on the day of the event.

NEOC uses e-punching at all of its events. Companion documents on how to run a meet with electronic punching, and how to synchronize the controls can be found on the NEOC website. Virtually all of NEOC's usable maps are available as .pdf files, which can be opened in [Purple Pen](#) to design and print courses for your meet. Check with the Mapping Chair (mapping_chair@newenglandorienteeing.org) for help on this subject. The Webmaster (webmaster@newenglandorienteeing.org) can grant you access to the Map Library and Course Archive.

Important Contacts

Please see up-to-date contact information on the NEOC website under "About NEOC."

VP EVENTS	Can help with any planning, organizing, map, course setting, vetting questions. Can help with problems related to the event site/scheduled date. Must ensure permission is granted for use of the event site, and that all details (particularly directions on the website) are correct before the event is announced.
MAPPING CHAIR	Maintains the maps in digital form. Forward map corrections to the mapping chair.
VP PUBLICITY	Handles routine publicity, and sends email to members.
EQUIPMENT MANAGER	Oversees all equipment, including controls and punches.
TREASURER	Send "Meet Financial Report" and proceeds from the event to the Treasurer.
WEBMASTER	Maintains the NEOC website.
COURSE LIBRARIAN	Stores course maps from previous events, as a reference for course designers.
MEMBERSHIP SECRETARY	Provides contact information for club members.
TECHNOLOGY COMMITTEE	Provides electronic punch equipment, expertise and training.

Detailed Timeline

At least two months prior to the event

1. Choose an event location and date; coordinate scheduling with the VP Events.
2. Obtain permission via the VP Events from landowner or manager for use of orienteering and parking areas. This will usually require a certificate of insurance, which we obtain from OUSA (USOF); VP of Events can help with this.
3. List the event on the NEOC schedule and website. Include specific directions for location of parking and start.
4. Identify course setter. Course setter should obtain the map for course planning; download [Purple Pen](#), for drawing the courses on the map.
5. Get list of potential helpers from Membership Chair and recent results. Begin lining up helpers. Split workers' shifts so that they can run a course.

At least three weeks prior to event

1. Design and vet courses and water stops; streamer control locations.
2. Finish recruiting volunteers to help with registration, instruction, computer, and control pickup.

One week prior to event

1. Obtain equipment – either from previous event or from the locker.
 - a. Equipment is stored in a storage locker; we have 24-hr access. VP of Events can provide directions and the code. Check equipment boxes for re-stocking (waivers, map bags, Safety Cards, etc.); inform Equipment Manager of any needs.
 - b. Get electronic punching equipment.
2. Synchronize electronic controls (see separate documents on e-punching system).
3. Print maps and control descriptions. Print a few “all controls” maps to help pickup. Also, the Purple Pen “Control Cross-reference” report helps with pickup.
4. Buy refreshments – typically water, cookies, fruit, paper cups.

Day or two prior to the event

1. Hang controls that are not visible from trails. Set out water stops at controls not visible from trails.
2. E-mail a copy of your Purple Pen file and the “underlying” .pdf map file to resultscoordinator@newenglandorienteering.org

Day of the event

1. Arrive early, and bring the permit with you.
2. Pick up trash around the Registration and Start/Finish. This reflects well on the club and makes the meet more pleasant for participants.
3. Set out the remaining controls, water stops, and string-O course (if desired).
4. Set up direction signs along approach roads; write down locations to aid in pickup. Put up signs to Start.
5. Set up registration, start and finish areas, and refreshments area.
6. Brief workers on their duties; give them necessary equipment. Make sure you have extra workers early on for set-up and the first rush.
7. Set up download and results in a visible location amenable to people gathering.

During the event

1. Be available to answer questions as they arise.
2. Oversee volunteers.
3. Check periodically for overdue orienteers.
4. Verify that all loaner compasses and e-sticks have been returned, and deposits (like keys) have been returned.
5. For safety, make sure everyone is out of the woods. In the case of competitors apparently still out in the woods:
 - a. Check through control cards and e-punching to make sure competitor was not missed.
 - b. Check to see if someone is waiting for a person to finish.
 - c. Ask if the person has been seen on the course.
 - d. See additional notes under Safety Procedures below.

After everyone is off the courses

1. Pick up controls and any streamers.
2. Stay at the meet site until you are sure that all orienteers and control collectors are back.
3. Collect all materials. Check that all loaner finger-sticks and controls are back.
4. Leave the area cleaner than you found it.
5. Remove all signs.

After the event

1. Return all equipment to the equipment storage locker by Tuesday, or pass them on to the next Event Director.
 - a. Dry all equipment thoroughly before returning to storage (esp. finger-sticks!).
 - b. Restock boxes as necessary and advise Equipment Manager of equipment needs.
2. Submit the Ór competition file and event write-up (and Purple Pen file & map .pdf, if you haven't already) to resultscoordinator@newenglandorienteering.org.
 - a. Submit results on the day of the event. In Ór, click *File > Export Competition...* Send the output .or file.
 - b. Write-up should include a short description of the event. Include information such as the weather, attendance, unusual happenings, courses, and visitors from out of state, and don't forget to mention workers, with thanks.
 - c. If you didn't submit Purple Pen and map files before the event, send those.
 - d. Photos, particularly digital photos, are always welcome. Photos may include a caption. Close-ups are best. Email to photoeditor@newenglandorienteering.org.
3. Download the "Meet Financial Report," complete it, and mail it to the Treasurer, with any membership forms.
4. Submit or mail waivers to Joanne Sankus, 9 Cannon Road, Woburn MA 01801
5. Submit copies of your courses (as .pdf files) to course_librarian@newenglandorienteering.org.
6. Shred the Safety Cards. (See "Handling Personal Information" below.)
7. Give yourself a pat on the back! Thank you!

Course-Setting Guidelines

Please read the [OUSA course setting guidelines for local meets](https://www.orienteeringusa.org) available at [orienteeringusa.org](https://www.orienteeringusa.org). We summarize these here, but request that course setters be thoroughly familiar with the guidelines. The results from previous meets, especially at the same location, are useful guides for course length and the distribution of finishing times.

Some NEOC maps require shorter courses to account for slow running through undergrowth or steep climb. If the weather is likely to be hot, adjust course difficulty downward. If courses are too long and physically demanding, you will have to wait a long time for the last participant to return, and generate a crowd of unhappy DNFs.

Place **water stops** and cups every 3 km for Orange through Blue courses, as well as Start and Finish. Place water stops at controls close to roads or easy to access from a major trail: water is heavy. Provide about one gallon for every 20 runners expected to punch at each water stop control, and more water in hot weather or for courses with a lot of climb. Consider having water on White/Yellow courses—people are often on those courses for a long time.

USOF recommendations for course setting at local events

Course	Distance	Navigational Difficulty	# Controls	Winning Time (min)
White (beginner)	2-2.5 km	Easy	6-12	15-25
Yellow (advanced beginner)	2-3.5 km	Easy to medium	6-12	20-30
Orange (intermediate)	3-5 km	Medium	8-15	30-45
Brown (advanced short)	3-5 km	Hard	8-15	35-50
Green (advanced short)	4-6 km	Hard	10-20	40-60
Red (advanced)	6-8 km	Hard	10-20	50-70
Blue (advanced long)	8-14 km	Hard	10-20	60-90

Avoid doglegs (obvious routes that take a runner into and out of a control on the same line). If two courses have similar routes, consider making one clockwise and the other counter-clockwise. One design strategy for the advanced courses is to design the longest course at your event (e.g. Red), and then use subsets of the advanced controls for the shorter advanced courses.

Check the location of the streamer from different directions for accuracy and suitability for the course difficulty (color). If you find that an area where you had planned to set a control needs map corrections, make the map corrections (through the Mapping Chair) or change the location.

After you have designed and flagged your courses, have a second experienced orienteer – a co-director or vetter – visit the control locations in the woods. The vetter will check the appropriateness of your courses and may suggest improvements to the courses. Please consider the vetter’s advice, even though you have already worked very hard on the courses.

Try to make sure all the technical aspects of your event are perfect. You will really appreciate all the time you’ve spent when competitors have clean courses to run on.

For white, yellow, and orange, err on the side of being too easy. Course-specific advice:

White: Novice – mostly or entirely on trails

Make this course **easy – no one should fail**. Beginners have a lot to figure out on their first course. The first control should be at the first point where they have to make a choice (e.g. at the first trail junction). OUSA recommends the flag be visible from the Start. Every decision point should have a control. If a participant tells you the course was too easy, you have been successful; suggest the next course.

Yellow: Advanced Beginner – controls visible from trails

Navigation should consist of simple alternatives with controls at major features (for example, tops of obvious hills or knolls, stone wall junctions, distinct water features). Legs should follow linear features – trails, walls, and streams.

Orange: Intermediate

This is a challenging course to design because a wide range of people will run it – from near beginners to older veterans. It should be easy to finish, but hard to do perfectly. A helpful rule is that there should exist a way to get to the control using linear features that is slower than the optimal route. Controls should have catching features – a stream, trail, or stone wall – that will catch an orienteer who overshoots.

Brown, Green, Red, Blue: Advanced

Advanced level controls can be any unambiguous feature on the map. The courses should be designed to maximize objective navigational difficulty; a feature selected as a control must clearly exist. Avoid confusing objective difficulty with luck or “bingo controls.”

String

Event Directors are encouraged to include a String-O course in their event. String-O is designed for young children and is easier than usual beginner courses. Courses are typically 200-500m long and have a continuous string marking the route. The terrain must be friendly, and the course should be safe but interesting – visiting unique features and taking advantage of the event site. Miniature controls with a small bag of stickers are placed at each control. A simplified map is suggested but not required, with the route of the string and the control locations marked on the map.

Participants follow the string through the entire course. It should not be possible to get lost, even for a small child. Participants are welcome to rerun the string course or to run it backwards.

Event Format

The most common local meet format is a meet with White, Yellow, Orange, and one or two advanced courses – e.g. Green and Red. Such a meet is accessible to all skill levels without being too onerous for the directors. The longest course is typically only 5-7 km, and the meet can use as few as 30 controls with some overlap among the courses. Score-O is another common format with time limits of 60 or 90 minutes, where competitors try to visit as many controls as possible in the allotted time. For smaller maps, a sprint meet is often desirable: the available courses can be a White course and 2-3 intermediate sprint courses of about 2-3 km length with short, rapid legs.

Event directors may choose to be creative while staying within the parameters of orienteering. It is expected and encouraged that most meets each year fall within the typical meet formats to establish consistency of product. Variation from time to time is welcome. Many maps are particularly well suited to certain formats, and directors are invited to consult with the VP Events for suggestions.

Equipment and Supplies

EASTERN MASSACHUSETTS

The event equipment for eastern MA is located at Burlington Self-Storage, 35 Ray Ave, Burlington MA 01803. From Route 95/128 Exit 33, take Route 3 South for 1/2 mile to Ray Avenue on the east side of Route 3. Call the VP of Events or the Equipment Manager to obtain the unit number and access code. The numbers will not be posted on the web site. Although signs are posted saying that access is limited to 7 AM to 7 PM, **NEOC has 24-hour access.**

At the gate to the storage facility there is a keypad to enter the access code to open the gate. NEOC's storage room is on the first floor of Building B. From the gate, go to the end of the first building, turn left and then almost immediately turn left again. The current locker is inside the first door (#3). NEOC's bin is the first door on the right. After dialing the combination, squeeze the lock closed to release it.

Fill out the equipment sign-out/sign-in book at the storage. If any equipment is lost, stolen or damaged, please make a note of it on the sheet, and call or e-mail the Equipment Manager right away.

RHODE ISLAND, CONNECTICUT, AND WESTERN MASSACHUSETTS

NEOC also maintains an inventory of equipment to service these areas. Contact the Equipment Manager for help.

TRANSFERS

When possible, picking up meet equipment from the previous director is encouraged, as it saves trips to the equipment locker. If you want to pick up equipment directly from the previous Event Director, please contact that person directly to make arrangements. Indicate your plans on the equipment checkout.

Equipment Checklist

Picking up equipment for a local NEOC event is easy: At the storage locker pick up one box each of:

- Registration
- Start/Finish

Then pick out other items that may be useful for your event; recommended quantities for a typical meet are in parentheses:

- Tables and Chairs (4 or more of each, though some meet sites have picnic tables)
- Directional signs (6) and wires
- Start/Finish sign (1 each)
- Canopies, tarps (as necessary)
- String-O kit
- E-punch gear:
 - Loaner finger-sticks
 - NEOC laptop with download box
 - LCD Results display and support tripod
 - Thermal “splits” printer
 - Color inkjet printer
 - Extension cords
 - Generator and fuel jug

Here are a few details about the equipment:

1. Check the contents of the Start/Finish and Registration boxes, and replenish from the locker:
 - Waivers and membership forms in registration binders.
 - Map case quantity and size (there are several sizes of map cases).
 - Safety Cards!
 - whistles
2. Directional Signs and Wire “Quiver”
 - Determine in advance how many (& which) signs will be needed to direct folks to the event site. Consider mapping the specific location of each direction sign to allow other helpers to hang and retrieve the signs without guidance.
 - The directional signs have numerous holes around the edges so they can be mounted to a variety of structures with the coat-hanger-like wires in the wire quiver.

3. Cups and Water

Generally various cups will be found on the top shelf at storage. Please use them! If you purchase cups try to get 7oz waxed paper (not plastic) cups. When placing cups in the woods, place them in plastic bags to keep them clean, and leave a trash bag to collect them after the event. No water or sports drink additives should be in the storage locker. Therefore, water will need to be purchased for the event, both to put out water stops and at start/finish. Plastic gallons work best in the woods.

Meet Personnel

An event requires meet volunteers to function. Well ahead of the day of the event, recruit dependable helpers. The NEOC Membership Chair can provide a list of members who live in the vicinity of the event. NEOC policy is designed to minimize the volunteer workload required for an event, but you will still need 4-8 helpers to assist with setup, registration, results, and cleanup. If possible, have enough helpers that they can rotate and get a chance to run a course.

Volunteer description:

Registration – 2-4 workers, 2 tables

Registration workers shepherd participants through signing the waiver, paying event fees, and selecting courses. They distribute maps, rental equipment, and Safety Cards. It is helpful if at least one worker is experienced and can advise participants on the most suitable courses. Help participants complete the Safety Card (name, stick number, course). Explain e-punching as needed. Remind participants to Clear/Check their finger-stick. Remind participants of the course closing time, and to check-out at the results computer before leaving the venue.

Collect completed Safety Cards. When you have a “batch,” take them to the volunteer at the computer.

Note: Participants who show a NEOC Member card do not need to sign the waiver or pay.

Results computer – 1 worker, 1 table

Someone must operate the results computer throughout the meet. Information from participants' Safety Cards must be entered in the computer, and finisher downloads must be monitored for problems. For high-volume meets, busy periods, or first-time workers, a second volunteer may be helpful.

Instruction – 1 worker (optional)

A suitable experienced orienteer should be available for beginner instruction for the first hour of the meet. Events will often have groups of beginners, and it is important that someone be available to offer even a short introduction to orienteering. Set out an example control flag. In the absence of a dedicated volunteer, a helpful impromptu club member can often be found; failing that, a registration worker typically helps.

Control pickup – 2-4 workers

Control pickup is easy to overlook, but picking up controls at the end of a long day is not fun to do alone. It is recommended that the interval between the last start and the close of the event be kept short (e.g. 2 hours) to increase the likelihood that participants will help.

Map and Control Description Printing

Purple Pen is NEOC's standard course-setting software. It can be downloaded for free from purplepen.golde.org. Purple Pen runs only on Windows systems. NEOC recommends using Purple Pen for the entire design process – initial design, course revision, vetting, and producing final maps and clue sheets.

Purple Pen can open map files in .pdf format, downloaded from the NEOC Map Archive. Contact webmaster@newenglandorienteering.org for access to the map archive. The interface to Purple Pen is intuitive, and the software has excellent built-in help. Purple Pen can place control locations, create multiple courses, generate control descriptions, and output course maps at arbitrary scales. Further assistance can be obtained by asking other meet directors.

Key points to remember:

- Ensure the map and courses are at the proper scale (Menu - Course: Properties). The scale should almost always be 1:5000, 1:10000, or 1:7500.
- Add control descriptions to all courses (Item: Add descriptions). White and Yellow get text descriptions; Orange gets symbols and text; advanced courses get symbols.
- Re-number control codes as needed to correspond to the NEOC e-punch units—numbers 101-190. (Event: Change Control Codes)
- Define the bounds on the printing area as needed to include relevant map features (File: Set Print Area)
- Add event name, date, course name, map scale, and contour interval. (Item: Add Special Item: Text)
- Cut the lines connecting controls and the control circles when they are obscuring important features. (Select line, Item: Add Gap) Move control numbers that obscure features.

Once your courses are designed and the input into Purple Pen, generate .pdf files of your courses. (File> Create PDFs) Purple Pen will output a .pdf file for each course you designate. Open each file to ensure that the appropriate area of the map is included and that the scale is correct.

Printing

There are any number of print shops that will print .pdf files. Take the .pdf files on a memory stick, via e-mail, or via an online service to Staples (e.g.). Typical print costs are less than \$1.00 for an 8.5x11" color page. Print one copy and check the scale with a ruler before printing all. It is difficult to anticipate attendance, but it can be guessed from previous meets at the same location and from recent meets at similar locations. A good estimate is 20 White, 30 Yellow, 30 Orange, and 20-30 of each advanced course. It is a good idea to print 10 blank maps (without a course) in case one or more courses run out. Maps can also be reused from finished competitors. Print a few "all controls" maps for control pickup.

In addition to control descriptions on the maps, loose descriptions should be printed for Orange and advanced courses. Use Purple Pen's File>Print Descriptions to print control descriptions, then make copies at your print shop; or install cutePDF or PrimoPDF to "print" to a .pdf file. It is **highly** recommended that maps be printed at least two days before the event. Do *not* print maps until all control locations have been vetted and finalized.

Event Aftermath

There are a few housekeeping responsibilities for Event Directors after the last control is retrieved and the event site is packed up. Remember to return the equipment to either the locker or the next director, and to submit the results & RouteGadget files to the results coordinator.

Lost and Found

Personal property is often left at event sites – articles of clothing, sunscreen, bags, and even wallets and phones. When you submit the results to the results coordinator, include a description for the website of any lost items sufficient to inform the owner of their location. If you do not hear from anyone, the items can be given to the VP of Administration.

Accounting

NEOC will reimburse directors for routine out-of-pocket expenses like map printing and refreshments, so save your receipts. Check with the Equipment Manager and Treasurer before buying any atypical items, as the club has a large collection of equipment. Your mileage while setting and vetting is also reimbursable.

Download the Meet Financial Report from the NEOC website. Complete it and submit it, with receipts and checks, as directed on the form.

Event Write-Up

The event write-up on the NEOC website is an important and often neglected component of event direction. A description of the event is valuable for posterity and will give more information than a simple list of results. The description is seldom longer than two or three paragraphs and often includes weather information, attendance data, course remarks, and any details of special note. Please thank your volunteers and helpers by name.

Volunteers

Please send your volunteers a thank-you note or e-mail. A simple thank-you can be very encouraging.

Safety Procedures

Orienteering is a safe sport. Despite the apparent dangers in unequipped solitary running over rough terrain, injuries are rare and usually minor: sprains, scrapes, scratched corneas, minor heat exhaustion, mild hypothermia. However, organizers must not be complacent since the chance of serious injury is always present. For example:

- Heart attack in the deep woods, where rapid evacuation is impossible.
- A disabling injury in cold, rainy weather. Hypothermia will be rapid and severe.

It is not possible for event organizers to eliminate all risks, for they are inherent in the sport. Ultimately, the competitor is responsible; they accept the risk knowingly. Still, event organizers must do whatever they can to minimize the dangers and cope adequately with problems when they do arise.

The following safety procedures are recommended, to do as much as possible without submitting organizers, workers, or competitors to unnecessary inconvenience.

1. Encourage everyone to carry whistles—they are much louder and more durable than lungs.
2. A basic first aid kit is included in the Start/Finish Box. The responsibility for using it resides with the person who is injured—event organizers are not allowed to practice medicine. In addition, have a gallon of water in reserve for medical emergencies, such as wounds or dehydration.
3. Know where to get medical help. Have available key information such as location of nearest telephone, police, and directions to the nearest hospital.
4. On the control description sheet, emphasize safety details and course-close time. Remind everyone to report to Finish whether they complete the course or not.
5. Use the meet software and the Safety Cards to track who's still out in the woods. Near the end of the event, if you have cards left indicating people still out in the woods, take these common sense steps:
 - a. Check the start time—if it was a late one, perhaps the person is less overdue than you think. Some people are both slow and stubborn (over five hours on a yellow course is not unheard of).
 - b. Try to determine if the person has gone home without reporting in.
 - If the person used a loaner finger-stick, is it in the box?
 - Is the person's car in the parking lot? (License plate number on the Safety Card.)
 - Phone the number on the Safety Card.
 - c. Search: Go as teams of one (with a cell phone or two-way radio) or two (if no radio communications are available), starting with the area around the last legs of the missing person's course. Yell for the person by name. Agree beforehand upon a search route or area for each search party, and ending time when all parties will report back; this should be

well before dark, if possible. Be sure that someone remains at the finish/parking lot area, in case the missing person comes in on his own.

- d. Notify the authorities, namely local police, forest rangers, etc. Explain to them patiently that someone is unaccounted for and may be in trouble. Be precise, include as much detail as possible, and don't exaggerate. Alert NEOC officers so search parties can be organized.

Handling Personal Information

NEOC is obligated to protect the personal information of our members and event participants. Personal information is recorded on meet waivers, Safety Cards, membership forms, etc. Take care that these items go where they belong. (See instructions on the Meet Financial Form.)

Safety Cards in particular capture a lot of personal information. At the end of the meet, these should be gathered and shredded. In lieu of a document shredder, tear the cards vertically through the name, phone, and car license info. Then trash one set of halves one week, and the other halves the next week.

Appendix: Fees for Local Events as of 2018

(Fee schedule card is in the cash bag, with Registration gear)

	Members	Non-members
Individual	Free	\$5 White/Yellow \$10 All other courses
Under 10 years old	Free	Free
Family Maximum	Free	\$15 White/Yellow \$30 All other courses
Additional Courses	Free	Free
Loaner E-punch	Free (Security Deposit Required)	Free (Deposit Req.)
Loaner Compass	Free (Deposit Req.)	Free (Deposit Req.)

No charge if a participant becomes a member of NEOC on the day of the event.