



ORGANIZER'S GUIDE

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FOREWARD

Organizing an event is a complex effort somewhat akin to orchestrating an entire Beethoven symphony. Regardless of the size or scope of the competition, however, the ground rules remain the same, and for a first-time organizer, no matter how extensive his or her exposure to the sport may have been, these rules can be confusing.

This guide has been put together in an effort to sort out some of the organizational process for you. Many people have contributed to this publication; organizers that have learned through many years of experience, secretaries that have dealt with entries and competitors, technical delegates with their knowledge of the rules of eventing and expertise in their application, the USEA Board of Governors and the USEA office staff.

As you read through this material keep in mind that with the events of today many of the described jobs are done by professionals; not volunteers. This is where you'll need to create your own manual and use what information pertains to your unique event.

The first chapter is designed to test the strength of your intent to put on an event. Should your resolve remain undaunted, what follows should be a cakewalk! The remaining information is offered to help you get started and stay on track in producing a carefully prepared and well-run event. At times, the job descriptions in this guide walk the fine line between intimidating and helping a new organizer. Hopefully, the latter will prevail. They are intended to help you define the many details involved with achieving that well-run event and will suggest to you a plan for dividing up and delegating responsibilities among your organizing committee. Perhaps you will have better solutions for the unique conditions of your event. More power to you! The main thing is to DELEGATE!!!

You will want to get a three-ring binder and develop a manual for your competition: Having everything in one place is the key to producing a good event. Next, run copies of your job descriptions; put them in a three-ring binder along with a supply of blank paper; give this binder to the designated steward with your request that the steward keep an informal, running record and commentary of his/her work plus a final commentary/report/recommendation; collect these steward's manuals at your debriefing meeting following the event, and you are ready with an updated, improved plan for your next event. Meanwhile, your own manual containing all the job descriptions you have assigned serves as your checklist in making sure the preparations are on schedule.

This guide is not a rulebook. YOU MUST HAVE A CURRENT ISSUE OF THE *USEF RULE BOOK*; BE FAMILIAR WITH THE RULES FOR EVENTING THAT ARE PERTINENT TO THE TYPE OF EVENT YOU ARE PRODUCING AND THE LEVELS YOU ARE OFFERING. If there is anything in this guide that seems in conflict with the USEF rules, contact either your technical delegate or the USEA Office for clarification.

There is nothing more satisfying to a bone-weary organizer than to look back at a job well done - to know that all the pieces that seemed to jumble a month ago, fit together, and most competitors left the grounds with smiles on their faces. At that point, you can take the time to pat yourself on the back. You've earned that privilege. To quote a noted event, "Take a deep seat, get a faraway look in your eye, and kick on." The best is yet to come...

CHAPTER 1 - PLANNING THE EVENT

There are many things to be considered and dealt with when planning a Horse Trials. Read through the list to determine: A) The strength of your resolve, and B) Your willingness to oversee and coordinate all the individual details.

Site Choice and Evaluations

Acreage Requirements

- Cross-country course(s) – Refer to the *USEF Rules for Eventing* for distances and number of obstacles for the level(s) you wish to run. This will determine how much land is needed to host your competition. Plan no less than 100 acres unless you are consulting with an experienced course designer who knows from experience how to best use the terrain. The key here is **USABLE TERRAIN**.
- Dressage Arena(s) – Depending on how many horses you want to run you must have enough flat space to house your arena(s). Small arenas are 20m x 40m and large (standard) arenas are 20m x 60m. The level(s) you run and dressage tests you choose will determine what size arena(s) will be needed. You then need enough warm-up space to accommodate the competitors. The rules require the exercise area to be a convenient distance from the competition arena. A practice dressage arena should, if possible, be placed at the disposal of the competitors.
- Show Jumping – Approximately 75m x 30m or 90m x 50m area will be required, plus warm-up and holding areas.
- Stabling Area – While figuring space for stabling, make sure you allow room for parking big trucks and trailers. Stalls made from rope, string, or wire, are not permitted. Off grounds stabling may need to be explored.
- Exercise/hacking areas with legal and safe parameters (see *USEF Rules for Eventing*)
- Camping and parking space.

Choosing Dates

- Topography/Weather conditions to be anticipated. Times of year when too hot or too wet for an Event.
- Farm Schedule and availability of land for construction, mowing, tilling, grooming, etc. How much time necessary to get ready for the event.
- Availability of public land, i.e., state parks.
- Financial Considerations.

Choosing Footing

- How easy is it to maintain, improve or alter footing, if necessary?
- Will the footing remain good in certain weather conditions?
- What equipment does the venue have to work the footing?

Major Equipment and Development

What you will need to build, borrow, buy or rent.

1. Dressage arena(s) and letters: build, borrow, rent or buy.
2. Cross-country Course: design and build. This necessitates not only building materials but a course designer and a builder as well as a tractor, winch, truck, tools, etc., all of which require knowledgeable operators.
3. Show Jumping Equipment: build, borrow, rent or buy.
4. Flags/Numbers: for each cross-country fence, each show jump and all warm-up jumps.
5. Timing Equipment: borrow, rent or buy
6. Scoring Equipment and Facilities: Computer equipment, software, and/or calculators that print out and a quiet place to score (house, RV, van, etc.).
7. Communications Equipment: GOOD radio communication is paramount throughout the competition. You can rent or purchase state-of-the-art radios. Some events do buy inexpensive radios that work but not always well. It is important to check coverage of the venue BEFORE the event. If you have an emergency during your event, good radio communication is imperative.
8. Restroom Facilities: Build or rent
9. Event Crisis Plan: (See Appendix A: Crisis Plan)
 - a. You must have an emergency vehicle with EMT and/or paramedic, stretcher and recommended equipment available any time an ambulance is not on grounds.
 - b. Vehicle and equipment for transporting injured or deceased horse.
10. Water: for both human and animal consumption either on site, water truck or water trailer. Tanks of water required at stables areas and ship-in parking areas. Ice should be available for very hot weather and when upper level competitions are run.
11. Shelters for Officials: during Dressage or Show Jumping tests; judges booth, gazebo, car (higher cars are better to see from) or horse trailer.
12. Shelter for Secretary's Office: rent office trailer, barn, RV, tent, porch, etc.
13. Stabling: stalls on grounds (either permanent or temporary) or nearby at neighboring farms.
14. Competitor Numbers: bridle numbers or armbands can be used for Dressage and Show Jumping. Pinnies are required for the Cross-country phase. You can purchase or make.
15. Directional venue signs: signs for event venue; show office, stabling, stabling chart, parking, water, potties, etc.).
16. Official Time Clock: large face clock either satellite or battery operated.
17. Food on Grounds: Food is required on grounds to service competitors in the barns as well as spectators and officials. Arrangements need to be made for feeding all your volunteers as well.

Manpower

The key to manpower lies in securing a strong and reliable organizing committee of key personnel. These key positions include:

- Secretary
- Volunteer Coordinator
- Chief Cross-country Steward
- Chief Dressage Steward
- Chief Show Jumping Steward
- Chief Jump Judge
- Chief Timer
- Chief Scorer
- Stabling Steward
- Grounds Steward
- Announcer
- Cross-country Control
- Safety Coordinator
- Hospitality Chairman
- Program/Advertising/Sponsorship Chairman
- Public Relations/Publicity Chairman

Personnel will be required to work before, during and after the event, for the following:

- DRESSAGE: set up arena(s) before event and dismantle and store equipment after the completion of dressage.
- CROSS-COUNTRY: mow gallop tracks, trim weeds around fences, and flag and number fences. Act as “repair crew” during the competition with appropriate vehicles and repair equipment.
- SHOW JUMPING: haul and set up jumps, last minute repairs, decorate jumps with shrubs, flowers, etc. Act as repair crew during the competition and reset jumps after knock downs.
- DISMANTLING: work after event to return grounds to pre-event condition.

Budgeting

1. Initial Investment Estimate: (See Appendix B: Budgeting)
2. Estimated Income: (See Appendix B: Budgeting)
3. Budget Estimate: (See Appendix B: Budgeting)

So, if you decide you really want to deal with all of this (and more) and your answer is, YES, I WILL ORGANIZE AN EVENT, read on – bear in mind that you need at least 12 to 18 months’ lead time before the idea becomes a reality. Actual experience in all phases of an event is invaluable, so volunteer your help at other events. For your first horse trials, a two to three level competition is the easiest ‘entry level’ endeavor you can plan.

CHAPTER 2 - SETTING THE STAGE

When to start

If you are faced with land development, land acquisition (public lands), and building the cross-country course from scratch, 18 to 24 months' minimum is necessary before being ready for an event date.

How to Start

1. Contact knowledgeable, active eventers: Don't hesitate to ask for their input.
2. Call or write: United States Eventing Association (USEA), 525 Old Waterford Road, NW, Leesburg, VA 20176. Phone: (703) 779-0440; Email: info@useventing.com
3. Ask for the name of:
 - a. Your Area Chairperson.
 - b. Board of Governors from your Area.
 - c. Local Eventing Associations.
 - d. List of Course Designers and Competition Officials.
 - e. Neighboring Technical Delegates for input.
4. Join the United States Eventing Association (USEA) & United States Equestrian Federation (USEF)
5. Become familiar with the *USEF Rules of Eventing*. The USEA publishes the *Rules for Eventing* from the parent *USEF Rule Book*. The *Rules for Eventing* are available on www.useventing.com and www.usef.org (the General Regulations are published on the USEF website – certain sections do apply to eventing).
KNOWING THE RULES IS A MUST.

Estimating Income

1. Analyze the history of entries in your Area and estimate the number of entries that you can hope for. Remember, your event may be accessible to several Areas.
 - a. If there is a need for certain levels in your area?
 - b. What levels are well filled?
 - c. What ages are competing?
 - d. How does your anticipated date fit with school schedules?
 - e. Is your scheduling in conflict with other events? The Area Council is responsible for approving your event for recognition; they will help to ensure conflicts are kept to a minimum.
2. Study the entry fees that are charged in your region. This will tell you what competitors are willing and able to pay. It's important not to exceed what the market will bear.
3. Define whatever else, over and above the entry fee that might be a legitimate fee for service.
4. Define the monies that are due to the USEA and USEF, supplementary stabling, hay and bedding, etc.
5. Determine your entry fee and expenses due others, such as officials, veterinarians, medical personnel, and many etcs, and compute your estimated income.
6. Create a budget for your competition and review with all that are involved (See Appendix B: Budgeting)

OFFICIAL DEADLINES

12 – 18 Months Prior

1. SELECT A DATE SUBJECT TO APPROVAL BY YOUR AREA CHAIRPERSON

Obtain a USEA Competition Approval Application from the USEA website and submit the completed form to the USEA Director of Competitions, who will forward your request to the applicable area chair for consideration.

Most Areas hold an annual face to face meeting of organizers to work out the coming year's schedule 13 months out. It is ESSENTIAL that you participate and, as a new organizer, enter the process with some flexibility. Organizers must work around many factors (working farm schedules, public land restrictions, weather, etc.). It is to the advantage of all organizers involved to agree to a schedule that is without conflicts and which is inviting to competitors.

The Area Chair will inform the USEA Office if your date has been approved. The USEA will create an online event profile that contains the USEA Event Registration and prize list format. As a new event, the prize list page is a blank slate. The USEA office will send you an event template explaining each section of the prize list and what information should be included. The event registration must be completed, and fees paid before the prize list will be posted to the USEA website. It is up to the organizer when the page is ready for posting. The opening date is 6 weeks out from the start of the competition. The prize list must also be sent to the USEF (prizelist@usef.org) 30 days prior to the start of the horse trials.

If you plan to offer the Preliminary level or higher, a USEF License must be obtained directly through the USEF.

2. HIRE OFFICIALS

Immediately after being approved it's very important to contract your show officials. One year ahead is not too early! Consult the USEF list of Officials. A list is available from the USEA upon request and on the USEF website. Select your TD from the Eventing TD list. For the first run national event, the USEA will reimburse up to \$500 towards the technical delegate expenses. The President of the Ground Jury can be found on the Eventing Judges list, other Dressage Judge(s) from the Dressage Judges list and/or Eventing Judges list. Your Show Jumping Judge is commonly your President of the Ground Jury but if not, can be selected from the Eventing Judges, Eventing Technical Delegates' list, and Federation Licensed Show Jumping Judges.

When selecting officials, consider the following:

- a. Suitability for your competition
- b. President of the Ground Jury (PGJ): Make sure the judge is the appropriate level of officials for the level(s) your competition will be running. It is also VERY important to hire a judge that interacts and is approachable for competitors as well as being supportive and proactive to the organizer running a first-time event.
- c. The Technical Delegate (TD): This person also needs to be the appropriate level of officials for the level(s) your competition is running. They should have a reputation for entering the organization process, moving things along at a first-time event and being supportive and proactive. It is very advisable to consult with other organizers about TDs and Judges.
- d. Dressage Judges: Local judges are more economical because they can drive and won't incur hotel

- expenses, but do your research, make sure they are good, well-respected judges as well. Bad judges make for a bad event.
- e. The fees they charge.
 - f. Traveling distances, transportation costs and availability of TD for pre-cross-country course inspection; 6 weeks would be ideal, but not mandatory.
 - g. Contact the officials you have chosen and explain to them the type of event you are planning to have. Try to get a sense of the person and your ability to work with that person. Again, other organizers will be a huge help in your choosing appropriate officials. Secure a commitment for your event date and send a contract.
 - h. Confirm in writing the date and their agreement to officiate plus the details of that agreement (arrival and departure dates, fees and expenses to be paid, and per USEF Rules, a general statement about the housing you expect to provide, (i.e. private home, hotel, etc.) plus assurance of any necessary transportation. Make it clear who is responsible for the purchasing of plane tickets. Discern from the TD when the pre-inspection will take place and necessary details of this. **THESE ARE PROFESSIONALS AND ONCE A DATE IS AGREED UPON, YOU MUST CONSIDER THIS A CONTRACTUAL AGREEMENT.** Send the officials two copies, request they sign a copy and return it to you and provide a self-addressed/self-stamped envelope which will assure the response.

3. CHOOSE YOUR EVENT SECRETARY

This person should be someone comfortable with paperwork and be willing to commit being available to competitors and officials throughout the event. The Event Secretary is the ‘face’ of your event. They will interact with the competitors the most and should be pleasant, strong and fair. The month prior to the event requires a major time commitment as entries are received and competitors need information. Refer to the job description provided in this guide. A good secretary is equally as important as the organizer to a well-run event and in assuring help for the organizer.

4. PRIZE LISTS

Research and complete all information required for the USEA Prize List. The USEA medium for eventing prize lists for all USEA recognized competitions. The prize list must include specific information as required by the current USEF rules. It is up to the organizer when the page is ready for posting. Remember, the opening date is 6 weeks out from the start of the competition, and the prize list is due to USEF (prizelist@usef.org) 30 days prior to the start of the horse trials. Start collecting all necessary information now. (**See Appendix C: Registration/Prize List Instructions**)

- a. **DIVISIONS:** Beginner Novice, Novice, Training, and Modified levels require USEA recognition only (for judicial purposes, these levels are under the USEF/USEA Endorsed Agreement). Preliminary and above require USEF licensing in addition to USEA recognition. If you are a first-time event, confer with experienced people in your area to help estimate the levels and numbers of entries you might expect and, whether you should divide divisions and how. If unsure, note under ‘Other Information’ section of the prize list, that your reserve flexibility until entries are complete.
- b. **DATES:**
 - Opening Date – The opening date for entries for national events will be the Tuesday prior to the date that falls six weeks before the first day of the competition. The opening date must be published in the prize list for the competition.
 - Closing Date – 4 weeks after the Opening Date of the competition. It will always fall on a Tuesday.

- c. Name of Organizer and Secretary with addresses, email addresses, telephone, and fax numbers as well as the official event website address.
- d. Entries – Name your divisions and entry fees. All levels of horse trials, three-day events, and CI's require a USEA membership. State who checks are to be made payable to. Your state's rules and regulations regarding coggins and health certificate issues. State your policy regarding refunds before and after Closing Date and, if you require withdrawal to be in writing (highly recommended), etc. You must state if an administrative fee will be deducted (prior to close date that cannot exceed \$25). State information regarding stabling and a pinny deposit and/or refund. Also, consider the number of horses a competitor may compete; if you plan to limit the number, this must be stated in your listing

** Fees, deposits and refunds need careful consideration. Consider what fees are already charged in your Area. Anticipate what is going to cost you to secure auxiliary stabling. Use deposits regarding pinnies, etc., to assure that they will be returned or that you are covered for replacement costs. Acknowledge the administrative costs in receiving an entry and figure an administration fee accordingly.

5. TENTATIVE TIME SCHEDULE -- Factors to consider

- Length of daylight hours.
- When scheduling, avoid conflicts between riders with multiple horses entered and days that multiple phases are going on at once.
- Site Space: avoiding interference by one phase with another; particularly avoid disturbing dressage.
- Weather: Early morning or late afternoon sun can cause severe shadows on jumps making them unsafe. Also, mid-day heat if your climate is warm.
- Scheduling for early conclusion on final day in the interest of travel demands. The earlier a competitor can get on the road after the final phase, the happier they'll feel about your event.

6. AWARDS

- Ribbons. In ordering the ribbons, you must determine the divisions to be held. Some organizers order generic ribbons with the event name but without a division or date so that, over several years, they have the possibility of accumulating ribbons for the unexpected. Decide how many places you will award, 1st through 6th is a general pattern for awards.
- Trophies/Awards – at the discretion of the organizer. This offers an opportunity to develop sponsorship from merchants within your community, businesses who sponsor a trophy and you, in turn, acknowledge them at time of presentation.
- Prize money - An organizer may be fortunate enough to offer prize money due to donations or sponsorships.

7. STARTING TIMES

State the method to be used in releasing the starting times and the date after which they will be available. You arrive at the date by deciding when the Secretary will schedule the time following the Closing Date. You need to allow several days after the Closing Date for last minute scratches; however, all entries must be received by Closing Date. Scheduling will take a few days, especially for inexperienced people. Therefore, it is recommended that you allow yourself a week after the Closing Date. There are several methods to use to make times available:

- Post entry status and ride times on the event's website.
- Email entry status and ride times to the competitors.

- Mail postcards with entry status and ride times.
- Have competitors call in for ride times but this is very time consuming.

8. STABLING/VETERINARIAN

State what type of stabling (permanent or temporary) and size of stalls will be provided, stabling fees and stabling refund policy. The availability of bedding, feed and hay. State whether stall doors are available, or if competitors need to bring stall guards. Identify your veterinarian; how he/she can be reached and where the phone number will be located on grounds (mandatory per *Rules for Eventing*).

9. ACCOMMODATIONS

Hotels/motels with addresses and phone numbers showing how many miles they are located from the show grounds; camp sites; camping on grounds with fee, availability of camper/RV hookups, etc.

10. DIRECTIONS

People hauling rigs appreciate a route that avoids hills, unnecessary rough roads, congested areas, etc. A few extra miles are worth their safety. PLEASE ensure that directions are easy to follow and are accurate!

11. DRESSAGE

Designate the test(s) for each division; there are two tests in which to choose from. Describe footing in the arena(s); sand, grass, Fibar, all-weather, etc. State how the footing will be prepared before and during the competition. For example, how often is the dressage arena dragged and watered. Note the size of the arena (s). Consider your scheduling and manpower because a change in arena size will require time and manpower but remember short rings make for quicker tests.

12. CROSS-COUNTRY

State approximate course distances, speeds and difficulty for each level. Give simple, but detailed and informative descriptions. Terms such as easy, moderate, demanding, inviting for fit horse, good move up course, good course for horses with some experience at that level, etc. are not enough for a rider to adequately prepare a horse. Describe the footing, the terrain, and how these areas maintained. Is the course aerated? What type of turf (sand, turf with sand) and terrain (open field, grassy hills, woods, etc.). The date the courses will be closed (mandatory per *Rules for Eventing*).

13. SHOW JUMPING

The prize list does not require information pertaining to this phase, but the presentation is just as important to the riders, i.e. terrain (should be level), footing/footing maintenance, and required specifications in accordance with the *Rules for Eventing*.

14. OTHER INFORMATION:

- Statement that divisions may be divided or combined – see another prize list for wording.
- Availability of food on grounds.
- Competitors party – how much it will cost if applicable.
- Any events being held in conjunction with event.
- Dogs allowed if leashed/now allowed.

15. MAKE AN INITIAL CONTACT WITH AUXILIARY PERSONNEL

These are names you need for your prize list. Make sure everyone you have listed as officials have been contacted and contracts sent.

16. COMPLETE THE EVENT REGISTRATION/PRIZE LIST

The entire process to register the event and edit the prize list is online through the organizer's USEA Online Services Membership Profile. The registration/prize list program allows organizer and secretary access to register and edit the page. The organizer, in most cases, will complete the event registration and edit the listing. It is necessary for the secretary to be on the event profile to access Xentry reports. Xentry is the USEA online entry system available for competitors to enter any USEA registered event.

Xentry: Xentry is the USEA online entry system that is connected to the USEA database. Riders enter through their USEA Online Services Membership Profile. Xentry pre-populates the applicable sections of the entry form with information on the membership and horse profiles. This ensures the entry form has the most current information and is legible.

Riders have two payment options, one is with a credit card, the other by check. The credit card is processed through the USEA master account. There are no direct credit card charges to the organizer. The USEA Accounting Department processes all credit card transactions once a week (Wednesday). the organizer has the option to receive the money by wire to their checking account or by check. The list of names entered using Xentry is through the same portal as the event registration and prize list. How you handle the receipt of online entries is at your discretion, some secretaries still want a paper copy, others do not. Whatever is your preference, clearly state it in the prize list.

Riders choosing the check option are instructed to print the entry and mail with payment directly to the secretary. The USEA and USEF do not recommend accepting any entry without payment. Organizers who accept such entries do so at their own risk and will not receive any assistance from the USEF in obtaining those funds.

CHAPTER 3 - THE ORGANIZER

The Organizer is the Chief Operating Officer for an event. He or she carries the ultimate responsibility. The Organizer's effectiveness depends on one's willingness to delegate responsibility and then to monitor and supervise carefully. It is essential that he/she enlist personnel who are dependable, will be proactive and cooperate in effecting preparations that are correct, complete and on schedule. It is essential that the Organizer be a team leader as well as a team player.

A word about delegating, which is something an organizer must be able to do: Delegating a job does not mean simply assigning someone to do it, and then assuming it will get done. A lot of creative follow-up is needed after the initial job assignment, along with necessary problem solving, system implementation, emotional support and memory jogging. Every organizer has their own rhythm for task completion and it's important to recognize and respect other's rhythms as well, all within a rough timetable for task completion. An organizer must beware of procrastination, even if that is his or her individual style, and must keep the last few days before the event relatively open to handle the last-minute crisis that inevitably arise.

Any event Organizer is only as effective and strong as those they choose to surround themselves with. Since the Organizer can't be everywhere at once and many times there are multiple things happening, it is essential that you find key people that will take ownership and/or Steward their designated part(s) of the competition. These key people and Stewards work directly with you, know what you want and how you want that part of the competition run.

The Organizer must be familiar and conversant with the *USEF Rules for Eventing* so that event preparations comply with those rules and standards. During the event the officials will provide technical expertise; however, are always a phone call away before the competition to help with any questions you might have or act as a sounding board.

24 Months Before

1. Act as liaison with landowner in cases of private land in use and with governmental agency in cases of public land. Details of insurance and contracting if required.
2. Establish communications with the Area Chair and clear the event date with the Area Council.
3. Schedule construction of the cross-country course with the designer, the builder or the crew who is volunteering time. Allow for weather conditions, ground settling (1year minimum is best), sod or seeding taking hold and ground conditions to allow movement of material and equipment.
4. Begin the initial stages of your site plan. Think about venue layout, traffic flow, EMS vehicle access, etc. Using a dry erase board to create your event footprint. This is helpful as things will change and get moved around before a final venue map can be made.
5. Decide on a course designer that will provide cross-country course design(s) appropriate for your event and that cross-country course construction is assured. It is advisable that the person who is building the course be on site to meet with the course designer on their initial visit.

18 Months Before

1. Determine that every evaluation is complete, and the course designer has provided the cross-country course design and construction is assured.
2. Landowners must be named as additional insurers on the Competition Insurance Certificate. Only the organizer may ask for this addition; contact the USEA office for the insurance company's contact information.
3. Select the TD: first-time events, the USEA will reimburse the organizer up to \$500 toward the technical delegate expenses (first event only). Select the Judge(s). Contact and contract with them for dates and conditions of employment. Plan date for pre-event check with the T.D. Buy plane tickets if they want you to (some prefer to make their own reservations). Generally, the Technical Delegate will arrive a day or so earlier for the event, however departures can all be arranged for approximately the same time.

12 Months Before

1. Begin compiling the information needed for the prize list. The event registration and prize list pages are available by September prior to the start of the new competition season. The USEA will notify the organizer when the upcoming calendar is posted and can begin to register and edit the page. It is up to the organizer to submit the prize list directly to the USEF 30 days prior to the start of the competition. (**See Appendix C: Registration/Prize List Instructions**)
2. Select and secure commitments for veterinarian and farrier. Contract with them for conditions of service. The veterinarian can be on call for dressage but must be on site, always, during ANY jumping: all jumping warm-up and/or schooling, cross-country and show jumping phases. The farrier must be on grounds for preliminary and higher levels, for training and below, the farrier may be on call. It is recommended that the farrier be on site the evening before dressage and then on grounds during the competition. Make sure they are there for warm-up jumping times.
3. Contact and contract:
 - a. Tents, tables, chairs, etc. (if needed).
 - b. Food Concession.
 - c. Photographer/Video.
 - d. Portable Toilets.
 - e. PA System.
4. Tailor job descriptions for the Secretary, all Chief Stewards, Chairman, Scorers, Timers, and Announcer (many of these positions are now filled with professionals within the industry instead of volunteers.). The assignment of duties in this book is sometimes arbitrary. Job descriptions may be changed to fit the individual event. Beware of overlapping duties. Integrate any tasks that have been removed from one job description into another area of responsibility, making sure that no item is overlooked.
5. Enlist Event Secretary, Chief Steward and Chairman and secure a commitment from them for the job described. Reproduce the respective notes in this guide with agreed adjustments plus blank sheets for notes and give to each person to use as their "manual". Stress the importance of keeping a recode with comments and a final report and critique.
6. Set up an event timeline of dates and deadlines, organizational chart, organizational meetings, official site visits with course/venue designers and builders, official dates (Opening and Closing) dates for ordering materials, orientation sessions (jump judges), dates for T.D. pre-check visit. (See Appendix D: Timeline Sample)

6 Months Before

1. Call and chair meetings as needed with key personnel.
2. Supervise Stewards to assure deadlines are met, personnel trained, and supplies ordered. It is important you keep the stewards informed about the number of entries.
3. Determine how best to meet the radio requirements during cross-country. It is usually best to rent radios that work well at long distances. Some people buy inexpensive radios that will work OK but if you have an emergency of ANY type, the last thing you want to have happen is a failure with radio communication with your emergency personnel.
4. Notify ambulance services, hospitals, police, and fire departments in writing of dates, times, and locations of all phases of competition. It's best if the EMS service people can visit the site prior to the competition and meet with the Safety Coordinator to develop a safety plan. Identify site location for emergency helicopter service in case of an extreme emergency.
5. Arrange accommodations for officials.
6. Start to assemble materials that will go into the event program. This can be a long and tedious process that requires a lot of planning. The competitors schedule will be the very last thing you will add.
7. Finalize areas for the event secretary and scoring (RV, house, tent).

2 Months Before:

1. Distribute news releases to regional publications, local newspapers and magazines. This is normally the job for the Press Officer/Publicity Chairman but in the case of a small event the Organizer sometimes assumes these duties.
2. Meet with Course Builder to go over the T.D.'s pre-site visit. Make a list of details they may need your help with.
3. Inspect event site and facilities with Chief Stewards and prepare per the USEA Check List prior to the T.D.'s pre-check inspection. (See Appendix E: Event Check List)
4. Keep in close contact with the Event Secretary to monitor entries to decide:
 - Monitor communication with competitors in case a question or problem arises you need to address.
 - If additional dressage judges are needed and if so, you will most likely need more dressage arenas.
 - You may have to add additional hotel rooms.
 - If additional stabling is required.
 - If additional ribbons and trophies/prizes should be ordered.
5. Check with the show officials to make sure travel arrangements have been made and everyone knows where they are staying and how to get there. Most officials today will rent a car and share with other officials if travel arrangements are coordinated. (Hospitality Chairman can do this).
6. Review the procedures on how to handle an appeal if it becomes necessary. The procedure is in the *USEF Rules for Eventing*.

6 – 2 Weeks Before

1. For the T.D.'s visit, it's important to have the following people present: Organizer, Course Builder, All Stewards, Chief Timer, and Chief Fence Judge. Everyone present should take notes on what will be involved with their perspective jobs.
2. Be prepared to make changes per the T.D.'s requests and suggestions, so the event is in ready for their inspection just days prior to the start of the competition.
3. Stay in close contact with the Event Secretary to keep a close eye on entries in case any last-minute adjustments need to be made.

4-1 Weeks Before

1. Work closely with Event Secretary to make sure there has been good communication with the competitors and that the competition is scheduled correctly.
2. Ensure that entry status and ride times are posted on the website on time and/or they are emailed or mailed out.
3. Events must name one or more Athlete Representative from among the athletes taking part in the competition. Make sure you contact the competitors first and ask if they would be willing to fulfill this duty. This information must be prominently posted on the event notice board with name and contact information. Review the rule titled Athlete Representative in the *USEF Rules for Eventing* to understand the function of this position and why competitions must have athlete representatives.
4. Check on the PA system set-up and make sure it will work properly and can be heard in stabling, warm-up and in spectator areas.

Week One to Day One

1. Monitor Chief Stewards closely during the final days to assure that all tasks are near completion.
2. Check again that the PA system is still working properly. Have it available for any official announcements that may need to be made. (See Announcer Section)
3. Accompany T.D. on his/her inspection prior to competition and make sure their instructions and requests are carried out promptly. It is helpful if the course builder is available for this inspection as well.
4. Finalize distances and times with the T.D. after the course inspection and review predicted weather conditions. Print finalized maps with distances and speeds for packets, official score board and the event officials, plus many extras. If you plan to have a lot of spectators, make sure you make enough copies to accommodate these numbers.
5. Make sure any changes made to the competition schedule, cross-country courses, times and speeds are posted on the official score board.
6. Establish the Official Event Time with the Announcer. Atomic clocks or cell phones are great for this. Set the Official Clock and place in all warm-up areas.

During the Competition

1. Every morning during the competition do a mental walk through of the days' schedule. Remember, you are not alone if you question why you got yourself into this 'mess' in the first place. Take a deep breath, put a big smile on your face and be prepared to run on adrenaline throughout the competition.
2. Make every effort to start the event on time. Once the first horse enters the dressage arena, the event will take on a life of its own. If you start on time, the event usually remains on schedule barring any emergencies. Remember, your T.D. is there to help you through this - as soon as you feel or foresee a problem, call them on the radio immediately.
3. Be present at the beginning of each phase (30 minutes before if possible) of the competition to make sure everything is running smoothly making sure all positions are covered by designated personnel.
4. Make sure your Safety Officer is partnered with your EMS crew and they have appropriate maps, schedules and radios.
5. Plan to be available for the award ceremony and consider being a presenter. Invite sponsors, owners and local dignitaries to present awards.
6. Try to have a quick debriefing session with your stewards at the end of every phase. You get more information when it's fresh in everyone's mind. Ask them to take notes and make sure you take notes too.

After the Competition

1. Return the site to its pre-event condition; be sure each Chief Steward understands their part in this. Organizers often find they are alone and deserted after the event is over. Consider having a BBQ or pot-luck supper after the last piece of equipment has been put away. Ask stewards to inventory their equipment and submit list of items needing replenishing, replacing or repairing.
2. Thank your volunteers by appropriate means; have a cook-out, give t-shirts or hats, etc. **DO NOT UNDERESTIMATE THE IMPORTANCE OF VOLUNTEERS. YOUR EVENT IS ONLY AS STRONG AS ITS VOLUNTEER BASE AND EXPRESSING APPRECIATION IS KEY TO ensure everyone will come back.**
3. Assist the Event Secretary with the reports due to the USEA and the USEF. Insure that they are correct, complete and emailed within 10 days: for results, the Monday after the event is preferable – fees to follow through the mail. Post competition report forms for both USEA and USEF are located on their respective websites.
4. Conduct a meeting of the Organizing Committee soon after the event (within 2 weeks) for a debriefing of the event. Collect the manuals from the stewards, making sure that each has included notes, criticisms, requests and suggestions for use for the next event.
5. File records and reports, inventory lists, etc.
6. **TAKE THAT WELL-EARNED VACATION!**

CHAPTER 4 - EVENT SECRETARY

The Secretary is equally as important to a well-run event as the Organizer. You are partners; one person is dealing with the overall organizational responsibilities and the other dealing with the specific duties pertaining to records, entries, and on-going communications within the event structure, especially during the event. The Secretary is the 'face' of the event as they have the most contact with your customers: the competitors. Choose wisely.

The secretary needs to enlist several people to assist from the time competitors begin to arrive until the competition is over, so that the office is always staffed by someone who is familiar with the plan for the event and schedule, who can respond when competitors and officials need help. The Show Office is a communications crossroads.

It is essential the secretary is informed about the rules, schedule, facilities, information specific to your event (i.e. where to hack, where to get hay and bedding, where trucks or trailers can be repaired). It is not essential that you know all the answers, but you must know where to find them.

You must be well organized, pleasant and punctual, and while you implement the rules, event plans and requirements, do so in a manner that encourages the competitors and makes them feel welcome. The attitude of the secretary and staff can set a pleasant atmosphere during check-in; this will generate through the entire event. Events hosting the lower levels often have competitors that are new to the sport and, may be unfamiliar with the routine and rules of competition. Be helpful and encourage them to join the USEA. Each USEA recognized competition must publish either a USEA Membership Application or USEA Advertisement for the association; an informed competitor makes a safer rider.

Six weeks to one-month prior: Plan your office and prepare your records

1. The Office – Plan to be easily accessible to competitors for handing out packets. An assistant secretary is a great asset during the check-in period. When you send out ride times, inform competitors of the Show Office hours so if running late can contact you in advance. Sometimes this can be quite late at night: It's an inconvenience, but remember, they probably have traveled a great distance or had trouble on the road. THE ATTITUDE OF THE SHOW OFFICE THAT COMPETITORS EXPERIENCE UPON CHECK-IN CAN SET THE ATMOSPHERE FOR THE ENTIRE COMPETITION.
2. Location of Office – The Show Office should be in a convenient location to stabling for competitors but close enough to the action of the event for officials and organizers to have easy access.
3. Organize the office equipment and supplies: Computer (with eventing program software if possible), printer, copier, internet access, phone line and phone, fax machine, copier and printer paper, a few long tables, several chairs, waste basket, large notice board for official notices, file container for packets that hold manila envelopes (10" X 13"), duct tape, scotch tape, staple gun, staples, scissors, stapler, pens, pencils, felt pens (Sharpies) in several colors, paper clips, safety pens, rubber bands, pencil sharpener, push pins, White-out, large Ziploc bags, small first aid kit, bug spray, sunscreen, headache medicine, legal size clip boards for dressage tests, regular size clip board for jump judge using the large Ziploc to waterproof the necessary paperwork, score sheets and stopwatches, regular clip boards for stewards, officials, announcer, tickets for competitors party, local phone book and "Show Office" sign to identify the Secretary's location.
4. Place your event supplies order through www.shopUSEA.com.

Computer scoring programs already provide the master score sheets, and possibly the other *scoring materials listed below. * These forms are available on the USEA website free of charge as well as through the Shop. (See Appendix F: Competition Supplies)

- a. Dressage Tests; one per horse, one extra copy for judge. Double check your prize list making sure you the correct tests are ordered. Ordering a few extras of each is a good idea for last minute changes. PDFs of the tests are available through USEA by request. If you choose to go with the PDFs and make your own copies, the USEA will assess \$.10 per starter, to be paid with the USEA Starter/D&M fee.
 - b. *Cross-country Score Sheets.
 - c. *Cross-country Time Score Sheets.
 - d. Cross-country Jump Books.
 - e. *"Guidelines for Cross-Country Jump Judges": One per jump judge plus a few extras. Put event name on the publication and make sure they are returned along with the jump judge's clipboards at the end of the day.
 - f. *Show Jumping Score Sheets.
 - g. *Horse Trials Checklist; one for each Steward.
 - h. *USEA Membership and Horse Registration Forms. It's recommended to have these forms available at the show office. Riders may join and/or register the horse at the competition. The forms are to be complied by the secretary with payment and sent to the USEA along with the Starter/D&M fees.
 - i. The program should include the USEA advertisement. Available in two sizes, color or b/w. The ads are located under the organizers section of the website.
 - j. *Post Competition Report. This form itemizes the fees owed to the USEA. Located under the organizers section of the website.
5. Develop a system for processing entries (**See Appendix G: Processing Entries**).
6. Become familiar with the basics of scheduling an event (**See Appendix H: Basic of Scheduling**).

Opening Date

1. "Opening Date" is the first day an entry can legally be postmarked, or time stamped (six weeks prior to the Tuesday the week of the competition). If you receive one with an earlier postmark or time stamp, you are required to either return the entry or to place it at the bottom of any waiting list that may develop and inform the rider of this fact. It is recommended that checks be deposited as received so you are assured the funds will clear. If a check bounces, immediately notify the rider, collect the entry fee plus any bank cost incurred or replace that entry with another from the wait list (if you have one). FEES ARE DIFFICULT TO COLLECT AFTER THE EVENT IS OVER. However, if you are unable to clear an outstanding debt, contact the USEF Regulations Department for assistance.

If entries are heavy, notify the Organizer that an additional Dressage judge(s) and arena(s) may be needed. Additional stabling might be required as well.

2. There are many ways to set up your entries as you receive them. Later in this section you will be shown how to maintain your records using the competitor's packet.

There are currently three online entry systems: Xentry linked to the USEA database and the secretary's

USEA Online Service Account and, EventEntries and Blue Horse Entries, both similar to Xentry but maintained by private individuals.

Secretaries can review those who have used Xentry through their USEA Online Service profile. By clicking on the event name, the list of entries will appear. This report also states who paid with a credit card and who has not. To have access through the online service profile, the secretary's USEA ID# must be posted to the event profile. The organizer will need to inform the USEA to add the secretary's ID# number.

With Xentry riders have two payment options, one is with a credit card, the other by check. The credit card is processed through the USEA master account. There are no direct credit card charges to the organizer. The USEA Accounting Department processes all credit card payments once a week. Organizers may set up a wire transfer to receive funds paid through Xentry, or one master check will be mailed directly to the secretary with a report listing whose payment is included in the master check.

How you handle the receipt of online entries is at your discretion, but clearly state what is required of the rider in the prize list. If a paper copy is required for entries paid by credit card, put that requirement in the prize list and date to receive the paper version. The USEA guarantees you will receive funds from the credit card payment and such entries should be considered valid pending signatures or completed with electronic signatures.

Choosing the check option, the rider is instructed to print out the entry and mail with payment to the secretary, until the entry and payment are received, it is not a valid entry. The USEA and USEF do not recommend accepting any entry without payment. Organizers who accept entries without payment, do so at their own risk and will not receive any assistance from the USEF in obtaining those funds.

3. Many event secretaries set up a 5" inch, 3-ring binder with alphabetical dividers and plastic sheet protectors. After you have processed the entries, either on the computer or ledger sheet, place the entry face up in the plastic protector. File the stabling form faced to the back side of the plastic protector and file alphabetically. In between, file the envelope the entry was mailed in (or write the postmark date on the entry) as well as other entry documentation required or any correspondence. Make notes on the front of the entry of any additional information you need and file a copy of your correspondence sent in request of the same.
4. The above method keeps all the information readily at hand and together in one place. You will handle these entries almost daily as additional information, change requests or special requests come in.
5. Competitor packets should be made up numerically with the stable assignments listed under the competitor number on the outside of the packet.
6. It is a good practice to have competitor's pick-up their own packets in case you need a signature on an entry or on a release form required by the event site management. If you supply them with a competitor party ticket, include it in their packet.
7. When a competitor checks in at the competition and gives their name, you can refer to your binder and find them alphabetically. In front of you will be their entry with your notations for any additional information you might still need. The entry will reflect the competitor's number. After making sure that everything is in order and no additional money is owed for things such as an additional dinner ticket, you can hand them their packet.

After Closing Date

1. Notify organizer of entry numbers so that divisions can be adjusted if necessary.
2. Decide with the organizer, at what number will a division be divided. You DO NOT divide Championships or USEF Selection Trials.
3. If a junior or senior section (or both), are few in numbers you may combine them together into one division.
4. Check the event supplies: make sure you have enough for the number of competitors competing.
5. Order additional ribbon and trophies if necessary.
6. Work on scheduling the event
7. Make stabling assignments.
8. Announce starting times and stabling assignments by email, web site postings, postcard or telephone, whichever was published in your prize list. If stabling is off site, include directions to the stabling site and emergency phone numbers just in case.
9. Keep meticulous records of scratched entries. In accordance with the Rules for Eventing, entry and stabling fees must be refunded up to 9:00 PM on the close date less an office fee not to exceed \$25, is permitted. Retaining an administrative fee is advisable to cover office expenses. After 9:00 PM on close date, refunds are at the discretion of the organizer. When writing your prize list, it's best to make it a policy that all scratches must be done in writing ONLY. Be sure to understand the event's policy regarding the refund of entry fees, and if allowed, under that circumstances, i.e. vet certificate, doctor's letter, etc., must be stated in your PRIZE LIST. When you send refund checks for an entry, make sure you make a note on the entry or record the check number, the amount sent and the date it was mailed.
10. You can fill in vacancies caused by a scratch. Notified the wait-listed rider at the top of the list that there is a vacancy and fill the spot(s) from there. If you fill a rider's spot, even if it is after closing date, you MUST refund the entry, and stabling if used, of the rider that scratched.
11. Prepare competitors' packets (one per horse). Large manila envelopes stack well in boxes and are easy to handle.

Record on outside of packet:

1. Competitor's numbers.
2. Competitor's Name.
3. Horse's Name (this is most helpful when riders are riding more than one horse).
4. Unfinished Business.
 - a. Missing USEA or USEF membership numbers for rider, horse or owner.
 - b. Any unpaid fees.
 - c. Missing signatures.

This information must be recorded on the entry form. The method suggested at the beginning of this section eliminates writing the unfinished business on the packet. Sometimes the competitor will just reach in the box of packets and get their packet and be off and gone and you have lost the information you require. DO NOT give out packets until the competitor has given you everything the entry requires to be complete.

Stuff packet with the following:

1. Bride number(s).
2. Cross-country pinny.
3. Event Program.
4. List/notice of any schedule change(s).
5. Letter of welcome listing any requests or requirements that are unique to your event. Name your event host if other than the organizer. Request that the property be used carefully and left in good order.
(Optional)
6. Maps of site, cross-country course maps, etc.
7. Any party or dinner tickets – It is advised to hand these tickets to the competitors instead of putting them in the packets. They can easily get lost and it's always a hassle to have to deal with lost tickets.

Week one prior through eve of event

1. Submit the list of entries to the USEA national office. The national office will verify membership and horse registration, and where applicable qualifications. The entry sheet must be in Excel or CSV format with the required column headings. The two major scoring programs EventEntries and Startbox already have the entry list properly formatted for the USEA to upload and verify. The USEA will then forward a chart detailing which rider is not a current member, unregistered horses and USEF missing numbers. If a horse and/or rider are not qualified, the USEA will notify the rider directly and copy the secretary on that communication.
2. Prepare a hospitality packet for your officials. Include a letter of welcome, information and directions about where they are staying, a plan for meals for each day, meal tickets and/or dinner/party tickets if applicable, emergency phone numbers they might need, an event program, a copy of the updated schedule and order of go, a map of the local area. The Hospitality Chairman should make these arrangements if you have one.
3. Set up a cash box with some way of tracking monies received and given out. You could receive money for entries, stabling, shavings, ice, camping, dinner/party tickets, etc.
4. Organize clipboards for T.D., Chief Stewards, Dressage Judges, Jump Judges and Show Jumping Judges.
5. Prepare the heading of the Cross-country and Show Jumping Time Sheets. Do not enter Optimum Time and Time Limit until T.D. has confirmed them. DO NOT enter the competitor's name or number – this should be done by the scribe as each horse enters the arena or start box.
6. Make labels or fill out the face of the Dressage Tests with the name of the event, date, judges' name, competitor's number, name and horse's name. The scribe needs to confirm this information with the competitor as they circle the arena before their test.
7. Confirm with Chief Jump Judge that the Jump Judge Score Books and clipboards with sharpened pencils are ready. Make sure they have updated orders of go before the briefing.
8. Make sure your "Office" is equipped and ready.

Set up your Official Bulletin Board to include:

1. Post emergency numbers in a waterproof sleeve at all telephones on official notice/score boards and at stabling (vet, farrier,). Include the physical address of the site on these notices in case someone must call 911.
2. You must also post name, address and phone number with directions to the closest hospital and equine hospital.
3. Cost of bedding and hay and where to find it.
4. Cross-country maps with distances and times (make sure T.D. confirms maps).
5. An area where competitors can leave a message for other competitors.
6. Any last-minute updates or new information.
7. Time and cost of Competitor's party and deadline for reservations.
8. "Official" time clock for the competition.
9. Show Jumping Course map when it becomes available.

During Event

1. Distribute Competitor Packets. **DO NOT RELEASE ANY PACKETS UNTIL ALL THE MISSING INFORMATION HAS BEEN COLLECTED!**
2. Correct and update competitors' starting times for scratches, changes, etc. Prepare each morning a corrected supply of updated Orders of Go for each phase, so they are as current as possible. Distribute these to:
 - a. Before Dressage begins:
 1. Judge(s), scribes, ring stewards, warm-up, bit check, score runners.
 2. Announcer.
 3. Scores.
 4. Organizing Committee.
 5. Technical Delegate.
 6. Emergency Medical Services Personnel.
 - b. Before Cross-country begins:
 1. Jump judges, timers, warm-up, score runners.
 2. Announcer and Control.
 3. Emergency Medical Services Personnel.
 4. Organizing Committee.
 5. Technical Delegate.
 - c. Before Show Jumping begins:
 1. Judge, scribe, ring steward, warm-up.
 2. Announcer.
 3. Scorers.
 4. Organizing Committee.
 5. Technical Delegate.
 6. Emergency Medical Services Personnel.
3. Make sure the announcer receives updated information as soon as it becomes available to keep competitors well informed throughout the event.
4. Make sure the office has an idea of where key personnel will be positioned all times during the event. A list of cell phone numbers is a handy tool in case of a catastrophic accident. Radios are a great way to stay in touch but **ARE NOT** private at all once there is a significant medical emergency.

5. Have someone collect Cross-country pinnies if possible.
6. Call in final count for the competitor's party to whoever needs to know this information.

After the Event

1. Post results on the competitions website and **email electronic worksheet to the USEA**. The USEA will forward the results directly to the USEF. As with the entry list, the results must be in a specific format with all the required information. Both EventEntries and Startbox are programmed for the correct format. Although you have 10 days to email the results, if ready, there is no need to delay. USEA may start asking for the results within 48 hours upon the conclusion of the event. Results are a big part of any sport, and with eventing, qualify riders and horses to move up a level, for championships qualification and determines leaderboard standings. The sooner the results are uploaded, the sooner the horse and rider's performance profiles can be updated.
2. COMPLETE ALL INFORMATION FOR USEA
 - a. Cross-country Master Jump Sheets.
 - b. Figure out the USEA Starter and Drug & Medication fees for all levels. For preliminary and higher levels, an administrative fee will be owed to the USEF as well: this admin. fee is sent directly to the USEF. Both the USEA and USEF have post competition report forms available on their respective websites. This form itemizes what is owed to each association.
 - c. USEA membership applications and checks that may have been collected at the competition.
 - d. Copy of event program.

3. Mail the above within one week to:

USEA, Inc.
Attn: Competition Results
525 Old Waterford Road, NW, Leesburg, VA 20176

And, if applicable:

USEF
Attn: Competition Results
4047 Iron Works Parkway, Lexington, KY 40511

4. Turn cash and checks into the Organizer or Treasurer with an itemized report indicating the item the money was collected to cover.
5. Inventory the following supplies:
 - a. Cross-country pinnies and bridle numbers. Contact the people who did not return the pinnies and give this report to the organizer to follow up on.
 - b. Dressage tests, scoring supplies, cross-country score books, etc. Let the organizer know how many of what is left so they can decide if/when to order more.
6. Record your comments, suggestions, and criticisms in your report and include it in your Secretary's Manual. Evaluate and recommend people based on performance. PUT EVERYTHING IN WRITING.
7. Attend the Organizer's debriefing and hand in the Secretary's Manual with your report.

CHAPTER 5 - VOLUNTEER COORDINATOR

An event is only as strong as its volunteer base. Cultivating, communicating with and organizing enough volunteers for the various positions are vital to the success of any event. This person will work directly with the Organizer and all other Chief Stewards to insure enough volunteers have been recruited and educated so the event runs seamlessly, and competitors enjoy a great experience at your event - with it running on time, being well informed and directed through the warm-up and competition areas on time.

Volunteer Incentive Program is presented by Sunsprite Warmbloods to increase the ease of participation, provide incentives and recognize the tireless efforts of volunteers. The online management portal is used nationwide and is designed to streamline the volunteer process for both volunteers and organizers. The VIP site provides a comprehensive list of volunteer positions required for a successful event. The site also provides videos on various volunteer positions that a potential volunteer can view and determine what is a good fit. <http://useventing.com/support/volunteer>

Through the use of the management portal, volunteer hours are tracked that enables a national volunteer and area volunteer leaderboards to be maintained. <http://useventing.com/resource/volunteer-awards>

1. Consult with Chief Stewards and Event Staff to determine the volunteer needs for each of their areas.
2. Coordinate with Chief Stewards, Staff and Volunteers on how to get everyone fed each day.
3. Plan for volunteer recruitment.
4. Create volunteer job descriptions (See Appendix I: Volunteer Job Descriptions).
5. Contact possible volunteers via email, mail or phone and start recruiting.
6. Create a Volunteer Assignment Chart.
7. Help chief stewards and staff train volunteers for their assigned positions.
8. Serve as liaison between Stewards, Staff and Volunteers.
9. Monitor and evaluate the efficiency and effectiveness of the volunteers.
10. Problem solve with personnel issues.
11. Maintain a volunteer database with all contact information.

CHAPTER 4 - CHIEF DRESSAGE STEWARD

The Dressage Steward will work directly with the Grounds Crew to insure the dressage site is set-up and prepared on time; check with the Grounds Crew to schedule arena maintenance during the competition per the show schedule. The repair crew needs to be available via radio; getting the dressage tests from the secretary and double checking the clipboard to make sure every competitor has a test and are in order; communicating with the Volunteer Coordinator on the number of volunteers needed; equipping the Judge's Box and supervising the Dressage Test Phase along with the volunteers. Work with the Volunteer Coordinator to determine how many lunches are needed each day to feed the volunteers. The Dressage Steward requires the cooperation of the Organizer and the Secretary in making sure everything is ready and DRESSAGE STARTS ON TIME.

Early Preparation – 6 months working with Organizer

1. Familiarize yourself with site plan (location of arena(s) and warm up arenas). Every site presents different types of problems. Make sure that the plan protects the competitor during their test from interference, noise, traffic distraction, other horses and competitors, etc. Check that the judge is not looking directly into morning and afternoon sun. (If possible, arenas should go north/south.) If the warm up areas are confined by trees, fences, geographical limitations, make sure there are several areas through which horses can move to avoid too many horses in any one area. Make sure that the site provides a level area, good footing and drainage in case of rain.
2. Determine with your organizer what fencing and lettering is available or needs to be purchased or made.

Types of fences:

- a. Permanent arena. What is needed to bring them up to show status?
- b. Collapsible wooden fencing (sections) see specifications for construction.
- c. PVC Pipe very portable and storable: Requires brackets for set up.
- d. Chain fencing is not the preferred material and its use strongly discouraged: Even with breakable plastic, horses could still become entangled. Metal chain is prohibited. Plastic chains must have a break strength of 60lbs or less.

Letters:

- a. Stackable letters, which store efficiently, are commercially available but are costly; however, they can be constructed - see specifications for construction. The lettering must be large and clearly visible on three sides and made of material that can withstand windy weather.
 - For a small arena, you need letters AKEHCMBF.
 - For a large arena, you need letters AKVESHCMRBPF.
- b. Ideally, one warm up arena should be equipped with letters. A simple method is to use large plastic tubs that can be purchased cheaply from fast food restaurants and to adhere letters on them. (See diagram for designing letters, using black contact paper and cut out with Exact o Knife or shipping blade or painting them on to buckets.) If your event owns fences/letters, or you are borrowing equipment, check for any needed repair or painting and schedule the work and manpower needed.
3. Work with the Organizing Committee on the competition schedule and pattern of activity to determine if the dressage arena(s) will need to be removed prior to cross-country or show jumping: Estimate crew needed, and truck. Place on timeline.
4. Develop plan for keeping spectators at least 20 meters back from all four sides of the arena (survey flags, rope, hay bales, etc.) and for maintaining quiet (sign, steward, etc.).

Three Months Before Event:

1. If arena needs on going development, seed, fill holes, roll, add sand, etc.
2. If arena fences are to be constructed or reconditioned, get work underway.
3. If arena is to be set up, research method for setting up a true rectangular arena with squared corners. Acquire those tools necessary and survey string (see instructions for setting up Dressage arenas). There are arena tools you can purchase that simplifies setting up and squaring arenas.
4. If dust is a problem, locate a water truck and schedule so the arena will not be slippery during tests.
5. Develop plan for running competitors through the warm up area, to the next to go into ring, to the test, and exit. Estimate number of stewards needed. Ask an experienced competitor to help develop such a plan.
6. Recruit your staff:
 - a. Scribe(s) for Judges: Avoid frequent scribe changes, judges will develop a system with a cooperative scribe. It is best that they work together as a team. However, be prepared to rotate scribes according to the time they can give; giving priority to those who can commit to a full day or at least half-day.
 - b. Warm-up Ring Steward: It's helpful if this person is knowledgeable to serve as Tack Inspector; however, volunteers for this position can be trained and given diagrams of what is legal (see Rules for Eventing). Devise a way that the tack inspector can be identified sign, colored vest, etc. Furnish with the current competition schedule, copy of pictured permitted bits and tack from the current Rules for Eventing.
 - c. Collecting Ring Steward: Depending on your site plan, recruit according to your need. If you are using a series of collecting/holding areas that are not visible one from the other, not only will you need personnel for each area, but you will need to plan radio contact.
 - d. Runners: Scores must be carried from the Judge to the Scorers. Pony Clubbers are ideal for this assignment. Determine their routine of picking up tests from the judges and how they will get them to the scoring team. Remember drivers (even for golf carts) must be 16 years of age or older with a current driver's license.
 - e. Maintenance Crew: Prepare a schedule of maintenance for the arena: If arena is sand and needs periodic raking and centerline marking, or if size of arena will be changed.
7. Determine the type of shelter for the judge:
 - a. Judge's Box or Gazebo to be constructed.
 - b. Horse Trailer: Dealers will sometimes loan a new horse trailer for free advertising. If using a "used" horse trailer, scrub it out and remove center partition.
8. Plan for shrubs and flowers for your arena and try to arrange for the loan of plant material. A free ad in your program or being listed as a sponsor will encourage a nursery to support the event with loaned plant material. Short of this, grow your own plants or use plastic/silk flowers.
9. Coordinate with the Hospitality Chairman to guarantee that judge(s) and scribes will receive refreshments during the tests. It's helpful to put a "goodie basket" in the judge's box (fruit, candy, granola bars, napkins, bug spray, water and a thermos of coffee and cups).
10. Make sure a portable toilet is placed within easy reach of the judge (s) a lifesaver during short breaks!

One Month Before Event

1. If you grow your own plants, plan for truck and crew to pick up and deliver material to the dressage arena(s) the day before the tests. If not, arrange for a loan or purchase with a nursery and plan pick up and delivery as above.
2. Finalize dressage staff and type personnel list for program.
3. Check that arena(s) equipment is ready or in process of completion for event. Schedule personnel and confirm that each person is available for assigned times. Announce time for run through meeting one week before event.
4. Check that you have all items for setting up an arena:
 - a. Stakes.
 - b. Twine.
 - d. Red tape or short red stakes for marking fence at letters.
 - e. Fence material.
 - f. Letters plus second set for warm up.
 - g. Material for marking corners or warm up (hay bales, fence sections, jump rails, etc.).
 - h. Measure tape – A meter tape is a lot easier than having to convert feet to meters.
5. Check condition of permanent arena for on going maintenance.
6. Order or make any necessary signs:
 - a. Quiet Please.
 - b. Dressage Arena.
 - c. Warm-up Arena.
 - d. Arena Closed.
 - e. Arena I / Arena II (if needed). Add “bell” or “whistle” depending on which will be used in what arena.
 - f. Spectators.
 - g. Bit Check.
7. Confirm the availability of the judge’s box. A horse trailer could be used for this purpose, without a center-post so the table is centered for the judge and scribe. Make date to pick up if needed.

Two Weeks Before the Event

1. Notify all personnel.
 - a. Send email or call dressage crew telling them where and when to report (ONE HOUR BEFORE FIRST RIDE) where to park, what to wear and enclose necessary tickets (if applicable). **When the first ride is at 8 a.m. or earlier, you run the hazard of people not arriving on time. Arrange with the organizer to have key personnel standing by to fill in, so the dressage area is staffed, and the first test is not delayed due to late arriving staff.**
 - b. Email or call the set up crew with the schedule for set up, including arrangements moving fences and letters to dressage site.
 - c. Email or call to crew regarding delivery of plant material for dressage ring.
4. Groom arena area as needed.

One Week Before the Event

1. Assemble all equipment and supplies for Judge/Scribe:
 - a. Table and two chairs for each Judge's Box (be sure chairs are comfortable and height of table convenient).
 - b. Judges Information: This material is best presented to the judge upon arrival in the "welcoming packet" prepared by the Secretary.
 - 1) Up dated program (available day of first tests). If a program has not been printed, the judge must be provided with the schedule for the event plus the updated order of go for the Dressage Tests.
 - 2) A copy of each Dressage Test to be judged. ("Judge's Copy")
 - c. All Dressage Tests for each competitor: Check to make sure that you have received the correct tests and in enough quantity.
 - d. Bell or whistle* (Judges usually carry their own equipment but provide this item anyway.) If using two or more arenas, have different types of signals for each arena, and make sure the signal is posted on the arena # sign for competitors can see them.

*Whistle, cow bell, desk bell, bazooka, train whistle, horn, bird call, turkey call, etc.
 - e. Pens for the scribes and a red pen for the judge to use in case of an error on the test
 - f. Stop watch with fresh batteries (Judges usually carry their own)
 - g. Lap robe (if weather is cold)
 - h. Misc: scratch pad, clipboard (legal size), wastebasket, goodie basket with munchies
 - i. Confirm with Hospitality Chairman that provision has been planned for refreshments for judge/ scribe.
 - j. Plan to carry a cooler of pop for your dressage personnel.
2. Have worker run through if new crew. If using radios, include "instructions for use"
3. After a final mow (grass arenas), set up arena during the prior weekend or at least mark the ring with stakes and string. Schedule its completion by midweek, at least two days before the competition, with fence and letters and tape in place.
4. If fence is portable wooden sections, spike for stability in case of wind
5. Assure arena letters are secure and won't blow over in strong wind
6. Finalize plan for P.A. system: from where, delivered and set up by whom; instructions for use. Coordinate with announcer.
7. Continue grooming arena as necessary.
8. If judges' boxes are permanent, cleanup and spray for wasps and other pests.
9. Equip box with 1 table and 2 chairs.
10. Confirm with Hospitality Chairman, if judges and scribes are to be provided lunch and if transportation is necessary.
11. Make up individual dressage tests using labels provided by the secretary or by filling in ONLY the Event name and the Judge's name. DO NOT FILL IN THE COMPETITOR'S NAME OR THE NUMBER ON FACE OF TEST. THAT IS FILLED IN AT THE TIME OF THE TEST BY THE SCRIBE.
12. Ask that the Grounds Steward to provide waste cans.

Two to Three Days Before the Event

1. Set-up judge's box. Pick up horse trailer (if using one as judge's box). If horse trailers are not new, check for cleanliness and spray for wasps. Place at C, 5 meters back CENTERING THE JUDGE'S POSITION DIRECTLY IN THE CENTERLINE. The scribe sits off center beside the judge and is positioned to be able to hear and write. Check site lines.
2. Place 1 table and 2 chairs in the shelter (if weather and/or dust threaten, hold this equipment ready until the morning of the competition).
3. Place signs ("Quiet", "Spectators", "Arena Closed", "Restricted Area", etc). Place "Arena A", "Arena B" signs where competitors can really see them.
4. Mark the 20-meter area around arena with survey flags, rope, etc. to keep spectators at a safe distance not to disturb competitors.
5. Rope off the 20-meter area on the sides.

Day Before the Event:

1. Check dressage arena with T.D. (Be sure fence is marked with red tape at letters). Make the adjustment per his/her request.
2. Review your organizational plan with the TD and ask for an orientation on permitted tack.
3. Confer with the organizer on what needs to be done to comply with any requests or directions made by the T.D. Execute.
4. Place flowers and shrubs if you have them. (Make provisions for them to be watered and returned in top condition).
5. If watering the arena, water in time to avoid making the footing slippery.
6. Check that the P.A. system is ready and working.
7. Alert organizer to stand by with other key personnel, who are sure to be on event site in the early hours just prior to the beginning of the dressage tests, so that you are assured of a dressage crew when the first test is scheduled. (It is a fact of life that someone oversleeps, and your insurance is the above precaution.)
8. Check with secretary for any last-minute scratches and update all necessary lists and master score sheets. Be sure you have made clear arrangements with the secretary for the tests to be delivered to the judge and/or scribe one half hour before the first test. A lot of the time this will be done by you. **THIS IS IMPORTANT!** A recommended plan is for all prepared paperwork to be held in Secretary's office or Event office and clearly organized and filed and ready for dispersing to the steward or worker specifically using that item.
9. Check that a binder or folder is ready for the announcer which contains the dressage schedule with names, the name(s) and home towns of the judge(s), the correct way to announce dressage rides (see notes for Announcer), and announcements, instructions for use of the P.A. system or a memo as to who has that information. (Again, when dealing with early morning starts, such a folder assures that someone other than a late arriving announcer can get things started.)
10. Check that radios are ready and where they will be the next morning.
11. Check with the scorer regarding any requests they might have, e.g., How frequently should tests be delivered, etc.

Day of Event

1. Synchronize your watch to Official Time.
2. Check that your arena fencing is in place and secure, that plant material has not toppled, the judge's box is in order and supplies have been delivered to scribe's table.
3. Deliver prepared tests and judge's copy to judge's box with updated order of go. Distribute updated order of go to steward.
4. Assemble your crew one-hour before the first test. Distribute radios if to be used. Move your warm up ring steward out promptly to assure that there are event personnel on duty. Warm-up steward and/or bit inspector should be in the area near a sign for "Bit Check." Many events put a small sticker on rider's boot after bit has been inspected. All other personnel should be in place 15 minutes before the first test.
5. Introduce the scribe(s) to the Judge(s) at least half hour early so Judge can give his instructions to scribe. DON'T WAIT FOR A LATE COMER. USE SOMEONE FROM THE ORGANIZING COMMITTEE TO FILL IN! Give them the Official Time.
6. Check that someone is "on duty" as announcer one hour before first test (this is the responsibility of the organizer). Official Time should be given with the announcement that the dressage phase will commence at ...a.m. As the hour proceeds, the announcer will alert the first rider to be on "deck", introduce the Judge(s) and help bring the elements of the event together for an orderly, on time start.
7. START ON TIME!!!!!!!
8. Be sure Hospitality is on duty to provide for Judge/Scribe teams and volunteers. Remind runners to get refreshments orders from Judges, Scribes, and Announcer periodically. Make sure workers are cared for too. "Goodie Baskets" in judge's box and a cooler for the personnel helps with this problem.
9. Make sure of plans for lunch for the judge(s) and scribe if she is serving throughout the day and ensure they can return on schedule. Be sure the workers stay on schedule also.
10. Be readily available to event management always keeping them informed of your whereabouts.
11. Carry pocket memo pad and pencil noting problems and suggestions for improvement the next year.
12. Keep the tests on schedule and be aware if any of the arenas get behind their scheduled times. Notify the judge and organizer if this is the case.
13. Monitor the condition of the arena, dragging and/or raking, marking the centerline, and watering, providing you can do so without creating slippery conditions, etc.
14. Make sure that spectator control is effective. Take steps if necessary. Maintain quiet.
15. Monitor competitors making sure they are not galloping or hacking in or near the warm-up area in any manner that can distract a horse while warming up or competing.
16. Organize your crew and truck promptly after the final ride to pick up fencing and return to storage.

CHAPTER 7 - CHIEF CROSS-COUNTRY STEWARD

Preparations for the cross-country phase involves the largest area of responsibility for an event. It is important that this area of responsibility be divided among several key people. For instance, a separate job description has been developed for the Chief Jump Judge. This role should not be included with your responsibility, nor should you assume that role.

The landowner and/or organizer usually assume the development of the cross-country course, especially in the case of new or small events. However, the Chief Cross-Country Steward should be very familiar with the course, its condition and the plans for its development. To help you and the Course Designer, whoever he may be, work together, this job description includes items that need attention. Work out with the organizer, which of these items should fall within your area of responsibility.

Study the section of the *USEF Rules for Eventing* that pertains to flagging of obstacles and how to mark the course. Your job can be further broken down into cross country preparation and the actual running of the cross country phase. A lot of help will be needed, grooming and flagging. This is one of your major problems. Try to develop an enthusiastic, dependable crew. Furthermore, work closely with the other chief stewards in coordinating the many levels of preparations so that your cross-country phase can be conducted efficiently, safely and with total control.

Six Months to 24 months Before the Event: Confirm with organizer and/or landowner that:

1. Course designer and builders have been contracted. (NOTE: One will save money by hiring the best available!)
2. Work is scheduled to start on all earth moving projects (ditches, banks, water jumps, footing conditioning).
3. Necessary building materials are secured: Schedule painting, staining, etc.
4. New obstacles are designed.

At Least Six Months Before the Event

1. Plan routes the courses will take with a rough measurement to confirm they are within distance specifications and do a preliminary plan.
2. Determine location of Start Box, Finish Line and traffic patterns from warm-up area to “recovery” area.
3. Modify existing obstacles.
4. Remove obsolete or rotten obstacles.
5. Locate source of brush for brush fences & schedule it being picked up or delivered.
6. Coordinate with Dressage or Show Jumping Steward if areas overlap.

Three Months Before the Event

1. Take inventory of and make necessary arrangement for repair, replacement, and repairing of the following (DO NOT PROCRASTINATE!!!):
 - a. Numbers.
 - b. Red and White Flags.
 - c. Start and Finish Signs.
 - d. Miscellaneous Signs: Cross-country Course Closed; Warm Up Area; Cross-country. Open, etc.
 - e. Locate a source for plants in which to decorate the cross-country fences and schedule how they will arrive on site and when. Add this information to the event timeline.
2. Recruit Volunteers
 - a. Safety Coordinator – It is desirable if this person has a medical background with experience in trauma; doctor, paramedic, EMT, nurse. They may not have any other duties during the jumping phases, be responsible for the establishment and coordination of medical services, including the transportation of injured riders. They must be familiar with the courses as they will assist the Medical Team in getting to any accidents in a timely fashion.
 - b. Area Safety Stewards (according to needs of course).
 - c. Warm up Steward to oversee practice area and use of practice jumps.
 - d. Repair Crew Knowledgeable regarding obstacle construction/tools/truck.
 - e. Score Collectors – ATVs is the most efficient way to pick-up scores. The driver needs to be very familiar with the flow of the course to ensure safe driving while not interrupting horses on course.
 - f. Pinny Collector stationed at Finish Line.
 - g. Meet with: Chief Fence Judge/Chief Timer.
3. Schedule workdays (clear dates with organizer). Publish dates via local CTA/EA's bulletins, notices on barn bulletin boards, notices or phone calls to coaches and to Pony Clubs. However, do not be too optimistic about workers showing up. Best to schedule groups like Pony Club at specific times to do specific jobs, i.e. painting, grooming water jumps, weed eating, etc. One technique for getting manpower is to open the course for a schooling day prior to the Opening Date in exchange for work.
4. Confirm with Organizer that a P.A. system and announcer are arranged.
5. Arrange for standards and poles for practice jumps. (See Show Jumping Steward to coordinate equipment). For cross-country exercise area, there must be at least three adjustable fences (including one oxer) and at least one solid cross-country type obstacle 8 standards, 9 poles minimum with four red flags and four white flags.
6. Place date on your calendar for orientation meeting for Jump Judges (see Chief Jump Judge).
7. Work with organizer and safety coordinator to formulate a complete plan for emergencies. Keep notes as the plan is developed so that you can coordinate and inform your committee about safety measures and how to use them.
8. Measure finalized course(s).

Six Weeks Before the Event

1. Inspect course with course builder. Have the course measurements and times ready for the T.D.
2. Ensure that the following equipment is ready and/or available:
 - a. Timing Equipment with new batteries as needed (Coordinate with Chief Timer).
 - b. Stop watches (in place of more sophisticated timing equipment) or synchronized digital watches for actual time with stopwatch back up.
 - c. Clipboards.
 - d. Radios.
 - e. Official Time Clocks: Atomic clocks work great (battery operated to put in warm-up and on start box)
 - f. All items listed on Chief Fence Judge's Job Description are underway.
 - g. Provide rakes for jump judges to maintain footing at and around jumps that are apt to have crumbly footing.
3. Confirm with Volunteer Coordinator the number of jump judges have been recruited (see Chief Fence Judge).
4. Confirm that Chief Timer has recruited his starter, his assistant timers, and scribe.
5. Confirm that the organizer has secured a veterinarian and farrier to be on duty.
 - a. Veterinarian: On call at all times, and on site during cross country, show jumping tests and warm-up.
 - b. Farrier: Training, novice & beginner novice on call at all times. Preliminary and above, on event site: early morning preceding show jumping and cross-country and throughout cross-country and show jumping tests.
6. Post "Cross-Country Closed" signs on Opening Date.

Four Weeks Before the Event

1. Continue grooming the course (second mow), weed whip around fences, cut low branches, paint and stain fences as needed.
2. Complete signs, numbers, and flags (repair, refurbish, or make).

Two Weeks Before the Event

1. Confirm your volunteers and notify them of scheduled briefing on day of cross-country and the location.
2. Confirm that communications plans are complete and equipment ready and available (Communications Steward and Chief Jump Judge).
3. If P.A. system is to be used know the plan: who is announcer, their schedule and who will set up the system.
4. Activate work parties: Pick rocks, weed eat jumps, check footing, fill holes, haul in gravel if boggy conditions threaten to develop, remove tree limbs that threaten rider and horse, check for hazardous nails, loose boards, etc.
5. Check your preparations against the USEA Check List to assure that you are ready for the T.D.'s final inspection.
6. Develop course map. Submit to organizer, secretary or program chairman by deadline. Prepare a copy for Competitors' Bulletin Board and give to secretary. Put length, speed, optimum time and time limit which have been confirmed with the T.D.
7. Type lists of your personnel and submit to program chairman, organizer, or secretary by deadline.
8. Confirm that Chief Jump Judge's preparations are complete.

One Week Before the Event

1. Flag and number obstacles. Be very certain that they are constructed so that there is no hazardous hardware exposed to horse and rider. Numbers should be placed at height to be visible to mounted rider moving at speed!
2. If temporary-starting box is to be used, construct. The box should measure 5 x 5 meters (16x16 ft). It will have an open front and a gap on one or both sides. **DO NOT USE METAL STAKES!**
3. Erect warm-up jumps and mark with signs, flags (one vertical, one spread, and one crossed pole). Don't forget the one solid cross-country type obstacle.
4. Place "Start" and "Finish sign on red flags at start and finish.
5. Place miscellaneous signs.
6. Complete grooming. Trim low branches, etc. Make sure ditch bottoms are clear of weeds and fence faces are clean.
7. Decorate according to the course designer's notes; mulch, plants, trees, etc.
8. Check out communications system with Announcer/Control as well as Area Safety Stewards (if applicable). Plan locations of Radio Operators; mark these on copy of course map. Give copies of map to all Area Stewards, Announcer/Control and Safety Coordinator.
9. Course is to be opened to competitors for walking at 3:00 the day before the start of the entire competition.

One Day Before the Event

1. Inspect the course to ensure that it is properly flagged and numbered, and warm-up jumps are set and marked; stuff brush fences with cut brush.
2. Accompany T.D. on final course inspection and secure his/her approval; it is best if the course designer is present. If necessary, adjust as requested.
3. Be sure that the times and distances are posted on the Competitors' Bulletin Board after they have been approved by the T.D. and Ground Jury.
4. Determine that the following equipment is on site: radios, timing equipment, stop watches, scoring forms, clipboards with forms and pencils for Timer and Control
5. Confirm with Safety Coordinator that all emergency measures are complete and in place.

Day of Cross-Country

1. Final check of the course from Start to Finish.
2. Final brief of all personnel 1 1/2 hours before start.
 - a. Jump Judge Briefing: This is a meeting where the event officials will brief the volunteers about their duties as a Jump Judge: Make sure you are available to answer any questions that might arise.
 - b. Warm Up Steward:
 - 1) Monitors horses and riders in the warm-up area.
 - 2) Monitors use of warm-up jumps (jumping in wrong direction is grounds for elimination. Refer violation to T.D.).
 - 3) Alert riders to progression of start. It is not the responsibility of the Warm up Steward to call riders, competitors are responsible for presenting themselves to the Start Box as scheduled, but it's a nice gesture to inform them when they are next and/or due at the box. This will keep the event running on time.
 - 4) Does informal check of tack as safety precaution.
 - c. Pinny Collector: At finish equipped with refund money (if applicable) and if cross country is the last phase. If a person is not available, place a large plastic tub/trash can with a sign "XC pinnies here".
 - d. Repair Crew:
 - 1) Equipped with 4 Wheel drive truck and repair tools.
 - 2) Equipped with radio for contact with announcer/control steward.
 - e. Score Collectors: Must be briefed on when to pick up score sheets from jump judges
3. Synchronize watches with Official Time.
4. Make sure ambulance and medical personnel are in place and the emergency vehicle is ready with keys in ignition and that it is clearly marked by a large red cross in several windows. The Safety Coordinator needs to be on hand to direct medical personnel to site of accident. Make sure phone or radio system for calling an ambulance is operable: The USEA strongly recommends the ambulance be on grounds. Course maps for ambulance driver with emergency routes marked in red!
5. Confirm that radio check has been made by announcer/control steward.
6. Dispatch personnel to their stations and ensure they are in place 15 minutes prior to the start of the first horse.
7. Be readily available to management and Control at all times; keeping them informed of your whereabouts.
8. Carry a pocket memo pad and pencil, noting problems and suggestions to be transferred into your manual records.

When the Event is Over

1. Collect flags and numbers from course. Inventory condition. Store.
2. Collect all signs. Inventory condition. Store.
3. Update your manual with remarks, suggestions, etc.
4. Attend debriefing meeting and turn in your manual to the organizer.

CHAPTER 8 - CHIEF JUMP JUDGE STEWARD

Cross-Country Jump Judges are a wonderful group of volunteers that arrive at horse trials laden with umbrellas, folding chairs, funny hats and clothing for all types of weather. They can sit at fences for hours in rain, sleet, snow and blistering sun and still volunteer year after year. A Chief Jump Judge is the coordinator of this invaluable group.

The key to tackling this assignment is organization. The Chief Jump Judge will need at least one assistant to help with the various aspects of the job. Advanced planning and organization will ease the burden on the days just prior to the event and prevent delays of the worst kind on cross country day.

Three Months Before the Event

1. If you are a first-time Chief Jump Judge try, if possible, to attend a couple of events, to see what is involved.
2. Study the section of the *USEF Rules for Eventing* that pertains to jump judges and read USEA's "Cross-country Jump Judge Guidelines" available on the USEA website.
3. With Organizer and Volunteer Coordinator determine the following:
 - a. How many jump judges are needed based on the number of obstacles per level.
 - b. What will be provided to the judges as hospitality: Courtesy breakfast and/or lunches or meal tickets (if budget allows). Availability of snacks, cold or hot drinks (depending on the weather). Refreshments served during 1/2-hour wait after judging.
 - c. Will transportation for jump judges be necessary the day of cross-country?
 - d. Will judges be supplied with stopwatches? If not, ask them to bring them or wear watches with a second hand.
4. Confirm with Event Secretary
 - a. That the supply order from USEA will include copies of "Cross-Country Jump Judge Guidelines" (one per judge). Consider sending copies to first-time fence judges before event. Ask them to please return them afterwards. The rest can be put on their clipboards. Consider marking these with the name of the event and request they are returned. You'll not get all of them back and will need to reorder some each year.
 - b. Confirm that an adequate supply of cross-country jump judge books has been ordered or created. Score collectors will pick up the score sheets in regular intervals and at the end of each level. Make sure jump judges don't move to their next jump until scores have been picked up.
 - c. Confirm that there will be clipboards available, equipped with pens, scratch pad, program, updated list of competitors, adequate score books, course map, instruction book, and bug repellent wipes (in foil packets). If there is a possibility of rain, these clipboards can be placed in a large plastic baggie.
 - d. The chief jump judge should assume responsibility for the clipboards and supplies' providing the organizer has authorized the expenditure - clearly establish, at this time, who shall be responsible for what; i.e., ordering of items, assembling the clipboards/equipment, etc.
5. Recruit Jump Judges – An effective Volunteer Coordinator will have done most of the groundwork recruiting your volunteers. Once they have established how many volunteers are needed to fill your requested positions, you will be given the contact information to do the following duties:
 - a. Contact by email or telephone. State clearly the date of the event and general idea of job. They must be willing to report, regardless of weather conditions.
 - b. Inform them that they are required to attend the fence judge briefing, generally 1 1/2 hours before competition begins. They also should be advised now that they are required to remain at a designated place for 1/2 hour after the final scores are posted. Use every opportunity you can to repeat this requirement. Too often there is someone who does not understand and leaves the event site before

judges are released.

- c. Tell them what they will need to bring: Lunch, rain gear, bug spray, sunscreen, chair, etc.

Two Weeks Before the Event

1. Confirm that clipboards and supplies are ready.
2. Discuss with Safety Coordinator the final plan in event of emergency. Determine plan for radio contact during cross country and how the jump judges will be involved (if they will be given a radio or if person with a radio will be in their vicinity). If the organizer is using Area Stewards, there should be one located within view of every jump. The Area Stewards are generally the radio contact in case of an emergency.
3. Arrange for vehicles and driver(s) to transport judges to fences, if plan calls for this.
4. If lunches are to be provided for judges, arrange with Hospitality Steward or Organizer for their preparation and delivery method. Be sure you communicate clearly the quantity needed and delivery time on day of cross country to allow for distribution to judges. Bagged lunches can be given out at the judges' briefing if weather is not hot (spoilage) or can be delivered to judges while on course; providing you have the manpower and vehicle.
5. Find out from the Organizer what fences might cause problems and put your experienced judges at these fences. Likewise, with fences that are any distance away from the main part of the course - in case of an accident or fence is broken.
6. The week before the event will undoubtedly be hectic. Try to do as much advance work as possible to avoid last-minute rush.

One Week Before the Event

1. When you assign fences, keep a Master List of where each judge is located. Keep in mind when they move between levels, they should be moved to a jump that is close to save time. One copy should go to the Chief Communications Steward and one to the Chief Scorer. The Master List should track each fence judge through each division, i.e., Preliminary #4, Training #6, Novice #10, in case he/she must be located for an inquiry on a previous fence.
2. Assuming the clipboards are ready, number them, one per obstacle.

Day of Cross-Country

1. Assemble jump judges. Have them sign in with contact information including phone number, take a roll call, and hand out clipboards. Serve coffee and rolls if possible.
2. Attend Jump Judge Briefing ***.
3. Answer questions.
4. Adjust assignments if necessary.
5. Inspect each fence (an assistant comes in handy to help with this.) If using Area Stewards, they can advise you that each fence is covered by a Fence Judge. With good communications, this can be accomplished by radio.

Items that should be covered at the briefing

Direct the fence judges to view the USEA fence judging video prior to cross-country day. It is located on the Volunteer page or at <https://useventing.com/support-usea/volunteer/jump-judge-instructional-videos>
This video is especially helpful to those new to fence judging.

1. Thanks for volunteering their time!
2. Color of flags for each division.
3. Instructions on any changes of fence flags between divisions.
4. What is a refusal? (It's best to have the T.D. explain this part - everyone has his/her own interpretation!)
5. T.D. will explain unauthorized assistance.
6. Reporting dangerous riding.
7. Discuss the importance of communications for safety, and how to communicate with the start box and emergency services or Area Steward if used. The Announcer or Control person is best to give this talk.
8. When and how scores will be collected and how judges should keep NCR copies. Explain how to use the Jump Judge Book carbons.
9. Remind them to write down numbers only as they see them.
10. Remind them to put fence number and judge's name on each sheet.
11. If in doubt about an incident, write a description of what happened (drawings, etc.).
12. Possibility of extricating a horse from a fence, assisting with an accident; what to do and WHAT NOT TO DO. Explain how to take and record the time if a horse must be stopped.
13. Overtake situations: An on coming horse has the right of way and how to handle that situation.
14. Remind judges to look through the instructions provided in the in the "Cross-Country Jump Judge Guidelines". It is really, helpful.
15. Remind them to stay at their fences after the last horse has gone and the scores have been collected. Instruct them where to go for their mandatory 1/2 hour wait.
16. Thank them again and instruct how they can get to their fences or what vehicles to get into if they are to be driven - it is not necessary to drive judges to nearby fences.

CHAPTER 9 - CHIEF SHOW JUMPING STEWARD

The Show Jumping Steward will work directly with Course Designer and Ground Crew to insure the Show Jumping is set-up and prepared on time. Check with the Ground Crew to ensure arena maintenance is scheduled and a repair crew is available via radio; have the judge's clipboard prepared; communicate with the Volunteer Coordinator on the number of volunteers needed; equipping the judge's box and supervising the show jumping phase, along with the volunteers. Determining how many lunches are needed each day to feed the volunteers and inform the volunteer coordinator and organizer. The Show Jumping Steward needs the cooperation of the organizer and the secretary in making sure everything is ready and SHOW JUMPING STARTS ON TIME.

Six Months Before the Event

1. Check sites for any needed leveling, seeding, sanding and hole filling, etc., and proceed to have any earthmoving or seeding accomplished now.
2. Contract for course designer and set deadline for receipt of design.
3. Anticipate equipment needed and whether it will be constructed, purchased or rented. (See sample list of standards, poles and other equipment used for Novice/Training Horse Trials)
4. If arena area is fenced, check fence and gates for any needed repair or repainting and schedule the work to be done.
5. Check with cross-country and dressage stewards to see how their areas relate to Show Jumping and whether arenas or jumps will need to be removed prior to start of cross-country.
6. Develop plan for spectator seating (hillside slope, hay bales, etc.). Portable toilets should be placed in this area.
7. Inventory existing jump equipment and check condition.
8. If building new equipment, design and start construction. (Clear budget with organizer)
9. Inventory flags and numbers and signs.
10. Order material for any new flags, numbers & signs.
11. If renting or borrowing jump equipment, contract now for use and reserve your date.
12. Organizer painting & repairs if needed. Make lists and add to event timeline.

Three Months Before the Event

1. Continue developing arena area (mowing, seeding, filling, etc.).
2. Recruit your staff:
 - a. Collecting Steward.
 - b. Gatekeeper(s).
 - c. Warm up Steward.
 - d. Timer(s) (see Chief Timer).
 - e. Jump Crew.
 - f. Pinny or bridle number collector.
 - g. Dismantling crew.
3. Arrange for shrubs, greens and/or flowers (coordinate with Dressage Steward).
4. Schedule work parties for construction, repair or painting of:
 - a. Jump material: standards, poles, gates, etc.
 - b. Numbers (see diagram for construction of show jumping flags).
 - c. Red and White flags.
 - d. Start and Finish flags.
 - e. All other signs: Arena Open; Arena Closed; Warm Up, etc.

- f. Judge's Box (you might use the flat bed of a truck, a table with chairs under an RV awning, etc., but it is preferable to have a more weather proof shelter.)
- 5. Develop emergency plan with Safety Coordinator for rider and horse emergencies.
- 6. Develop communications plan with Announcer/Control. Radio contact between the judge's table, the Gate/Warm up, the times and the announcer is recommended.
- 7. Confirm the P.A. system is available (see organizer).
- 8. Keep jump construction on schedule. Include equipment for practice jumps.

Six Weeks to One Month Before the Event

- 1. Confirm with Secretary that the Show Jumping scoring materials are ordered from the USEA: Check the USEA website, many forms are available on-line at no charge.
- 2. Finalize show jump crew and submit typed list to organizer or Program Chairman for program.
- 3. Order flowers/shrubs/decorations for show jumping arena. (Confer with Dressage Steward). Plastic or silk flowers are terrific, but expensive and need careful storing and handling.
- 4. Inspect arena. Continue grooming. Fill in holes, etc.
- 5. When T.D. makes 6 week inspection, accompany him on inspection of arena, warm up areas, noting his/her requests and suggestions. Review with him/her your personnel, organizational plan, traffic flow plan and all operational procedures. Give T.D. copies of show jumping courses, if ready.
- 6. Carry out T.D. recommendations.
- 7. Schedule pick up or delivery of any jump equipment that will be rented or borrowed. Schedule a truck and manpower to move equipment to and on site. Move equipment to site early if it requires painting or repair. Make sure you add this information to the event timeline.
- 8. Confirm with secretary and scorer that the show jumping score sheets will be prepared with order of go when cross-country scoring is completed and will be ready to be placed in Judge's folder (see sample of folder-appendix). If show jumping precede cross-country, competitors will ride in the same numerical sequence as they have ridden dressage.
- 9. Confirm with secretary that a list of competitors, based on the plan for riding the show jumping course, will be prepared for the announcer.
- 10. Schedule with organizer when to set up the show jumping course. Schedule set up crew and notify. (Course should be basically set & ready prior to the arrival of competitors at event site.)
- 11. Keep construction and/or repair/painting of jump equipment on schedule.
- 12. Notify your staff of show jumping schedule & confirm they will work.

One Week Before the Event

- 1. Ensure jump equipment is in show condition and complete. Borrowed or rented equipment on site or about to be delivered.
- 2. Make course map including Distance, Speed, Time Allowed, Time Limit for each Level. Map should not be "cast in stone" until T.D. approves it.
 - a. Poster board size to be posted for competitors near arena.
 - b. Mounted on cover of manila folder for judge (see sample).
 - c. Remember the Ground Jury has right to alter the course if weather conditions warrant or if course the design is inappropriate for level being tested.
- 3. Move Judge's Box into place that will provide shelter from weather (sun or rain).
- 4. Provide table & chairs (judge, scribe, scorer(s)) for judge's stand).
- 5. Secure pencils, binoculars, blanket, whistle, stopwatch, erasers, scratch pads, clipboard and wastebasket

for judge and scribe.

6. Secure clipboards for collecting ring Steward and Gate Keeper/Bridle Number Collector.
7. Remind secretary, if applicable, a supply of dollar bills will be needed for refunds for pinny/number collectors.
8. After a final arena prep, set up show jumping course. Post sign "Arena Closed" flag and number.
9. Day before show jumping phase deliver plant material or transfer from dressage arena and set in place at jumps.
10. Determine location of:
 - a. Scorers (Place scorer and, if possible, announcer adjacent to judge to facilitate instant communication of results. Otherwise, arrange for radio contact with announcer.)
 - b. Fence Repair Crew: Positioned to replace knockdowns as speedily as possible.
11. Confirm emergency plan with Safety Coordinator.
12. Confirm that radio equipment will be ready with Communications Steward.

Day Before Event

1. As early as possible, accompany Course Designer and T.D. on check of show jumping courses.
2. Inspect course: Flags, numbers in place and correct; jumps in order; plant material secured.

Day of Event

1. Post course map at least one hour before competition begins if not already posted. The minute the course is approved, announce that it is open for walking. The course is to be open for walking 30 minutes prior to the start of the competition.
2. Check that the judge's folder is ready with course maps and the show jumping score sheets have been prepared by scorer(s), according to plan for order of go. Put Time Allowed and Time Limits on map.
3. Check Judge's Box. Place supplies and folder on table (or hand folder to judge and scribe just prior to start of show jumping).
4. Check that P.A. system is in place and that the announcer is ready.
5. Check that the announcer has an order of go for show jumping, as well as the scores from the previous day of competition.
6. Check that the clipboard with the order of go is ready for Collecting Ring Steward.
7. Check that radio contact between judge's box, warm up area and/or gate and repair crew is in place and operational.
8. Synchronize your watch with Official Time.
9. Locate judge(s) and escort to arena on time. Give them Official Time.
10. Meet with staff, confirm that all stewards are present and dispatch to posts:
 - a. Gate Steward to pick up clipboard and if applicable, refund cash from secretary.
 - b. Collecting Steward or Pinny Collector picks up clipboard with order of go. Also, picks up walkie talkie if communication plan provides for a radio at warm up area.
 - c. Scribe picks up judge's folder(s) from secretary. Check that the score sheets are included and have been made up in accordance with the order of go for each division.
 - d. Scorer(s) seated within earshot of judge and scribe, prepared to compute jumping and time faults and relay results to announcer, who is within earshot or radio contact.
 - e. Repair Crew: Stationed either within earshot of judge or in radio contact with Judge's Box ready to move in promptly to repair fences.
 - f. Warm up Steward: On duty 45 minutes before Show Jumping phase begins. Monitors warm up jumps.

Moves competitors into collecting area and will need clipboard with order of go. A megaphone is very useful.

g. Collector: collects bridle number when rider leaves arena and refunds pinny deposit if record shows both numbers are returned. If pinny not returned requests the rider turn in pinny to secretary & pick up refund at office.

11. Check that the ambulance or emergency vehicle is in place.
12. Ask Announcer/Control to run radio check.
13. Report to judge that all is ready for the first horse.
14. Always remain readily available to the judge and management.
15. Check on show jumping volunteers to ensure they are happy.
16. Check that the judge and scribe are comfortable.
17. Check in with the Hospitality Chairman to ensure drinks, snacks and lunches are ready for distribution.
18. Carry pocket memo pad and pencil noting problems and suggestions for improvement next year.

Following the Event

1. See that the course is dismantled according to event schedule.
2. Inventory equipment. Store or return promptly. Return plant material.
3. Complete written comments.
4. Write thank you note to workers and donors of plant material.
5. Attend debriefing. Turn in Show Jumping Steward's comments, suggestions.

CHAPTER 10 - CHIEF TIMER

The Chief Timer should be left to coordinate the overall timing effort, and if possible, not occupy one of the timing assignments.

Personnel Requirements

All timing personnel are under the direction of the Chief Timing Steward. There is a desired and a minimum number of people required to start and time events and horse trials, as shown in the following table. What one must realize is that if you utilize fewer than the minimum personnel, your chances for errors and confusion increase dramatically.

ACTIVITY	Novice, Training, Preliminary THREE-DAY EVENTS		HORSE TRIALS	
	DESIRED	MINIMUM	DESIRED	MINIMUM
Phase A Roads and Tracks				
Start Timers	2	1	NA	NA
Finish Timers	2	1	NA	NA
Phase B Steeplechase				
Start Timers	2	1	NA	NA
Finish Timers	2	1	NA	NA
Phase C Roads and Tracks				
Finish Timers	2	1	NA	NA
Phase D Cross-country				
Start Timers	2	1	2	1
Finish Timers	2	1	2	1
Show Jumping*				
Timers	2	2	2	2

*These numbers presume that the same individuals can time the start and finish of the course. If the start and finish are so widely separated that this cannot be done, it creates a requirement for additional personnel, as well as a rather complex procedural adjustment. This situation is discussed later in this section under procedures.

The numbers tabulated above are in addition to the Chief Timer. For maximum effectiveness, the Chief Timer should be left free to coordinate the overall effort and not occupy one of the timing assignments.

Equipment Needed

1. Two Official Event Time of Day Clocks; one for the warm-up and one to be placed at the Start Box. They MUST BE synchronized.
2. The location of your Start Box and Finish Line will determine how many Timing devices will be needed. Clocks that print the actual time of day are the most efficient and accurate way to time an event. They need to be capable of being synchronized to the Official Event Time of Day Clock, for each Endurance Phase Starter/Timer and the Chief Timer. It is important to have spare timing devices on hand, synchronized to Official Event Time, should any of the devices in use malfunction.
3. All timing equipment should have batteries and printer paper checked with spares available.

4. One clipboard for each Starter/Timer and the Chief Timer.
5. Two pencils/pens for each Starter/Timer and the Chief Timer.
6. Clear plastic bag for each clipboard if inclement weather is anticipated.
7. Radios for roads and tracks, steeplechase and cross-country starters and for roads and track finish timers as appropriate. Radios are also required for the show jumping timers and the judge's stand.
8. Current order of go for each clipboard with scratches/changes noted.
9. Time Sheets for the recording of start and finish times, available from the USEA website. Each timer must have enough forms appropriate to his/her assignment.

Procedures

1. All starters, finishers and timers should receive a briefing well before the start of the competition. This is usually accomplished by the Chief Timer but must be coordinated with the Technical Delegate. Assignments are made now, and equipment distributed as appropriate. Timing devices should be synchronized to the Official Event Time prior to the briefing. Operation of the timing devices should be discussed, and the starters/finishers/timers afforded an opportunity to practice operating and reading them. The following items in this procedure section should be discussed as appropriate to the competition.
2. There are two major categories of timing devices in common usage today; the printable time-of-day clocks and the electronic display clocks; both of which are digital for more accurate reading. Regardless of which type is used, all must be synchronized to a Master Clock, which represents the Official Event Time. The Chief Timer should make frequent checks to ensure that all start and finish-timing devices remain synchronized to the second. Official Event Time must be made available to the competitors. A large, easily read electric clock with a sweep secondhand, placed near the warm-up area or first start area, is ideal. An alternate method is to have the announcer or control give frequent, accurate time checks.

Timing reliability will be enhanced with the digital display type; however, it also has some shortcomings. Unless protected properly, its synchronization can be destroyed by careless action. Much incorporate light emitting diode displays (LED's) which create a heavy drain on battery life. These are usually reliable for only about six to eight hours when in good order. The liquid crystal display (LCD) is much less demanding of the batteries, resulting in longer reliability.

3. Start timers are the ones who send the riders off. When two are available, one can communicate with the Warm-up Steward, handle the clipboard with start schedules and marshalling the riders as necessary; checking for proper numbers and fielding the inevitable questions - leaving the other start timer free to concentrate on his/her timing device. The start timer starts the rider on the published start time (or an adjusted start time in some circumstances) in the following manner, presuming a published three-minute interval:

"Rider number _____, you have three minutes before start."

"Rider number _____, you have two minutes."

"Rider number _____, you have one minute."

"Rider number _____, thirty seconds."

"Fifteen seconds."

“Ten seconds.”

“Five, four, three, two, one - Go and good luck!”

The exact time of day (hour, minute, second) that the word “Go” was given is recorded for forwarding to the scorers, regardless of when the horse left the starting box.

4. The cross-country start box is an enclosure approximately five-meters square (16x16) with an open front through which horses will start and a gap in one or both sides through which the horses may enter. A groom may be used to help the horse into the start box. The groom must relinquish any control of the horse at the instant the “Go” signal is given. The horse is considered to be on course at that point and assistance is not permitted under penalty of elimination. There is no maximum or minimum time during the countdown by which the competitor must enter the start box; if the rider elects, he/she may enter the start box as soon as it is vacated by the previous competitor, or he/she may wait even until after the “Go” signal has been given.
5. You may not start a rider prior to his/her published start time without his/her concurrence. If a horse has been scratched and the competition is running on time, it will merely create a gap in the action. However, if delays have been incurred and you are behind schedule, this gap will automatically disappear, as each successive horse would be started at the stipulated time interval, e.g. three minutes. Frequently, because of scratches, it is possible to make up for delays and you will find yourself back on the original time schedule. It’s important for the starter to communicate with the announcer and/or control whether the event is running on time, early or behind schedule: They will keep the riders informed, which is much appreciated.
6. If a competitor starts early, his/her time will be recorded from the moment he/she crossed the start line. The ground jury may permit a competitor to start at other than his/her posted start time. When this happens, the new agreed upon start time is the competitor’s official revised start time: the T.D. will notify the starter of this change of start time. The starter, within the rules may permit a competitor to start other than the original or revised time, for such circumstances, a lost shoe being replaced. The competitor may only start late if there is no risk of interfering with subsequent competitor., However, the start time will be recorded as if the competitor started at the correct time. The horse may move about inside the start box and may even wander in and out of the start box but must start from within the box and behind the start line when or after the “Go” signal is given.
7. Finish Timers record the exact time of day (hour, minute, second) at which the chest of each competitor’s horse passes the finish line between the flags. If two finish timers are available, one should act as recorder and number checker. Checking the competitor’s number is vitally important; competitors are seldom cooperative to the extent that they are all going to finish in numerical order. The second finish timer also checks that the horse passes between the flags. Times are always recorded as to hour, minute, second. Fractions of seconds are not used. If your timing device displays fractions of a second, the fractions are always rounded up to the next second. Example: a device displaying 90:14:23.6 would be recorded as 90:14:24. If the device displays 09:14:23.1 it would also be recorded as 09:14:24. Using the 24-hour clock makes life much simpler for the scorers. Start and finish times may be recorded by the timer on the forms supplied by USEA, or on locally produced forms such as the following, depending on individual needs and circumstances. These have proven to be helpful and less error prone.

START				PHASE
HORSE #	HOUR	MIN	SEC	REMARKS

FINISH				PHASE
HORSE #	HOUR	MIN	SEC	REMARKS

8. Pay close attention to the job at hand. Try to avoid distractions. Try to avoid conversations with spectators and contestants. It's so easy to miss a scheduled start or fail to catch a finisher when you let yourself become distracted by extraneous conversations and activities.

Endurance Test - Horse Trials

1. Consists only of Phase D (3-day event format) and cross-country test for horse trials.
2. If a competitor is late in presenting himself/herself for the start, he/she is eliminated.
3. If a competitor presents himself /herself for the start but is unable to position himself/herself for the start by the time the starter has counted down to “Go”, his/her start time is recorded at the exact time the “Go” command was given. Of course, he/she must still begin the cross-country from behind the start flags.
4. Runners will normally pick up start and finish time sheets periodically throughout the day. Whenever you come to the end of a level (Novice, Training, etc.), start recording the next division on a fresh sheet, regardless of how much room you have remaining on the one in use. This helps the scorers to close out that division more expeditiously.

Show Jumping - All levels

1. It is very important to have two timers working together for Show Jumping. One timer is enough - assuming he/she can cover both start and finish. However, without a back-up time, a timing error is virtually assured sometime during the competition. Ordinarily, one of the Event Officials will do the back-up timing.
2. Three stopwatches which can be stopped and restarted without returning to zero are required. Two are used to measure each competitor's elapsed time from start to finish. A third watch is used to measure the time taken to start after a signal has been given for interruptions. A member of the Ground Jury must also have a stopwatch.
3. Electric Timers with electric-eyes for start and finish are becoming very popular although more expensive. The timing crew operating these must be trained and experienced in using this type of timing system. Stop watches should always be used as back-up.
4. All timers must meet with the judge prior to the competition so that specific procedures can be resolved. The judge is responsible for recording interrupted time. The *USEF Rule Book* states, "Electronic timing is strongly recommended for all National Divisions. Two manual timers, one of which is to be in line with both the start and finish lines, and has direct contact with the Jury, regardless if electronic timers are used or not, are required for all divisions."
5. Normally, the show jumping course is designed so that the start and finish flags are reasonably close. One pair of timers will have time to proceed to the finish line after recording the start. Be aware of the track of the course so that you do not interfere with the competitor as you proceed from the start to the finish.
6. Timing starts when the horse's chest passes between the start flags and ends when the horse's chest passes between the finish flags. Be sure the horse starts and finishes between the flags. If the horse misses the finish flags, don't stop your watch! The rider may return to pass between the flags. If the rider leaves the course without passing between the finish flags, he/she is eliminated.
7. If two timers are working together, compare your elapsed time readings. Since penalties are incurred for each second or part of a second over the Time Allowed, for ease of communication and scoring, it is suggested that you record and announce the elapsed time in whole seconds, rounding fractions upward to the next whole second, e.g., a competitor completes the course in 1:14.7 (one minute, fourteen and seven tenths seconds). You will record and announce 1:15 (one minute, fifteen seconds). If the competitor completes in 1:11.1, the recorded time will be 1:12.
8. A reliable means of communication is required between the timers and the judge's stand. A walkie-talkie or hand-held radio is preferable. Otherwise, you are going to have to shout the information to the judge's stand.
9. Each timer must have a clipboard with time sheets, pencils and start list in addition to his/her stopwatch. Record each competitor's elapsed time by his/her number on the start list.
10. If the start and finish flags are positioned so that it is impossible for one pair of timers to cover them, a different set of procedures is necessary. To accommodate this situation a team of start timers and a team of finish timers is required. Time of day clocks, synchronized to each other, will provide the most accurate means of timing. The start timers record the "start time of day" and the finish timers will record the "finish time of day". A reliable means of communication must be established between the start and finish timers and the judge's stand to communicate the two times and subtract one from the other to obtain the elapsed time. This will cause some delay and frustration but is the most accurate method. Other methods such as hand signals or flag waving have been tried and found sadly lacking. Every attempt should be made to avoid this situation.

USEFUL FORMULAS:

Below are some of the formulas you will need to calculate times and distances.

1. To convert feet to meters, multiply feet x .3048 = meters

Example: 5900 feet x .3048 = 1798.3 meters

Example: 1395 feet x .3048 = 425 meters

2. To calculate optimum time on either cross-country or show jumping:
Divide distance in meters by speed for the course: meters/speed = minutes.

Example: 1798 meters/ 350 meters per minute = 5.14 minutes

As there are 60 seconds in a minute we must convert 5.14 minutes into minutes and seconds. This is done by multiplying the fractional part of the minute, i.e. the .14, by 60. $.14 \times 60 = 8.4$ seconds, you then round up to the next whole second. Therefore, 5.14 minutes = 5 minutes and 9 seconds. Thus, the optimum time on a 1798 meters long course, run at 350 meters per minute, is 5 minutes and 9 seconds.

Example: 425 meters/ 300 meters per minute = 1.42 minutes. Using our formula ($.42 \times 60$) this converts to 1 minute and 25.2 seconds which rounds up to 1 minute and 26 seconds.

To calculate the maximum allowable time on cross-country, divide the length of the course by the meters per minute assigned to that level of course.

Example: The Novice cross-country course is 1825 meters and is to run at 350 meter per minute = 7.99 minutes. 7.99 minutes is 7 minutes and 59.4 seconds which rounds up to 8 minutes. Therefore, the maximum allowable time on a course 1798 meters long is 8 minutes.

3. To calculate the maximum allowable time on the show jumping course you simply double the time allowed.
Example: Time Allowed is 1 minute 26 seconds x 2 = 2 minutes 52 seconds.

CHAPTER 10 - CHIEF SCORER

The Chief Scorer oversees the entire scoring process and volunteers. They need to be free to trouble shoot, answer questions, consult with the T.D. and research rider queries

If a computer program is used for scoring (strongly recommended), the Chief Scorer must be very familiar with the software being used and train their volunteers to use the system. If scoring the good ole' fashion way, they need to ensure their team has the proper equipment needed. **The Chief Scorer must review what the current scoring rules are in the *USEF Rules for Eventing*: These do change, sometimes on an annual basis.**

Before the competition, the chief scorer or the secretary orders the supplies needed for scoring from the USEA. A few days before the competition, one of them prepares the master score sheets and posting sheets with the horse/rider combinations in each division.

During the event the Chief Scorer will ensure scores are brought to the scoring team in a timely fashion, score sheets need to be put in order prior to scoring; scores are tallied quickly and correctly and then posted on the Official Score Board(s) as soon as possible.

After the event, either the secretary or the scorer must submit the results to the USEA; the USEA will forward the results directly to the USEF. Regardless of the type of scoring used, software versus manual, the results must be submitted through email, using a spreadsheet formula. There is a specific template to be used for the USEA to upload the results into their data base and then into the USEF database. Contact the USEA for the spreadsheet template: if you choose a software program, make sure the spreadsheet is part of the package. If the competition has its own website, the results should be posted there as well. It's also a good idea to inventory left over scoring materials so you are ready to plan for the next event.

CHAPTER 12 - STABLING STEWARD

This is an unglamorous, but totally essential job that is best done by someone who is willing to assume this as his or her sole responsibility to the event. The main prerequisites for the job are good organizational skills and the patience of a saint!

Before the prize list is published inform the secretary how many permanent stalls and/or temporary stalls are available and what size they are as well as if stalls have doors or not. This information needs to be included in the prize list.

Stabling Assignments

1. Determine with the organizer who will arrange the stabling assignments; the secretary as entries are received or the Stabling Steward after closing date. **
2. Mark each stall with rider's name on 3" x 5" card.
3. Post a map in the office with directions to off site stabling, if applicable.
4. Post a diagram of stabling assignments on barn wall.

**Draw up diagrams of available stabling and place in secretary's binder with the Entry Forms and the Special Instructions.

Four to Eight Months Before the Event

1. Determine number of stalls readily available and consult with organizer about number of entries anticipated.
2. Explore possibility of additional stabling (if needed) by renting temporary stalls or at neighboring farms and stables. Specify criteria required by farm or stable owner (i.e. fees, bedding, release forms, smoking rules, coming and going rules, etc.).
3. Shop around for bedding at the best price (most events offer initial bedding). Sometimes, a feed dealer will give you a break if you offer him a free program ad and post him as the only place to buy feed.
4. Arrange for manure and garbage disposal (coordinate with Grounds Steward about this and number and location of needed toilets).

One Month to One Week before the Event

1. Check condition of stalls, have needed repair done.
2. Coordinate with secretary about number of stalls sold; need for extras, etc.
3. Order bedding based on information from secretary from a source that you have already found. Confirm expected date of arrival.
4. Make a rough plan of where people will be stabled and give information to the secretary. If stabling is off grounds this information is to be included with acceptance/time information for competitors.

One Week Before to the Day Horses are to Arrive

1. Make stall map(s) for posting in stabling area(s), keeping in touch with secretary for additions and deletions. A veteran stabling steward always keeps a couple of vacant stalls should a competitor request a different stall. Even though these stalls are of equal quality and condition, the fact that he affected a move makes a happier competitor! Also, bear in mind that at a USEA/USEF competition, two stalls are required for drug testing if that competition is chosen to be tested
2. Make a map directing competitors to off grounds stabling and give to secretary for posting on her bulletin board if applicable.
3. Make stall cards and post on assigned stalls. Stalls cards should include:
 - a. Horse & rider name and competition #.
 - b. Space for rider to provide emergency contact information during event.
 - c. Vet's phone number.
 - d. Farrier's phone number.
4. Information should be placed on the 'Official' bulletin board. Information should include:
 - a. Emergency contact numbers during the event as well as a physical address for 911 in case they need to be called.
 - b. Name, address, phone number and directions to the closest hospital.
 - c. Name, address, phone number and directions to the closest large animal hospital.
 - d. Area map for drug stores, tack stores, feed stores, hardware stores, etc.
 - e. Phone number of the stabling steward for late arrivals.
 - f. Competitor order of go, if available.
 - g. Information about manure disposal.
 - h. Event rules about stall cleaning, dogs, horse washing, etc.
 - i. Information about feed and supply availability, where and how.
5. Check stalls one more time for nails, breaks, etc.
6. Arrange to have bedding put into stalls.
7. Confirm that toilets, garbage and manure disposal systems are in place.

From Time People Arrive and During Event

1. Be available to troubleshoot, answer questions, fix broken things, give advice, etc.

After Event is Over

1. Arrange for clean up crew to leave stalls stripped and clean (or as required by farm/stable owner). Do any necessary repairs.
2. Give organizer input as to how system can be improved!

CHAPTER 13 - GROUNDS STEWARD

The Grounds Steward is of major importance for the event to be presented in a well-prepared, organized and hospitable atmosphere. Plans must be made to provide for trailer parking, camping, day parking and facilities that are necessary for comfort and convenience. Furthermore, the Grounds Steward plans the traffic flow to ensure the movement of people, horses, vehicles and their equipment are controlled according to a good plan.

Every site presents different problems. However, there are tasks and equipment necessary to any well run event. The following list suggests to you the sequence for organizing your development of the grounds and for providing the equipment.

Early Preparation

1. Assist organizer in developing site plan to provide for:
 - a. Event Secretary's Office and/or Control Center.
 - b. Food concession location.
 - c. Parking for competitors' hauling in each day to include water and toilets.
 - d. Parking for cars and trailers (trailers close to stabling).
 - e. Competitors' camping area (if applicable).
 - f. Public Parking.
 - g. Signage for venue so competitors and public can easily find their way around.
 - h. Roads to be closed to protect Dressage/Cross country/Show Jumping: When to open.
 - i. Location for Official Score/Bulletin Board (if a special shelter is planned).
 - j. Location for portable toilets - how many to order?
 - k. Location for manure areas and garbage cans - how many needed?
 - l. Site for competitors' party (if applicable).
 - m. Method for garbage and manure removal.
2. Determine with **each** Chief Steward what equipment, supplies, utilities, etc., are needed:
 - a. Electricity and water (stabling, concessions, scorers, video).
 - b. Hoses attached to water (fire protection, competitors' convenience, etc.).
 - c. Saw horses for miscellaneous use.
 - d. Roping and stakes for marking off parking, spectator area.
 - e. Tables, chairs, electricity at party site (if applicable).
 - f. Miscellaneous supplies: extension cords, 3 way plugs, basic hardware and tools.
 - g. Garbage cans (where are you going to secure the necessary number).
 - h. The signs you will need ("Stabling", "Show Office", "Camping"; "Parking"; "Road Closed"; "Spectators Welcome"; "Dogs Leashed"; Directional signs to event, etc.).
 - i. Plastic liners for garbage cans.
 - j. Straw bales if available to mark dressage warm-up, spectator seating, etc.

Each of the Chief Stewards should remain responsible for coordinating, setting up and equipping their specific areas of responsibility.

3. Coordinate the order with all the stewards or plan for:
 - a. Portable Toilets Determine if the units will be serviced by the supplier during the event. If not, order ample toilet tissue and schedule a routine check of the units during the event. Do not leave a stack of paper in the units. It will disappear. It is important to coordinate with each steward so as not to duplicate efforts.
 - b. Arrange for garbage removal and manure removal (coordinate with stabling steward).

Week Before the Event

1. Based on the jobs you have been designated to do, start your preparation in ample time to have everything ready before the competitors begin arriving.
2. Directional signs off-site should not be posted until the last minute to avoid theft.
3. Make sure you route traffic with consideration for those hauling large trailers.
4. Mark the site well with directional signs, so that arriving competitors can easily find the way to stabling, show office, camping, etc.
5. Confirm early in the week the delivery schedule for the portable toilets. Be sure someone meets the deliveryman and directs placement and receives supplies.
6. Erect necessary barriers and roadblocks. Rope off areas as determined by organizer and phase stewards.

During the Event

1. Schedule someone on duty during arrival of competitors to direct them to parking and camping. If applicable, have someone to supervise the campsite so that space is used efficiently. Provide a spirit of welcome & helpfulness.
2. Monitor portable toilets for cleanliness and toilet paper.
3. Open and close roads, as the competition requires.
4. Empty garbage cans as necessary.
5. Be available to the event management during the entire event and report problems or complaints with management.
6. If applicable, provide assistance to campers with any campsite problems.
7. Remain alert to incoming spectators. Watch that they park as designated.
8. Carry note pad and pencil for remarks, problems, etc.

After the Event

1. Retrieve all signs.
2. Disconnect electrical cords, etc.
3. Clear event site of all markers, tapes, etc.
4. Inventory signs and any other event owned equipment you have used.
5. Store all material according to the organizer's plan.
6. Complete your remarks, suggestions and inventory lists.
7. Attend organizing committee debriefing and turn in your comments and inventory lists to organizer.

CHAPTER 14 - HOSPITALITY CHAIRMAN

Responsibilities

1. Care and feeding of officials, staff and volunteers during competition, i.e., morning coffee and muffins, lunch, snacks and drinks. The organizer will help develop this list and when they need to be fed.
2. Arrange housing and transportation for visiting officials, if applicable.

The Hospitality Committee will care for the following officials:

1. All show officials.
2. All event staff.
3. All volunteers.
4. Any parties planned during the event.
5. Event Host (Property Owner, if applicable).

12 to 16 Weeks Before the Event

1. Contact secretary for names and addresses of the technical delegate, eventing judges and dressage judges.
2. Begin arranging for transportation from the airport and lodging. If officials prefer to stay in a motel, reserve rooms in a nearby motel. Provide a car or transportation to and from the event site.
3. Determine the availability of shelter, electric outlets, etc., at the event site. If necessary begin arranging for a motor home, camper, etc., to provide a comfortable sheltered area for officials.
4. Determine your budget with the organizer.

Four to Eight Weeks Before the Event

1. Determine any special dietary needs of officials, staff and volunteers.
2. Firm up arrangements for a sheltered hospitality area, if applicable (generally not used at a one-day due to the limited time available).
3. Establish firm list of committee members. Include non horse people who can give the above listed duties full attention.
4. Confirm motel reservations and/or private housing.
5. Confirm that transportation has been arranged.

Four Weeks Prior to the Event

1. Establish food sources for all meals and snacks; watch for grocery bargains.
2. Arrange equipment: table, chairs, thermos bottles, cups, napkins, etc.
3. Coordinate with organizer special dinners, activities, etc.
4. Coordinate with dressage and show jumping stewards about putting a basket of edible goodies in judges' boxes.
5. Schedule lunches on cross-country and show jumping days according to event schedule and/or needs of officials.

Two Weeks Prior to the Event

1. Confirm details of housing and transportation (who is scheduled to meet planes and chauffeur officials).

Seven Days Before the Event

1. Confirm with your committee members that they will keep to the schedule, i.e., serving lunch, coffee breaks, etc.

During the Event

1. Use runners to check on needs of dressage judge & scribe
2. Stay flexible and alert. BE PREPARED FOR ALL KINDS OF WEATHER!!!
3. Keep notes on your work, comments and better ideas, quantities, etc.

After the Event

1. Send thank you notes.
2. Return equipment.
3. Attend debriefing and turn in notes.

CHAPTER 15 – ANNOUNCER

A good announcer is crucial for a successful event. They should be informative with a good voice, willing to acknowledge sponsors and special happenings at the event but avoid too much idle chatter, this can be very annoying. Not only do they help keep the competitors informed about the official time, what is happening and so on; they add personality to the event that will be remembered by everyone who came to compete or spectate.

The Hour Prior to Dressage

An announcer serves a very useful purpose during the hour before the earliest scheduled rider enters the dressage arena (especially if it's an early morning hour). He/she literally wakes everyone up and helps the organizing committee start the event on time. If the announcer is not yet on the grounds, a member of the organizing committee might serve the same purpose:

7:00 a.m. “Good morning. It is now 7 o'clock. Dressage is scheduled to begin in one hour. Hot coffee and rolls are available at the Pony Club concession.” (Some events now put some rousing music on the P.A. system to help brighten spirits).

7:30 a.m. “The time is 7:30. Dressage tests begin at 8 o'clock.”

7:45 a.m. “Good morning. Welcome to New Event Horse Trials. Official event time is 7:45 a.m. Dressage will begin promptly at 8 a.m. as scheduled.”

“We would like to call your attention to the good food at the Pony Club concession beside the barn. It is now open.”

“The cross-country course is open for inspection. However, we would like to remind you that it remains subject to change, and you are expected to attend the competitors' briefing at 3:00 p.m. today, when the T.D. will notify you of any changes that might have been made prior to the course walk.”

7:55 a.m. “Our judge this morning is Mr. Hans Goodseat of Horse Heaven, Massachusetts. Mr. Goodseat was a member of the U.S. Silver Medal Team at the...” etc., etc.

7:58 a.m. (Announcer has confirmed by sight that # 1 is standing by.) “It is now 7:58. The first horse entering the arena will be No. 1, Early Riser. No. 2 should be on deck.”

Test Complete “Just completing the test is No. 1, Early Riser, ridden by Susan Sleep.”

“Entering the arena is No. 2, Here I Come. No. 3 is on deck.”

The announcer continues to identify the horses as they enter and the horse and rider as the pair leaves the arena. He/she reminds people about the food concession, plugs photographer, video, tack trailer, etc., makes announcements as requested, and anticipates resumption of competition toward the end of a break by announcing 3 minutes before, “The dressage tests will resume at 9:35. No. 14 is on deck.”

The announcer should be provided with:

1. Corrected and up to date program and/or a schedule that includes competitors' numbers, names and horses' names.
2. Notes: Particulars on judge(s).
3. Announcements to be made periodically; these should be provided to you by management and/or organizer.
4. Clipboard and note pad with pencil.
5. Items of interest re: eventing, i.e., Dressage, Cross country, Show Jumping, type of horse, training, horse and rider as a team, etc.
6. For Show Jumping:
 - a. Copy of order of go.
 - b. List of awards.
 - c. List of sponsors to be thanked.
 - d. List of advertisers to be thanked.

Notes for Announcer should be completed for:

1. Cross-country commentary.
2. Show Jumping commentary.

CHAPTER 16 – CROSS-COUNTRY CONTROLLER

The cross-country course controller is a behind-the-scenes official. Just a handful of people interact with the controller during an event - some prior to the start of cross-country and some during. It's not unusual for the announcer to also act as cross-country control. However, if you have a catastrophic accident during your event, a good controller is priceless. Note: At FEI competitions, the announcer and controller may not be the same person.

Having one person dedicated to instantly implementing holds on course, sending medical or veterinary assistance due to an accident on course, all while knowing where everyone is on course at any one time is vital. At events that have the luxury of starting horses on cross-country at three-minute intervals for a few hours, it's a relatively easy role to fulfill as there isn't as much traffic on course. However, when there are enough horses to start at two-minute intervals all day long, things can get hectic in the blink of an eye.

The TD and course controller should both brief the safety coordinator on protocol for emergency situations, in that the controller is the sole dispatcher of the on-site medical personnel. The USEF Rules for Eventing describes exactly what categorizes the required appropriate medical personnel.

Stopping a competitor on course is usually just the beginning of a situation. If there is an emergency that results in a hold on course, the start box must be held immediately. Next, the medical support team or veterinarian staff is summonsed, and a constant communication link from that point should exist between all. The same scenario could occur during a hold on course for fence repair.

The course controller's plan should cover all aspects of safety at an event and begin with a visit to the cross-country courses. It's prudent for the controller to become familiar with the courses, to assign radio communication to appropriate fences, and select fences that are friendly for stopping purposes (not located before a technical question or major complex).

The controller will sometimes assume the role of creating a radio channel plan. This dictates what teams are placed on what channels so there isn't too much chatter on the radios. This is an important role which really pays off when things get tough.

The controller should attend the jump judge briefing and can be responsible for radio protocol for all officials, staff, and fence judges. At horse trials with average entry numbers, radios with at least three or four channels are necessary to run a cross-country day efficiently and to avoid creating too much talk on one channel. Three-day events fall into a very different category and would consume a considerable amount of further discussion.

Once the fence judges have found their places on course, it should be the controller's responsibility to check their placement and readiness. The medical and veterinarian teams are contacted to ensure they are properly located, and the ground jury and TD are then informed the course is ready and await their charge to begin. Until all this is accomplished, that first competitor won't hear the ever-anticipated count down to "GO! Have a great ride!"

CHAPTER 17 – SAFETY COORDINATOR

The Safety Coordinator provides an important function at an event. This job description is intended to help organizers facilitate assigning effective safety coordinators for their event and to help them understand their duties. Although the safety coordinator does not necessarily have to be medically trained. The person who occupies this position must have the ability to coordinate an emergency response should an accident occur. It's important to remember if the safety coordinator is medically trained, they should at all costs, try to remain in a supervisory role and avoid being involved in direct patient care.

The USEA Safety Coordinator Manual (<https://useventing.com/safety-education/forms-documents/safety-coordinator-manual>) is designed as a reference and contains recommendations for the organizer and safety coordinator to facilitate their tasks. In no way, should this manual be considered as regulatory or absolute in nature. Local EMS laws, protocols, and procedures dictate what procedures and equipment can be used by emergency medical personnel at the event. The manual merely suggests what might be needed. Each event is unique and the diversity of EMS systems throughout the country makes it impossible to have an absolute “right way” of handling response to a medical situation.

The USEA created an online test to certify eventing Safety Coordinators. The test features questions derived from the USEA Safety Coordinator Manual. While the certification is not mandatory, it is highly recommended that all safety coordinators at USEA competitions complete the test. (<https://useventing.com/safety-education/safety-safety-coordinator-test>)

The *USEF Rules for Eventing* state that an event must be staffed with a “currently certified or licensed in the profession and trained in pre-hospital trauma care, EMT/Paramedic.” They should have the necessary equipment to perform procedures they are qualified to perform within their local EMS region or state. An ambulance is not specifically required; however, if the circumstances of an event make longer transport times likely, (i.e. a remote location, large numbers of spectators or riders, a three-day event), then an on-site ambulance is strongly recommended.

Resources

An effective Safety Coordinator knows his/her resources and can delegate duties to the appropriate person(s). The following can be used as valuable resources:

1. **Organizer:** The organizer (s) must know all the of the event, including cross-country course design, hazards, competitors, weather patterns and their effects on the event. The safety coordinator should be an arm of the organizer.
2. **Technical Delegate (TD):** The TD is the best resource for rules and regulations. The safety coordinator should meet with the TD prior to the event and present his/her plan and able to adjust as suggested by the TD. It's the TD's responsibility to maintain a safe event and ensure that all rules are followed.
3. **Local EMS Provider:** The local EMS providers are the true resource for coverage of your event. There is tremendous diversity within EMS systems in the United States. Some are paid, some are volunteers. Contact the local EMS system and determine their capabilities (ALS vs. BLS) and regulations. Some will provide coverage at no cost. Some charge for coverage. Is the system able to dedicate a unit to stand-by? This information should be obtained months prior to the event and shared with the organizer.
4. **Local EMS Helicopter Service:** Helicopters are good resources for transport should a serious injury occur. Your local EMS personnel can refer you to the helicopter service and determine if helicopter transport from your event is feasible. Local protocols usually dictate helicopter usage.

5. Local Hospital: Is the local hospital a trauma center? Local EMS personnel can assist in recognizing the capabilities of local hospitals and their protocols for transport.
6. USEA Safety Committee: Any questions or concerns regarding the safety coordinator and duties, compliance, etc. can be addressed by the Safety Committee. A reference list is kept by the committee of people who are willing to assist events in establishing a good plan along with coordination of local EMS providers.

It's impossible to list all the resources of a safety coordinator. Good communication, a calm manner and a good rapport with all the above should ease the duties. Also, once a good plan is in place, the duties become easier. If those in charge know what to do, when to do it and how, things go much more smoothly and can be relayed to medical crews.

Implementation

Once the safety coordinator has gathered the necessary information and resources, a plan should be developed, and a written copy given to the technical delegate and organizer. Dressage and show jumping phases do not usually present many logistical problems. Cross-country requires a more sophisticated plan. A small event with a readily accessible cross-country course can implement a simple plan of action. If the event is larger with a "not so easy to access" cross-country course, things become more complicated. Common sense should prevail! Strategically placed, equipped first response personnel for access to all jumps within 1-2 minutes can facilitate the plan. If an accident occurs, these persons can evaluate the rider and request further assistance as needed. The plan should consider if the ambulance can directly access all jumps or does a four-wheel drive vehicle need to be available for medical personnel to move the victim to a more accessible location.

Effective radio communication is essential. The organizer and whoever are responsible for communication at the event should be made to understand the need for adequate communication for medical purposes. It should be pre-determined who deploys medical personnel to avoid confusion. Ensure that cell phones work in areas of the competition and note which hard phone line will be available for emergency communications.

A designated landing zone should be determined prior to the event should a helicopter be needed. It is usually best at an event to move the victim to the landing zone and not land the helicopter close to the accident. The safety of horses and bystanders must be strongly considered. Also, how does rain or adverse weather affect terrain? Have a bad weather plan or alternative.

Make sure all responders have a good understanding of eventing and rules affecting their interaction with the riders. Make them aware of the Medical Information Card worn by the riders and safety equipment worn. The TD and organizer can help all understand these rules. Also, remember that the event cannot continue without adequate coverage. Hopefully, all resources will not be committed, and back-up is available. Interaction with the TD is very important in this situation.

Communication with the press should only be done under the direction of the TD and/or organizer. Patient confidentiality and details of the accident are sensitive and should be respected always, including during radio communications. Post-incident debriefing should be considered with all concerned. The EMS provider should understand that any shared information will be kept confidential, but it's important to maintain the proper documentation of accidents within our sport and to maintain statistics. This should be understood prior to the start of the event.

Summary

Even though the safety coordinator's role can seem complex, it should not be. A knowledgeable volunteer can develop a good, workable emergency plan that can be used for the event. After the competition is over, hold a debriefing to go over and correct any problems with your plan. Does anything need to be changed to make it better? If so, discuss with all involved and implement the changes for the future.

A good relationship between the safety coordinator, organizer, TD and event medical personnel should result in a safe event with a good plan of action. Since the development of the Safety Coordinator's position, it has become evident that events are more proactive rather than reactive regarding medical response.

At any time, should anyone wish to have their plan reviewed by the USEA Safety Committee or have questions, please contact any member of the committee through the USEA Office. Also, as mentioned previously, the Safety Committee is a resource group for organizers, safety coordinators or anyone wanting help with their plan.

This job description is not intended to supersede any local EMS protocols. Typically, most local EMS providers are willing to interact with the Safety Coordinator and develop a plan. They are dedicated, hard working individuals who have the public's safety in mind. Please thank them for their dedication to making our sport safer.

Remember the Acronym P-O-L-I-C-E!

P: PREPARE a plan for emergencies.

Consider medical emergencies, fire, and inclement weather.

O: ORGANIZE the plan.

Meet with all concerned and make sure they understand their roles.

L: LOOK FOR HAZARDS and how to overcome them.

Accessibility to jumps on cross-country course, access to the farm, effect of inclement weather on accessibility should be considered. Alternate routes of travel should be coordinated with the organizer.

I: IDENTIFY NEEDS during the event.

Number of persons required, ambulance on-site or on-call. Minimum of one EMT- Paramedic or equivalent with trauma training required. First responders, nurses, or physicians should be considered.

C: COORDINATE EMERGENCY RESPONSE.

Response, transportation, and coordination with TD and organizer are important.

E: EVALUATE and make necessary changes to plan before, during, and after.

This job description was prepared to simplify the functions of the Safety Coordinator at an event. As previously mentioned, this job description is not absolute and does not supersede local EMS protocols, state or any law governing EMS. This job description is intended to help organizers, TDs and safety coordinators better understand the important duties of the Safety Coordinator. The USEA Safety Coordinators' Manual is an in-depth reference to further assist in making your event as safe as possible.

APPENDIX A – CRISIS PLAN

HORSE TRIALS CRISIS PLAN

Prepared by the USEA Safety Committee

This plan is a guideline to assist organizers in developing a crisis plan for implementation at their competition.

This plan coordinates the management of an incident involving a serious human or equine injury or fatality. A predetermined radio code shall be given to alert the appropriate personnel of the situation.

Duties

1. Control will notify the Crisis Team (CT) that should consist of the Technical Delegate (TD), Ground Jury President (GJP), Safety Coordinator (SC), Veterinarian (DVM) and Organizer's Representative (OR). The CT shall respond to the accident site or a designated area for the appropriate instructions or mobilization.
2. SC will discuss situation with EMS and/or Veterinary personnel as appropriate and report back to the CT. SC will direct or augment medical efforts. DVM will direct or augment veterinary efforts.
3. OR (upon consultation with CT) should designate a representative to accompany injured rider to hospital for assistance and communications back to the CT as appropriate. This may include assisting hospital personnel in notifying family members or obtaining data from event information.
4. In the event of a human fatality, the OR (upon consultation with the CT) will designate one person to coordinate communications with law enforcement representatives and/or the coroner.
5. In the event of an equine fatality, the DVM will enact plan for transport of horse to designated facility for necropsy and report to CT.
6. For security and confidentiality, limited discussion of the incident will take place on the Radio. Any communication about the incident should be done in person or by telephone. If the accident involves a fatality, it is very important that this not be publicly reported until the proper time as determined by the CT.
7. Upon the direction of the CT, no statements shall be made to the press or at the competition unless approved by GJP and TD. OR shall designate an area for questions/answers and press conference if indicated.
8. Per USEA Crisis Plan, reports shall be completed by the CT using the appropriate member(s) as resources and faxed to USEA Office.
9. Chief Executive Officer, Rob Burk (571) 340-1553) should be contacted as soon as possible with appropriate details and she will communicate with Safety Chairman and Board of Governors.

Emergency Response

1. Control will direct communications and response as appropriate and fence reporting will continue for other horses on course. Per communications with TD and GJP, Controller will begin holding procedures if necessary. Control may utilize secondary frequency for incident communications.
2. Announcer will inform the public that there is a hold on course, but not go into any details. Time should be filled with interviews, etc. In special circumstances, such as ambulance response on property, horse trailer responding for evacuation of horse or medical helicopter landing, Announcer and Control may have to coordinate evacuation of the necessary areas including securing of horses by direction of the SC.
3. Control will ascertain from SC as to status of medical personnel on site and from DVM regarding Veterinary personnel and if hold is necessary until back up coverage is in place. TD and GJP shall be advised as soon as possible.

4. After consultation with GJP and TD, Control will begin procedures for resuming competition at the appropriate time.

Action at Fence

1. Screens should be placed around an accident while any treatment is taking place.
2. Crowds should be kept a safe distance from accident.
3. Take rider or horse into ambulance as quickly as possible, subject to EMS or DVM advice. The course should be cleared as soon as possible to continue the competition.
4. Fence repair crews shall dictate repair of fence. GJP and TD with advice from CT shall determine if fence should be removed from course. OR will obtain necessary equipment and supplies for use by fence repair.
5. Fence judges may need to be replaced. If so, they should be taken to an area where they will be required to give statements. Any other experienced equestrian people who witnessed the accident will also be asked to make statements. The fence judges may need counseling or assistance following a serious accident, even some months later. OR shall utilize replacement fence judges.
6. EMS and other medical personnel may be restricted by HIPAA regulations for release of medical information. Obtain all available information as possible and refer to the appropriate agency on incident reports. Limited information is better than no information at all. OR and SC should discuss this with EMS personnel prior to the event for streamlining of communications following the incident.

CRISIS TEAM

Title	Name	Radio Frequency	Cell Phone
Technical Delegate			
Ground Jury President			
Ground Jury Member			
Ground Jury Member			
Safety Coordinator			
Veterinarian			
Organizers Representative			
Announcer			
Controller			

APPENDIX B – BUDGETING

Initial Investment: The initial investment depends on the status of your site, what you can afford to buy, what you can borrow, what it will cost you to rent, what your officials will cost. The following is a basic outline of the items you should cost out to determine your initial investment.

CAPITAL OUTLAY

Dressage Arena(s)	
Chain, wood, PCV pipe, etc. or permanent arenas with suitable footing	\$
Cross-Country Course(s)	
Designer	\$
Builder	\$
Materials (per obstacle time number of obstacles)	\$
Heavy Equipment	\$
Mowing, preparation of gallops	\$
Flags and numbers	\$
Show Jumping Course	
Designer (if not the same as cross-country designer)	\$
Materials (per obstacle time number of obstacles)	\$
Rental of equipment and or jumps	\$
Painting (material and labor)	\$
Flags and numbers	\$
Miscellaneous	
Bridle numbers or arm bands	\$
Cross-country pinnies	\$
Rope and stakes	\$
Decorating supplies (plastic flowers/plants)	\$
Timing Equipment	\$
Time of day clocks (four is highly recommended)	\$
Clipboards: Legal and Standard	\$
Office Supplies	\$
TOTAL	\$

* If renting any of the above equipment or supplies, move that item(s) into the expenses per competition category below.

EXPENSES PER COMPETITION

Event Registration	
USEA	\$
USEA Prize List Page	\$
USEF (Preliminary & higher levels)	\$
Officials	
Technical Delegate	\$
Judges	\$
Travel/rental car	\$
Hotel	\$
Secretary (if applicable)	\$
Scorer (if applicable)	\$
Veterinarian	\$
Medical Personnel and Ambulance	\$
Farrier	\$
Hospitality for above	\$
Meals for officials <i>(It's a good idea to do a per diem on meals)</i>	\$
Rental Equipment/Personnel	
Porta-Potties	\$
PA System	\$
Garbage/waste disposal	\$
Temporary Stabling	\$
Water Truck (if applicable)	\$
Security (if applicable)	\$
Facility Rent (if applicable)	\$
Dressage Arena(s) (if applicable)	\$
Show Jumps (if applicable)	\$
Other Expenses	
Dressage Tests	\$
Score Sheets	\$
Secretary's Budget (postage, phone, etc.)	\$
Ribbons and Trophies	\$
Program Printing	\$
Office Equipment (computer, fax, copier)	\$
*Insurance	\$
Repair/replacement	\$
Cross-country decorations	\$
Show Jumping decorations	\$
TOTAL EXPENSES	\$

*USEA Recognition provides one-million-dollar competition liability coverage; however, it is recommended that all events obtain additional coverage.

ESTIMATING GROSS INCOME

Entry Fees	\$
Stabling Fees	\$
Bedding/Hay/Ice	\$
Program Advertising	\$
Sponsorships	\$
Vendors	\$
Party Tickets (if applicable)	\$
TOTAL GROSS INCOME	\$

APPENDIX C – EVENT REGISTRATION

USEA EVENT REGISTRATION/PRIZE LIST PROCEDURE

The USEA Event Registration and Prize List pages are available under your USEA Membership Profile.

The edited page (s) are due:

- USEA, prior to opening date. The USEA Event Registration fee must be paid for online publication. When the page is ready, click on Submit for USEA Review/Lock this Omnibus. The page is be placed in pending mode, for review by USEA, then marked for online posting. The page will not be posted if the event registration fee has not been paid. The pending mode for USEA review does not affect submission to the USEF.
- USEF, 30 days prior to the start of the competition. In accordance with USEF GR1212, the prize list must be received by the Federation office at least thirty (30) days prior to the competition. The USEA is currently working on a function to enable the organizer to submit an electronic version, with the requirements outlined under Chapter 9, directly to the USEF. It's the organizer's responsibility to submit the page by the USEF due date.

Licensed Officials: Please be reminded that in accordance with the USEF General Regulations, the prize list must provide a complete list of officials. It's understood that additional dressage judges and/or show jumping judges may not be known when the omnibus goes to print, but it is expected that the TD, President and Course Designer, and for FEI, Ground Jury Members, FEI Steward, and Veterinarian Delegate are known and named in the omnibus listing.

Cross-Country Course Description: We **strongly** encourage each organizer to ask your course designer to prepare a course description for placement in the omnibus listing. The stock description, "Average, for horses with some experience at this level", no longer has any beneficial meaning in preparing horses and riders. The course designer may not have all the details at the time the omnibus is due, and space is somewhat limited, but aspects such as terrain, any dramatic changes from the previous year, and technical question to be expected, should be conveyed. Utilize your website and keep it updated. It's one of the best avenues to provide ongoing and detailed information, not only for the courses, but to promote your facility as well.

Footing/Footing Maintenance: Along with the course descriptions, don't overlook the type footing and what you as organizer do to maintain suitable footing. Advertise how the courses/arenas are prepared before and during the competition. It could boost your entries.

Eventing Tests Participation: Please be reminded that the Eventing Tests; such as, Starter, Intro, and Pre-comp, were originally created to introduce new riders to the sport of Eventing. However, we understand that young horses or new horses could benefit from a more relaxed course. The USEA wants to support both the flexibility for organizers and, fairness for all skill levels. We strongly recommend that professionals and beginners have their own class. If the entries cannot support separate classes, pin the professionals separately from the beginners. The professional is already an advocate for the sport, we want the beginner to feel as good about Eventing.

APPENDIX D – EVENT TIMELINE

EVENT TIMELINE			
Thursday, April 10			
Who is doing job	Time	Mow, weed-eat, etc.: Polo boards, XC jumps, around barns, office	Location
Who is doing job	Time	Ocala Jumping Classic	Location
Who is doing job	Time	Garbage detail	Location
Friday, April 11			
Who is doing job	Time	Mow, weed-eat, etc.: Polo boards, XC jumps, around barns, office	Location
Who is doing job	Time	Ocala Jumping Classic	Location
Who is doing job	Time	Garbage detail	Location
Who is doing job	Time	Order ice box/truck	Location
Saturday, April 12			
Who is doing job	Time	Ocala Jumping Classic	Location
Who is doing job	Time	Garbage detail	Location
Who is doing job	Time	Mow, weed-eat, etc.: Polo boards, XC jumps, around barns, office	Location
Sunday, April 13			
Who is doing job	Time	Ocala Jumping Classic	Location
Who is doing job	Time	Garbage detail	Location
Who is doing job	Time	Strip stalls	Location
Who is doing job	Time	Arena to be cleared out	Location
Who is doing job	Time	Mow, weed-eat, etc.: Polo boards, XC jumps, around barns, office	Location
Who is doing job	Time	Festival of the Horse logistical meeting	
Monday, April 14			
Who is doing job	Time	Strip stalls put in 1 bag of shavings	Location
Who is doing job	Time	Arena master OBS Arena	Location
Who is doing job	Time	Set up 4 large dressage arenas: OBS Arena	Location
Who is doing job	Time	Set up judges boxes: check with Shelley	Location
Who is doing job	Time	Tents going up	Location
Who is doing job	Time	Ice machine to be delivered	Location
Who is doing job	Time	Trollys need to be picked up	Location
Who is doing job	Time	Dry erase boards at XC	Location
Who is doing job	Time	Strip stalls - stalls have to be ready for horses to arrive Tuesday	Location
Who is doing job	Time	All stalls need one bag of shavings	Location
Who is doing job	Time	XC courses to be mowed & weed-eated	Location
Who is doing job	Time	Rope off roads & tracks	Location
Who is doing job	Time	Start setting up dressage arenas	Location
Who is doing job	Time	Order ice box/truck according to weather	Location
Who is doing job	Time	Prepare jog strip	Location
Who is doing job	Time	Mow, weed-eat, etc.: Polo boards, XC jumps, around barns, office	Location

Tuesday, April 15			
Who is doing job	Time	Horses start to arrive	Location
Who is doing job	Time	Training Session - not sure of time	Location
Who is doing job	Time	All vendors must be set-up and in place	Location
Who is doing job	Time	Horses arrive - in barn inspections	Location
Who is doing job	Time	Volunteers needed to assist FEI vets	Location
Who is doing job	Time	Volunteers to set up sponsors tent	Location
Who is doing job	Time	Officials arrive and inspect facility and courses	Location
Who is doing job	Time	Volunteers to clean and set up jog strip	Location
Who is doing job	Time	Night security begins	Location
Who is doing job	Time	Water tubs to B assistance area	Location
Who is doing job	Time	Sprinkle jog strip with stone dust	Location
Wednesday, April 16			
Who is doing job	Time	Pick up coffee and donuts - 1 coffee and 1 dozen donuts	Location
Who is doing job	Time	Training Session - not sure of time	Location
Who is doing job	Time	Set all arenas - arenas must be open for schooling by 1:00	Location
Who is doing job	Time	Dry erase boards & time of day clocks out to warm-up	Location
Who is doing job	Time	Competitor briefing	Location
Who is doing job	Time	Officials Luncheon	Location
Who is doing job	Time	Volunteers arrive to set-up for horse inspection	Location
Who is doing job	Time	Volunteer in place for horse inspection	Location
Who is doing job	Time	First horse inspection	Location
Who is doing job	Time	Collection arenas open for schooling	Location
Who is doing job	Time	Opening Ceremony	Location
Who is doing job	Time	Close arena, clean, work, and roll centerline	Location
Who is doing job	Time	After opening ceremony, move bleachers to W side of polo field	Location
Who is doing job	Time	Ice boxes or truck to be delivered if needed	Location
Who is doing job	Time	Security	Location
Thursday, April 17			
Who is doing job	Time	Pick up coffee and donuts - 2 coffees and 2 dozen donuts	Location
Who is doing job	Time	Volunteers arrive: coffee and donuts	Location
Who is doing job	Time	Volunteers: Assign jobs and briefing	Location
Who is doing job	Time	Warm-up, stewards and bit check go to stations	Location
Who is doing job	Time	Scribes find judge(s) and move to arenas	Location
Who is doing job	Time	Test ride	
Who is doing job	Time	Dressage	Location
Who is doing job	Time	Security	Location

Friday, April 18			
Who is doing job	Time	Pick up coffee and donuts	Location
Who is doing job	Time	Volunteers: Assign jobs and briefing	Location
Who is doing job	Time	Warm-up, stewards and bit check go to stations	Location
Who is doing job	Time	Scribes find judge(s) and move to arenas	Location
Who is doing job	Time	Dressage	Location
Who is doing job	Time	Pick up lunches	Location
Who is doing job	Time	Volunteers: Assign jobs and briefing	Location
Who is doing job	Time	Warm-up, stewards and bit check go to stations	Location
Who is doing job	Time	Scribes find judge(s) and move to arenas	Location
Who is doing job	Time	Dressage/Set up show jumping	Location
Who is doing job	Time	Course walk with Buck Davidson	Location
Who is doing job	Time	Registration	Location
Who is doing job	Time	Race begins	Location
Who is doing job	Time	Kids fun run	Location
Who is doing job	Time	Post run party	Location
Who is doing job	Time	Remove dressage arenas - set-up show jumping	Location
Who is doing job	Time	Night security	Location
Who is doing job	Time	Set up driving dressage arena 40m x 80m	Location
Who is doing job	Time	Place judges boxes for driving arena	Location
Saturday, April 19			
Who is doing job	Time	Breakfast for volunteers/vets	Location
Who is doing job	Time	Pick-up lunches	Location
Who is doing job	Time	Cross-country volunteers arrive: coffee and donuts	Location
Who is doing job	Time	Phase A/B/C Volunteer Briefing	Location
Who is doing job	Time	Jump judge briefing	Location
Who is doing job	Time	Phase A volunteers in place and radio check	Location
Who is doing job	Time	Phase B volunteers in place and radio check	Location
Who is doing job	Time	First Horse on Phase A	Location
Who is doing job	Time	Phase C volunteers in place	Location
Who is doing job	Time	Phase C volunteer radio check	Location
Who is doing job	Time	First Horse on Phase B	Location
Who is doing job	Time	Jump judges move into place on XC course	Location
Who is doing job	Time	First Horse on Phase C	Location
Who is doing job	Time	Jump judge radio check	Location
Who is doing job	Time	Training Three-Day cross-country horse starts	Location
Who is doing job	Time	Last Training Three-Day cross-country on course	Location
Who is doing job	Time	2* cross-country starts	Location
Who is doing job	Time	Polo match	Location
Who is doing job	Time	Last 1* cross-country horse starts	Location

Who is doing job	Time	Show jumping volunteer briefing	Location
Who is doing job	Time	Show jumping volunteer in place: arena & warm-up	Location
Who is doing job	Time	Move bleachers from XC to breed demo arena	Location
Who is doing job	Time	Advanced Combined Test Show Jumping	Location
Who is doing job	Time	Competitors/Volunteer party	Location
Who is doing job	Time	Night Security	Location
Sunday, April 20			
Who is doing job	Time	Pick up coffee & donuts	Location
Who is doing job	Time	Pick-up lunches	Location
Who is doing job	Time	Volunteers arrive: coffee & donuts	Location
Who is doing job	Time	Volunteers in place for Horse Inspection	Location
Who is doing job	Time	Third Horse Inspection	Location
Who is doing job	Time	Show Jumping Course open to walk	Location
Who is doing job	Time	Show Jumping	Location
Who is doing job	Time	PoloCross	Location
Who is doing job	Time	Breed Demonstration	Location
Who is doing job	Time	Lunch and Dog Costume Competition	Location
Who is doing job	Time	Awards Ceremony	Location
Who is doing job	Time	Staff mental breakdown	Location
BEFORE EVENT TO-DO LIST			
Who is doing job	Stake steeplechase		
Who is doing job	Rope Jack Russell area		
Who is doing job	Rope C Box, 10 Minute Box, D Box		
Who is doing job	Drill hole south end of polo barn for CD/Radio cord to go through to judges box		
Who is doing job	Move judges box to south end of polo barn for breed demonstration Saturday		
Who is doing job	Bleachers: 2 E polo field; 5 OBS arena; 2 FTBOA; 1 Dunes; 2 JRT races		
Who is doing job	Gallops to be mowed and weed-eated - Has to be completed by Wednesday		
Who is doing job	Mow fields if there is time		
Who is doing job	Clean up around polo barn		
Who is doing job	Food requirements and orders		
Who is doing job	Competitors party		

APPENDIX E – EVENT CHECKLIST

PERSONNEL:

- President of Ground Jury (USEF Eventing Judge).
- Judge (USEF Licensed in accordance with EV171 & 172).
- Technical Delegate (USEF Licensed).
- Dressage, Cross-country, and Show Jumping Chairman.
- Communication Supervisor.
- Manager for the day.
- Scorers.
- Timers.
- Starters.
- Chief Jump Judge.
- Jump Judges.
- Safety Coordinator.
- EMT/Paramedic.
- Ambulance.
- Veterinarian.
- Farrier.
- Announcer.
- Individuals to present awards/trophies.
- Parking Attendant(s).
- Police/crowd control.
- Photographer.
- Publicity.
- Admissions.

MISCELLANEOUS:

- Order ribbons and trophies.
- Score sheets for cross-country and show jumping.
- Control Center.
- Van (or suitable place for scorers) with tables, chairs, adding machine, refreshments, etc.
- Notice board for timetables, maps, etc.
- Scoreboard.
- Starting order - drawn 2 or 3 days in advance of event.
- Envelopes for competitors with number, timetable, course map, information re: stabling, etc.
- Programs to include riders, horses, numbers, USEA membership form, etc.
- Loudspeaker or public address system.
- Road signs to event.
- Port-a-johns/Toilet facilities.
- Watering facilities.
- Stabling.
- Food concession.

DRESSAGE:

- Copies of Dressage Tests.
- Letters.
- Mow grass for arenas.
- Erect arena(s).

DRESSAGE PERSONNEL:

- Collecting Ring Steward(s).
- Person on gate if not Steward
- Writer(s)-one for each judge.
- Runner to carry score sheets to scorers.

SHELTER(S) FOR JUDGE(S):

- Shelter.
- Chairs and tables
- Score sheets.
- Pencils, erasers.
- Stop watch(es)-one for each arena.
- Bell and/or whistle-different for each arena.
- Drink (hot or cold) and refreshments.

CROSS-COUNTRY:

- Flags: jumps and starter's flag.
- Arrows & Directional markers.
- Fence numbers.
- Start/finish flags and signs.
- Course finished one week in advance.
- Mow where necessary.

CROSS-COUNTRY PERSONNEL:

- Chief Jump Judge.
- Jump Judges.
- Timers.
- Starters.
- Collecting Steward.
- Repair men for jumps during event.
- Couriers.
- Stop watches and chart for timers.
- Clipboards/instructional sheets/stop watches/pencils for Jump Judges.
- Communication-check to make sure all is in order.

BEFORE OFFICIAL COURSE WALK:

- Course flagged, and compulsory and/or directional markers placed in accordance with map.
- Course inspected/approved by TD.
- Map posted, showing course, distance and times.
- Starting times posted.

SHOW JUMPING:

- Mow arena and warm-up area.
- Jump equipment ready.
- Jump numbers (separate from Cross-country).
- Flags (separate from Cross-country), including Start and Finish.
- Greenery to "dress-up" the course.
- Stop watches
- Whistle, pencil, score sheets.

SHOW JUMPING PERSONNEL:

- Judges.
- Starters.
- Timer.
- Collecting Ring Steward.
- Crew to re-set jumps.
- Gate person.

MISCELLANEOUS:

- Course map, showing track, distance, and times.
- Practice jumps (1 x-rail, 1-vertical, 1 spread) correctly flagged.
- Extra jump equipment.

APPENDIX F – COMPETITION SUPPLIES

The following competition supplies are available through ShopUSEA at www.shopUSEA.com

USEA Flag

USEA logo on both sides.

USEA Vinyl Banner

Lined with metal grommets.

Dressage Tests:

10 sheets per pack or request PDFs of the test and have your own copies (\$.10 per starter will assessed).

The majority of the scoresheets are computerized, the USEA does offer paper versions if preferred.

Cross-Country:

Time Sheets

Jump Judge's Book

Guidelines for Cross-country Jump Judges

Master Jump Penalty Scoresheet

Show Jumping:

Scoresheet

Horse Trials Medals

Beginner Novice - Advanced

Volunteers

Certificate of Appreciation

APPENDIX G – PROCESSING ENTRIES

With the help of the computer age, processing entries has become a fairly, simple process. There are other ways to process entries, depending on what resources are available to the event secretary.

Electronic Entries

Most entries are now processed electronically, and there are several computer programs available that will process entries, schedule your rides, email ride times, create event and program schedules, create officials reports, as well as all required post-competition reports and results.

USEA Xentry is available through the member's USEA online service account, EventEntries and Blue Horse Entries are the current online entry systems.

Database or Filing Program Entries

You can utilize a simple filing or database program and design it to suit your needs. The key here is that the filing program enables the user to design the file form. This is not difficult and requires no knowledge of computer programming. A bonus with some filing programs is they include a calculation feature that allows you to add up the fees, etc. Assuming the numbers are put in correctly, you have no doubt that the calculation is correct.

The file form should include all the information recorded by the competitor on the entry blank that is necessary for the secretary to have immediately at hand. The secretary will "fill in the blanks" with the information.

The beauty of putting entries on computer is that you need only type the information one time on one "sheet" rather than several times on cards or sheets of paper.

With just one entry of information, you can then retrieve information in any number of ways daily if necessary. Updates require only one retrieval and, only one typing operation rather than going to several sheets or cards and making the change.

The lists that an Event Secretary can obtain through use of a computer and filing program are:

* PROGRAMNO	By Program Number
* HORSEALPHA	Alphabetical by Horse
* RIDERALPHA	Alphabetical by Rider
* STABLING	Stall/Stabling Requirements, Stall Assignments
* STABLEWITH	Who wants to be with whom?
* PROGBLURBS	Program Competitor listing
* RIDERADDRESS	Address labels
* RIDEREMAIL	Rider Email Address
* OWNERADDRESS	Address labels
* OWNEREMAIL	Owner email Address

For all these lists, you may include whatever information you desire. In addition, you can print out the entire file form for each entry and place them in binders for a quick reference. You would also file the entry blanks in a binder or folder for easy reference. It is less work to file the entries alphabetically than numerically, but everyone has their own system.

Sample File Forms - Entries

Program No: _____ Horse: _____ Div: _____ Postmark/Date Stamped: _____

USEA No: _____ USEF No: _____ Local CTA/EA No: _____ Coggins Test: (date) _____

Rider:

First Name: _____ Last Name: (for sorting purposes) _____ Birth date:(junior) _____

USEA No: _____ USEF No: _____ Local CTA/EA No: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Phone #: _____ Email Address: _____

Owner:

First Name: _____ Last Name: _____ USEF No: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Phone #: _____ Email Address: _____

Horse Stalls: (number) _____ Tack Stalls: (number) _____ Arrive: _____ Depart: _____ Days: _____

Stable With: (last name, followed by comma) _____ Stall Assignment: (numbers) _____

Entry Fee: _____ Stabling Fee: _____

USEF Show Pass Fee: _____ Other: _____

Fees Due: _____ Fees Received: _____ Balance Due Event(+)/Owed Competitor(): _____

Also Entered: (Horse name, division) _____

Special Requests: _____

Waiting List: (number on) _____ Entry Acknowledged:(date) _____

Entry Accepted: (date) _____

Comments:

Program Information:

No: _____ Horse: (all caps., followed by,) _____ Division: _____

Color: _____ Breed: _____ Country/State /Where Bred (in parentheses, abbreviated) _____

Sex:(comma) _____ Height:(comma) _____ Age:(period) _____

Rider:(comma) _____ City:(comma) _____ State: _____

Owner:(comma) _____ City:(comma) _____ State: _____

Blurb:(information on horse/rider's accomplishments) _____

Scheduling Information:

Dressage: (time) _____ Arena: (number) _____ Dressage: (date) _____

Cross Country:(time) _____ Cross-country:(date) _____

Calculation Formula:

(+ = Plus; = Minus; * = Times)

Horse Stalls: #1 Tack Stalls. #2 Days: #3

Entry Fee: #4 Stabling Fee: #5 = #1 + 2 + #3 * Amount of Stabling

USEF Show Pass (if applicable) Fee: #7

Other Fees: #8

Fees Due: #9 = #4 + #8 + #7 + #8 Fees Received: #10

Balance Due Event (+)/Owed Competitor (): #11 = #9 #10

Note: This calculation formula is based on PFS:File and PFS:PROFESSIONAL FILE software. Calculation formulas for other software may differ somewhat, but the basic idea will be the same.

APPENDIX H – BASICS OF SCHEDULING

The key thing to remember developing the dressage and cross country time schedules is that, per the *USEF Rules for Eventing*, the starting order must be the same for dressage and cross country. Events that run 5 – 8 dressage arenas might have difficulty with this but just ensure that horse/rider combinations stay in dressage order when going cross-country. The level of competition may not follow dressage order due to extenuation circumstances.

The Rules dictate that the order of start “will be fixed by draw” but any competitor riding more than one horse must be given enough time between rides to finish with one horse, switch tack/number and have ample warm-up time to ensure that the start of the other horse(s) does not delay the competition. This is all well and good if you have dressage on one day and the cross country on the following day. If, however, you have dressage and cross country or dressage and show jumping on the same day and run two or more dressage arenas, it gets a bit more complicated.

Your first consideration is the competitors who are riding more than one horse in the same level or division. Next are the competitors who are riding more than one horse but in two or more separate levels/divisions. Although this is a calculated placement, a draw must be made to determine the order in which any one competitor riding several horses.

After those competitors riding more than one horse are scheduled, you then schedule the competitors riding only one horse. These single horse competitors must be scheduled by draw. It is quite simple to do this. It follows the rules and alleviates any complaining about starting times, as the time assigned is “the luck of the draw.”

Utilizing the two day horse trial with dressage and cross country on the same day as the basis for scheduling and assuming that you have three (3) dressage arenas with starters in Preliminary (20), Senior Training (20), Junior Training (20), Senior Novice (35), and Junior Novice (25), divisions with 120 total competitors, this is a very long day of cross country and will also require tight dressage scheduling in some arenas unless four are used. Begin as follows:

1. Assign numbers or letters to each dressage arena.
2. Determine what time you can start cross-country and how your levels will run. Some events start with the lowest division (Novice) first or the highest division offered; sometimes the levels get mixed up due to spectator, daylight and other outside influences. (See Appendix: “How to Set Up Time Blocks”)
3. Each event is unique in its parameters of when it will run what levels of cross-country at what time. In a perfect world, it’s best to run the highest levels first so those horses have the coolest temperatures. However, if weather is not a factor, schedule so that the most exciting level runs at a time that is good for spectators, sponsors and the media.
4. Prepare an outline of arenas with dressage and cross-country times so that you can see the whole picture at one glance (see sample). Secretaries with computer programs can easily generate this type of report (some programs even point out the time conflicts for you) and those doing the schedule manually can use poster board with sticky notes. Then it’s simply a matter of filling in the blanks and checking to see that there are no conflicts before you put competitors riding more than one horse in specific time slots. It’s nice to schedule judges so that they do not spend the whole day judging the same test. If a judge will be judging two divisions, give him/her one division that will have a Preliminary Test and one division that will have a Training Test; mix their day up to keep them fresh and interested. For the third or fourth judge who will be judging only dressage and will have no other duties, assign the largest Novice (Novice Test) and let him/her leave when finished (but only after being fed!)

5. In determining when your cross country will start, remember that while dressage times are separated by a minimum of 5 minutes + 2 minutes after every 5 rides (Novice), cross-country times will be separated by no less than 2 minutes up to a maximum of 5 minutes for many competitors. Each dressage test has printed on it the minimum time needed for a competitor to perform the test. Consequently, the intervals used to schedule cross-country are shorter than the intervals used for dressage rides; you lose minutes, bringing the competitor closer to his dressage riding time. When scheduling cross-country times at events with a large entry, it's always good to check with the technical delegate as to what start intervals they feel comfortable with running.
6. If you have a large number of horses to run through in one day, you will need to start cross-country fairly early. Depending on the time of year your event runs, the rising sun and/or setting of the sun could mandate these times. If dressage and cross-country run on the same day make sure a competitor does not leave the dressage arena and gallop immediately to the start of cross-country. You can build in breaks in the cross-country schedule or schedule cross-country start intervals further apart to give more time between the two. Besides the fact that everyone likes to change into their cross country attire, there is often a real necessity for time to change due to tack, cloths, studs, etc. Any competitor realizes that at a one day or two day horse trials with 120 or more competitors he/she may not have the luxury of an hour or more between their dressage ride and cross country starting time. 30 minutes is the absolute minimum necessary for the rider to be able to get themselves and the horse prepared for cross country. Competitors that ride multiple horses don't mind a quick email or phone call to talk about scheduling possibilities and how quick they might be able to change from one to the other.
7. You will need to schedule substantial breaks between levels (Preliminary, Training, Novice), to move fence judges and accomplish any necessary changes in fences or flagging. Make sure your fence judges stay in place until the score sheets are picked up BEFORE they move to their next fence. This is important! It is also helpful if the fence judges know where their next fence is located; preferably in close proximity to their previous one. Depending on how experienced your fence judges are and how quickly scores can be collected, this break can take anywhere from 30 to 45 minutes.
8. For safety, it is ideal that no more than two (2) horses are on the cross-country course at any one time. If an event has a lot of entries (300 – 500+), 3 on course at once may be necessary, but do check with the technical delegate prior to scheduling.
9. For competitors who are riding two or more horses in two different divisions and/or levels, try to schedule the dressage rides before the cross country, as it requires the competitor to change only once (rather than change from dressage to cross country to dressage to cross country) and to make only one quick change of tack. If this is not possible, try scheduling all their dressage of the same level to go before they go cross-country. This may mandate that competitors ride horses out of dressage order; HOWEVER, they must ride horses in order of dressage by level of competition.
Ideally, a competitor riding two or more horses should have at least 45 minutes (an hour being the perfect scenario) between coming off cross country on one horse and starting cross country on the next horse (especially if he/she does not have help to cool out the horse that just completed cross-country, or to tack up the next horse). While this is not your problem, you should do your best to consider that possibility in scheduling competitors who are riding more than one horse.
If a competitor riding more than one horse is going to have to ride dressage and cross-country on the first horse before he/she rides dressage on the second horse, there should be a least 1 hour and preferably 1 1/2 hours between coming off cross-country and starting the second dressage ride, because he/she must cool one horse out, tack up the second, change clothes and warm up the second horse.
10. After all the competitors riding two or more horses are scheduled draw the starting order for competitors riding only one horse. Do this by division. Put all the remaining numbers for one division in a container and all the remaining rider and/or horse names and fill in the first open time slot for both dressage and

cross-country. Continue for the remaining divisions and when you are finished, your time schedule and “Order of Go” is set.

11. You will then need to add the numbers and riding times to your master sheets.
12. The secretary must create the lists for the program and the Collecting Stewards because he/she has all the information. A complete program will include the following lists:
 - a. By Program Number Program Number, Horse Name, Rider Name, Division.
 - b. Alphabetical by Horse Program Number, Horse Name, Rider Name, Dressage Arena, Dressage Time, Cross-Country Time.
 - c. Alphabetical by Rider Program Number, Rider Name, Horse Name, Dressage Arena, Dressage Time, Cross-Country Time.
 - d. By Division Program Number, Rider Name, Horse Name, Dressage Arena, Dressage Time, Cross-Country Time.

The (a) list is not necessary, but a nice touch in case someone sees a horse they like and wishes to know more about it. He will find out the name of the horse and rider by looking up the horse by program number and can then go to the (b) or (c) lists to get complete information.

It is not necessary to have both (b) and (c) lists, although here again it is a nice touch. If one or both lists are included, at least one should include additional information on the horse and rider, such as breed, accomplishments, rider’s hometown, owner, etc.

The (d) list is your time schedule and will be used also for the Collecting Stewards, Judges, Officials, etc. and can be used as a handout if you run out of programs.

Recommendations for Scheduling the Dressage Phase

Scheduling the Dressage phase is not as easy as it first appears: the following factors must be considered:

1. Judge’s preference for timing and breaks: The best solution is to contact your judge(s) before setting up the timetable, see what they would prefer. If unavailable, the minimum should be 15-minute break every two hours.
2. The ride time and the schedule time are printed on each test. The schedule time should allow for errors in a dressage test, horses not on deck on time, last minute bit checks, etc. The standard formula used is to add one minute before and after each ride time, and two minutes to every five riders. For example, a 4:00 or 4:20 minute ride time would equate to a 6:00 minute schedule time.

Ordinary competition vs. schooling show: If you would like your judge to comment more extensively on the test or talk briefly with each competitor, allow ADDITIONAL 3 minutes per ride to the recommended schedule time.

Some extra considerations for events who would like to add a little polish AND for larger events:

1. Before scheduling, ask the person responsible for the footing in the dressage arena when they need time breaks for watering or raking, and approximately how long they will need, so these can be incorporated into your schedule.
2. If a test ride is to be included, allow 15-20 minutes afterwards for judges to confer and prepare for the actual competition.

3. To make the support staff's job easier:
 - a. When scheduling more than one ring, stagger the coffee breaks so one person can supply both rings.
 - b. Allow a complete stop of all competition for lunch at the same time. This gives the announcer, scorers, bit checkers, etc., a break, and will have a profitable effect on concessions.

Show Jumping Scheduling

Scheduling the Show Jumping phase is a relatively simple matter, as it can be done by 'time blocks' for each level of a competition.

1. The Time Allowed on a show jumping round will never exceed 1' 40" maximum and is generally less than that. Using a rule of 2 minutes per rider will enable you to build a show jumping time schedule that will have time built into it for the inevitable knockdowns, refusals, etc, and thus be very realistic. For example: A Division of 21 riders will take 42 minutes. One division of 35 riders will take 70 seconds or 1:10, etc.
2. Between levels, enough time must be scheduled:
 - a. To permit the crew to raise (or lower) jumps and effect any needed course changes.
 - b. To permit competitors to walk the course prior to their round. Depending on the similarity or differences in the courses, at least 30 minutes should be allowed. (Note: some events use this time to make the awards to the previous division.) It is not necessary to break between junior and senior divisions of the same level.
 - c. In some cases, the ground jury will allow the course to be walked by competitors towards the end of resetting the jumps. This will save some time but check with your event officials prior to scheduling.

Sample Show Jumping Schedule

Entry #s:

Novice (Sr/Jr):	48 riders = 96'	(1 hour 36 minutes)
Training (Sr/Jr):	33 riders = 66'	(1 hour 06 minutes')
Preliminary;	10 riders = 40'	(40 minutes)

Estimated Time Schedule

Novice	8:30	Novice course open for walking
Novice	9:00 – 10:36	Novice Show Jumping
Re set course	10:40 – 11:20	Course Changes
Training	11:00 – 11:20	Training course open for walking
Training	11:20 – 12:26	Training Show Jumping
Re set course	12:30 – 12:50	Course Changes
Preliminary	12:50 – 1:10	Preliminary course open for walking
Preliminary	1:10 – 1:50	Preliminary Show Jumping

Please note that while the show jumping phase and course walk times cannot be totally precise listing them this way will give the competitors a fair idea of what to expect.

AWARDS

It is up to the organizer to determine if the awards will be presented at the end of each division of show jumping. If this is the case, add approximately 10 additional minutes to each division.

APPENDIX I – VOLUNTEER JOB DESCRIPTIONS

DRESSAGE PHASE

Dressage Steward

General Duties: Organizing the implementation of the dressage tests.

Critical Duties

1. Assignment and oversight of dressage personnel.
2. Coordinating the set-up and takedown of arenas for competition and warm-up.
3. Coordinate with organizer for decoration of arena.
4. Coordinate with organizer on placement of press cameras on field of play.
5. Assuring that judges are provided with proper equipment.
6. Assuring the proper training of scribes.
7. Ensuring that the time schedule is adhered to.

Knowledge/Skills/Abilities:

- Experience with dressage competitions is helpful.
- Thorough knowledge of USEF and/or FEI Rules.
- Good management skills and interpersonal skills.
- Knowledge of venue and schedule.
- Comfort around horses.

Machines/Tools/Equipment

- Equipment for setting up dressage arenas and marking center lines.

Difficulty of Work

- Physical Demands: Ability to work long hours in hot sun with cheerful attitude. Stand, walk, carry 20 lb., and rake.
- Working Conditions: Irregular hours, outdoors.

Dressage Scribe

General Duties: To record the Dressage Judges' marks and comments on the tests.

Critical Duties

1. Ensure each test has the correct competitor # and write a brief description of horse.
2. Ensure that the judge's marks and comments are accurately and clearly recorded on each competitor's dressage test.
3. Get to know your assigned judge before the competition and determine the procedures to be followed during the competition.
4. Make sure all necessary equipment for judging is available and in order before the start of the competition.

Knowledge/Ability/Skills

- Scribes must have previous experience in scribing.
- Scribe must be able to speak and understand the language of the judge.
- Legible handwriting.
- Friendly, cooperative attitude.
- Knowledge of USEF and/or FEI Rules for Eventing and Dressage.

Machines/Tools/Equipment

- Clipboards, Pen, Order of Go.

Difficulty of Work

- Physical Demands; Sitting, standing.
- Working Conditions: Outdoors.

Warm-up Steward

General Duties: To ensure the smooth progression of competitors through the warm-up arenas to the Collecting Ring and into the Competition Arena.

Critical Duties

1. To ensure that proper schooling practices are in use.
2. To assist movement of competitors through warm-up areas in accordance with the predetermined schedule.
3. To be in contact with other stewards to coordinate warm-up activity.
4. To respond to any emergencies in the warm-up area; summoning the necessary assistance and notifying the appropriate people.

Knowledge/Ability/Skills

- Experience is helpful, but you can be trained on the job.
- Comfort around horses.
- Knowledge of USEF and/or FEI Rules.

Machines/Tools/Equipment

- Two-way radios, Clipboard, Order of Go.

Difficulty of Work

- Physical Demands: Standing, walking, lifting, handling horses.
- Working Conditions: Outdoors.

Holding Area (Collecting Ring) Steward

General Duties: To oversee the Collecting Ring and facilitate the flow of competitors from the warm-up to the competition arena.

Critical Duties

1. To communicate with the warm-up stewards to ensure the coordination of the progression from warm-up to collecting ring.
2. To ensure that proper schooling practices are in use.
3. To assist movement of competitors through the collecting arena to the competition arenas on time according to a predetermined schedule.
4. To ensure that unauthorized personnel are excluded from this area.

Knowledge/Ability/Skills

- At large competitions experience in this position is helpful.
- Must be comfortable handling horses.
- Must deal well with people; be firm but pleasant.

- Language skills are a plus.

Machines/Tools/Equipment

- Two-way radios.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

In-Gate Steward

General Duties: Open and close in gate to Competition Arena.

Critical Duties

1. To make sure that competitors are admitted to the competition arena at proper time from the collecting arena.
2. Keep the dressage phase on schedule.
3. To communicate with warm-up stewards to ensure that each competitor is in the holding area, tack checked, and ready to start at proper time.

Knowledge/Ability/Skills

- Experience in the position is helpful but you can train on the job.
- Knowledge of time schedule.
- Knowledge of USEF and/or FEI rules for Eventing and Dressage.
- Comfort around horses.

Machines/Tools/Equipment

- Two-way Radio, Clipboard, Order of Go.

Difficulty of Work

- Physical Demands: Standing, lifting.
- Working Conditions: Outdoor.

Arena Steward

General Duties: Open and close gate at “A” of dressage arena for each competitor if applicable.

Critical Duties

1. Be aware of time schedule and procedures of dressage test.
2. Once judge gives the signal to start open gate, so competitor can enter.
3. Close gate without disturbing competitor.
4. Open gate at end of test after the final halt.
5. Close gate when competitor leaves arena and wait for next competitor.

Knowledge/Abilities/Skills:

- Experience is helpful, but you can be trained on the job.
- Comfortable around horses.

Machines/Tools/Equipment

- None.

Difficulty of Work

- Physical Demands: Sitting, standing, bending, lifting.
- Working Conditions: Outdoors.

Dressage Ring Crew

General Duties: To Set up and maintain the competition arena and collecting arena.

Critical Duties

1. To ensure that the collecting and competition arenas are set to USEF and/or FEI specifications and, in keeping with the established schedule.
2. To assist with the dragging of the competition arena.
3. To mark the centerline of the competition arena at the proper time.
4. To respond to any emergencies in the competition arena regarding the arena, judge's booths and surrounding area.

Knowledge/Ability/Skills

- Experience as Ring Crew is helpful.
- Knowledge of arena set-up requirements.
- Comfortable around horses.
- Knowledge of USEF and/or FEI rules.

Machines/Tools/Equipment

- Two-way radios, Dressage Arenas, Letters, Measuring Tapes, String, Hammers, Judge's Booths, Rakes.,

Difficulty of Work

- Physical Demands: Standing, walking, bending, lifting. Long, irregular hours.
- Working Conditions: Outdoors.

CROSS-COUNTRY

Starters

General Duties: To start each competitor on cross-country at the scheduled starting time and in accordance with the USEF and/or FEI Rules for Horse Trials, Three Day Events, CIs.

Critical Duties

1. This task is best with a team of two one being the Chief Starter and the other their assistant.
2. The Chief Starter will call the competitor to the start, giving first a three, then a two-minute warning, down to one minute, 30 seconds, 10 second and then count down from 5 seconds to say GO and good luck.
3. At one minute the starter will summon the Competitor to the start box and commence to count down, in unison with the official Start Clock giving the "GO" to start the horse at the exact time that the scheduled start time shows on the clock.
4. It is not required that the competitor enter the start box at this time, as they may move around freely outside the start box but must enter in time to halt before starting.

5. The Assistant Starter will notify the next rider of the three-minute and two-minute warnings and follow procedures outlined in steps #3 and #4.
6. The starters will monitor the operation of the Primary Timing system as well as the back-up timing system summon assistance if there is a problem.
7. The starters will record on the Time Sheets the exact starting time of each competitor on cross-country.
8. To initiate a Hold on course, Control will radio the Start asking, ‘Please hold the Start’; Restart only when Control gives you the OK to do so.
9. If a competitor is late at the finish of any previous phase, the starter will be notified by control of the rescheduled starting time on cross-country of that competitor.
10. If a competitor arrives late at the Start, he/she may be allowed to start when ready, if this does not interfere with any subsequent competitor, but their Start Time will be recorded as if he/she had started on their scheduled time.

Knowledge/Ability/Skills

- Experience with the timing equipment and managing the start is helpful.
- Some knowledge of USEF and/or FEI rules for cross-country for Horse Trials and Three-Day Eventing.
- Comfortable with horses.

Machines/Tools/Equipment

- Timing equipment.
- Two-way radio.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

Jump Judge

General Duties: There will be one or two Judges at each jump on cross-country course and they will be responsible to assess penalties at jumps, to respond properly and promptly in the case of emergency, and to ensure that the area around the jump is clear when each competitor approaches.

Critical Duties

1. To assess jumping penalties by marking the score sheets provided.
2. To report the happening and result for each competitor at your jump by radio, if your jump is assigned a radio.
3. Call the repair crew personnel if repairs are needed of the jump or of the footing.
4. In the event of a fall with injury, contact Control and request for the assistance of the appropriate emergency response team; offer assistance to horse and rider until additional help arrives – Don’t put down your radio: Control needs to talk to you.
5. In the event of a fall without injury you can assist the competitor to remount.
6. If the obstacle cannot be jumped by the next competitor, for any reason, contact Control and request a hold on course.
7. Perform Crowd Control by keeping spectators and others away from the area around the obstacle when a horse is approaching.
8. To stop a competitor before the obstacle if Control asks you to and keep their hold time.

Knowledge /Ability/Skills

- You can do this job without prior experience and get on the job training.
- You will receive a briefing by an Event Official.
- The ability to remain calm in emergencies is essential.

Machines /Tools/Equipment – to be provided for you by Event Management

- Radio.
- Stopwatch.
- Flag.
- Clipboard with score sheets and information.

Difficulty of Work

- Physical Demands: Sitting, walking, standing, possibility of handling horses.
- Working Conditions: Outdoors in all types of weather.

Stopping Stewards – Cross-country

General Duties: In the event of a Hold on course, to stop competitors at designated 'Stopping Location' and to keep accurate time of the duration that competitor was held.

Critical Duties

1. When directed by Control, they will flag a competitor to stop with a red flag.
2. The Steward will flag down the competitor and start their Hold Time when they pass a predetermined stopping point.
3. The Hold Time stopwatch must be started from the time the competitor gallops past this predetermined point until Control says the competitor can be restarted; the time will then time be stopped when the competitor gallops past that exact point.
4. The competitor will be instructed about the hold and allowed to move around at will.
5. On the command from control, the stewards will restart the competitor on course according to established procedures.
6. The time of the hold will be recorded and relayed to control when requested.

Knowledge/Ability/Skills

- Experience in this position is helpful but can be trained on the job.

Machines/Tools/Equipment

- Flag.
- Stopwatch.
- Clipboard.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

Crowd Control Marshals

General Duties: To maintain control of crowds on the course, ensuring that they do not interfere with the horses in competition.

Critical Duties

1. To monitor all spectator crossing points of the course; ensuring that no spectators are on “the course” when a competitor approaches.
2. To alert spectators and other cross-country personnel, of the approach of each competitor, by the blowing of a whistle.
3. Keep areas around fences free of spectators, press, photographers or others.
4. Generally, manage the crowds to ensure their safety and that of the horses and competitors.

Knowledge/Ability/Skills

- Experience in crowd control situations desirable.
- Firm but polite manner.
- Calm under pressure.
- General knowledge of the competition and course.

Machines/Tools/Equipment

- Whistle.
- Equipment for replacing rope and/or stakes.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

Finish Timers – Cross-Country

General Duties: To ensure that the finishing time of each competitor at the end of cross-country is properly recorded.

Critical Duties

1. To monitor the timing equipment and to notify Control of any problems.
2. To manually record the finishing time of every competitor on the Time Sheets.
3. To report to Timing Control of any problems occurring at the Finish.

Knowledge/Ability /Skills

- Experience with timing equipment is helpful he can be trained on the job.

Machines/Tools/Equipment

- Timing Equipment, two-way radio.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

Score Sheet Collectors

General Duties: To collect score sheets from jump judges at each jump on the cross-country course, and to deliver the score sheet to the scorers as quickly as possible.

Specific Duties

1. The Score Sheet Collector will start at the Start; pick up Start time sheets, following the course in jump order picking up score sheets from each jump judge and then finish with the Finish getting their Finish Time Sheets.
2. After collecting a full round of score sheets, they must be taken immediately to the scoring office.
3. If there is more than one Score Sheet Collector, the course can be broken down into areas where each collector is responsible for certain jumps, Start and/or Finish.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.
- Able to stay alert to horses running on course and not get in their way.

Machines/Tools/Equipment

- ATV or Golf-cart, weatherproof pouch.

Difficulty of Work

- Physical Demands: Must be able to handle vehicle in any kind of weather and over varied terrain.
- Working Conditions: Outdoors.

SHOW JUMPING TEST

Show Jumping Steward

General Duties: Organizing the implementation of the Show Jumping Phase.

Critical Duties

1. Assignment and oversight of show jumping personnel.
2. Coordinating the set-up and takedown of jumps for competition and warm-up.
3. Coordinating with organizer for decoration of jumps.
4. Assuring that judges are provided with proper equipment.
5. Assuring the proper training of volunteers.
6. Ensuring that the Time Schedule is adhered to.

Knowledge/Ability/Skills

- Some experience required.
- Thorough knowledge of USEF and/or FEI Rules.

Warm-up Steward

General Duties: To ensure the smooth progression of competitors through the warm-up arenas to the Collecting Ring

Critical Duties

1. To ensure that proper schooling practices are in use in accordance with the *Rules for Eventing*, and report any infractions to the TD, even if the infraction is no longer taking place. It has become more common for trainers/upper level riders to monopolize the warm-up arena. This position requires a strong person. Ask the USEA for a copy of the USEA Guidelines for Jumping Warm-up Steward. This is a two-sided document that provides the actual rules governing warm-up and a summary of the rules and tips to assist in running a safe and fair warm-up. The document is two-sided and can be lamented to last for several of competitions.
2. To assist movement of competitors through warm-up areas according to schedule.
3. To be in contact with other stewards and in-gate to coordinate warm-up activity.
4. To respond to any emergencies in the warm-up area - summoning the necessary assistance and notifying the appropriate people.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.
- Comfortable around horses.
- Nice but firm personality that will ensure competitors stick to the schedule.

Machines/Tools/Equipment

- Two-way radios.

Difficulty of Work

- Physical Demands: Standing, walking, lifting poles, handling horses.
- Working Conditions: Outdoors.

Collecting Ring Steward

General Duties: To oversee the Collecting Ring and facilitate the flow of competitors from the Warm-Up through your Collecting Ring to the In-Gate for the Competition Arena.

Critical Duties

1. To communicate with the warm-up stewards to ensure the coordination of the progression of competitors from warm-up to the collecting ring.
2. To ensure that unauthorized personnel are excluded from this area.
3. To help competitors get to the Competition Area on time.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.
- Must be comfortable around horses.
- Must deal well with people; be firm but pleasant.

Machines/Tools/Equipment

- Two-way Radio.
- Course Map.
- Jumping Order.

Difficulty of Work

- Physical Demands: Walking, standing.
- Working Conditions: Outdoors.

In-Gate Steward

General Duties: Regulate the flow of competitors from the Collecting Arena into the Competition Arena.

Critical Duties

1. To make sure that competitors are admitted to the Competition Arena at proper time.
2. To allow finishing competitor to exit the arena without interfering with the competitor getting ready to start their test.
3. To keep competition on schedule.
4. To communicate with Warm-up and Collecting Arena Stewards to ensure that each competitor is ready to start at proper time.
5. To regularly communicate the on-deck list to the announcer so it can be announced in the warm-up areas.
6. To communicate with the organizer on the flow of the competition; adjusting the timing to finish at the scheduled time.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.
- Knowledge of Time Schedule.
- Comfortable around horses.

Machines/Tools/Equipment

- Two-way Radio.
- Course Map.
- Jumping Order.

Difficulty of Work

- Physical Demands: Standing, lifting.
- Working Conditions: Outdoors.

Ring Crew

General Duties: To set and to reset the jumps for the Show Jumping Phase.

Critical Duties

1. To set up the jumps for the show jumping test.
2. To reset any jumps knocked down during the competition.
3. Keep the footing in good repair.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.

Machines/Tools/Equipment

- Tractor & Flatbed trailer.
- Measuring sticks.
- Hammer & nails.
- Screw Driver.
- Touch-up paint.
- Rakes.
- Tractor and Drag.

Difficulty of Work

- Physical Demands: Walking, heavy lifting, using tools, driving.
- Working Conditions: Outdoors.

Timer

General Duties: To time each competitor on course by means of timing and back-up timing equipment, and to record the time taken for each round.

Critical Duties

1. To record the competitor's number and the time taken to complete the round on the score sheets.
2. To monitor the operation of the Timing Equipment and the back-up system.

Knowledge/Ability/Skills

- Experience is helpful but can be trained on the job.
- Some knowledge of USEF and/or FEI Rules for Show Jumping is helpful.

Machines/Tools/Equipment

- Timing Equipment.
- Back-up timing equipment.
- Time Score Sheets.
- Clipboard, pens, radio.

Difficulty of Work

- Physical Demands: Walking, sitting, standing.
- Working Conditions: Outdoors.