Tournament Operations

Developing Your Plan

There are two major areas that require planning – choosing the right tournament format and planning the logistics to support the event.

The club membership, a local company, a charity, the USGA, or the PGA may approach your facility with a request to hold a tournament. Or your facility may decide to hold a tournament for the publicity or as a way to generate revenue.

The tournament format evolves from the purpose of the tournament. You would not use a scramble format for a state amateur championship, nor would you schedule a one-day, 36-hole, stroke play charity event. The format must fit the purpose.

The format also has a great impact on the amount of work required to plan and manage the event. While the planning and effort for a USGA or PGA event will be much greater than for a club or charity event, many of the basic steps are the same. Here are the essential elements of a good tournament plan:

- Define the purpose of the event
- Establish the size of the field
- Establish the format and contests
- Identify the facility requirements

Defining the Purpose of the Event

Before you select a site, format, and field size, you need to develop a concept for the tournament. Here are some reasons for holding a tournament at your facility:

- Provide an opportunity for people to socialize
- Celebrate a civic event / raise money for charity
- Promote the facility
- Hold a social event for a business
- Hold a membership event
- Hold championships at the local, state, or national level
- Hold a PGA of America or PGA Tour event
Establishing Format and Contests

The tournament format follows from the purpose of the event. Formats can be complex, and choosing the right format for an event is something of an art. For instance, the public usually associates individual stroke play with tournament golf. But most amateur events are match play, often using a team play format. Various alternate-shot, best ball, or scramble formats have advantages in events for golfers of varying abilities. There is less pressure in these formats, and enjoyment, not money or prestige, is the golfer’s goal.

For non-championship events, always follow these two general rules when selecting a format:

- Make every participant a competitor (capable of winning).
- Make it fun.

When choosing a format, first, identify whether the event will be stroke or match play. Then, determine the number of holes and days required to complete the tournament. Finally, select a format that is appropriate to the purpose. For example, you may have a convention tournament that will be held on a Saturday. As a one-day event with a primarily social purpose, you limit it to 18 holes of match play, selecting one of the formats such as Blind Bogey or Callaway.

Choosing a Format to Improve Enjoyment

Smart tournament organizers make sure that even the poorest athletes walk away from the event feeling good. Often all you need to do is take every player’s picture or announce names on the first tee. Tee-prizes and consolation awards also serve this purpose.

One way to keep even championship tournaments competitive is to use a variety of flights. That way, golfers with varying abilities compete with their peers. Adding special events increases the chances for a prize or award and makes the event more enjoyable. You can even help lighten the burden for those having a bad day by offering prizes for the most balls out of bounds, in the bunker, or in a water hazard.

Keep asking, “What can I do to make this tournament different and better than any I’ve run before?” Keep your eyes and mind open, and you may discover new, imaginative ways to run events and improve the image of your facility.

Establishing Size of Field

The size of the field is also directly tied to the purpose of the event. For amateur and professional championship events, the field size will be determined by the organization holding the event. For club and charity events, you’ll usually need to manage the size. It
must not be too large to prevent other normal or scheduled play, nor too small to generate sufficient revenue.

Identifying Facility Requirements

At the initial planning stage of the tournament, you need to identify basic facility requirements. Look carefully at the field size and type of event, and then determine what facilities, equipment, supplies, food, and beverages you will need.

Elaborating Your Plan

Once you have developed a tournament plan, you’ll need to sell your concept to some or all of the following:

- Board of Directors
- Supervising golf professional
- Tournament committee
- Members

Elaborating your tournament plan means spelling out the financials and logistical details in a systematic way. To gain approval, you’ll need to prepare a proposal that establishes:

- Cost
- Schedule
- Projected profitability
- Benefit to the community
- Benefit to the facility

Tournaments vary so widely in purpose, type, and size that it’s impossible to generalize regarding the resources required to run them.

Organizing the Staff

Once you’ve defined the tournament concept, you need to assemble a staff to make the preparations and help run the tournament. For a major event like a USGA or PGA of America tournament, you’ll need committees to coordinate all the activities, with chairpersons to manage the work of those committees. For smaller club events, one person will carry out several functions, and there may be fewer preparatory activities to manage.
For any tournament, your first staff-organizing activity is to identify what positions need staffing and then find people to fill those positions. For most club and local events, the staff or club members at your facility will assume most of the responsibilities.

Be sure to identify all the functions and assign responsibility for each function to a specific person. Then be sure that all staff members know their exact responsibilities. By mapping out job functions in detail – using checklists to assist in the planning – you will improve the chances for a smooth operation.

**Using Volunteers**

You may be surprised to learn that even professionally run major events rely heavily on volunteers. The average PGA Championship uses nearly 2,000 of them. Volunteers can also play an important role in club and local tournaments.

While most of the planning at a small event is handled by facility staff, using volunteers to help run the tournament can relieve much of the stress from overburdened staff and generate more involvement with the facility.

Finding volunteers can be easier than you might think because people like to help out. Try to enlist and train a group of volunteers that includes club members, league players, spouses, juniors, seniors, and anyone else who is eager to help. Developing a committed core of volunteers helps provide the staff you need – and also builds loyalty to the golf facility.

One way to enlist volunteers at public courses or new clubs is through the development and encouragement of independent players’ associations. Such groups will often plan, organize, and run their own tournaments, and you may be able to enlist their help for special events.

One more point about staffing tournament activities: assign people to manage activities they can handle. That means investing time in getting to know both facility staff and volunteers so you can match capabilities with assignments. The ability to tap into and nurture people’s talents is a key to successful events.

**Promoting the Tournament**

Tournament promotion is one of the more creative aspects of tournament preparations. To be successful, all tournaments need to be promoted. Lesser tournaments will have a smaller advertising budget, so careful planning is essential for successful promotion.

A well-planned promotional strategy takes advantage of the many free and inexpensive forms of publicity. Once the promotional materials have been developed, the cost of publicizing the tournament should, in most cases, be minimal.
The purpose of publicity is to gain attention, as well as to inform, so the visual impact of promotional materials is as important as their contents. If the materials don’t get people’s attention, they won’t be read. Thus, a professional-looking design is essential.

**Using Free and Inexpensive Publicity**

Begin laying the foundation of your publicity campaign by deciding how to promote your tournament. An excellent, cost-effective way to promote any event is to take advantage of free and inexpensive publicity. For example, you can:

- Post notices around your facility
- Tell members and guests about upcoming events
- Print a flyer and leave copies at the golf shop and restaurant
- Post flyers at local sports stores
- Write article or advertisements for the club newsletter
- Notify the media – local newspapers and radio and television stations – about the event
- Offer to give interviews to media to discuss the event

A well-planned campaign uses all of these forms of publicity. You’re also encouraged to think of other free and inexpensive ways to promote your tournament.

**Developing a Written Description of the Tournament**

Most forms of publicity you use will require a written description of the tournament. A well-written description creates interest and clearly communicates all details a reader needs to know.

You can create interest and attract participants with information such as:

- Names of well-known players who are participating
- Prizes to be awarded
- Special events or formats to be used
- Type and extent of media coverage
- Name of any organization the tournament will benefit
In your description, clearly communicate the details of your tournament using the five “Ws” of communication:

- **Who** – eligible participants
- **What** – description of the event, prizes to be awarded, how to sign up, how to get more information
- **Where** – location of the event, directions, how to get additional information
- **When** – date and time of the event
- **Why** – purpose of the event, organizations that will benefit

Make your promotional materials easy to read by using short sentences, short paragraphs, and lists. People are less likely to read materials that contain large blocks of text.

**Designing Promotional Materials**

With the description of the tournament completed, you’re ready to design your promotional materials. The design and look of promotional materials is often more important than the content in getting someone’s attention.

If you have access to a sophisticated word processing or desktop publishing program, you may want to design materials yourself. If not, use a local graphic designer to help you. You may be able to cut costs by offering the designer some advertising or acknowledgements in exchange for services. No matter how you produce your promotional materials, it is essential that they have a professional look – the public will prejudge your tournament by the look of the literature.

To come up with good ideas for design and content, look at examples of materials from other events. Get in the habit of collecting a broad selection of promotional materials, such as:

- Tournament announcement forms
- Newsletter articles
- Entry blanks
- Press releases
- Bulletin board flyers
- Newspaper articles
Generating Local Media Coverage

Don’t be timid about contacting your local media – newspapers, radio and television – about an upcoming tournament, even if you think it may be too insignificant or newsworthy. Local reporters and editors frequently have space to fill and will be interested in the information you are looking to promote.

A carefully prepared press release makes an editor’s job easier and enhances your chance for coverage. If you can add a human-interest angle, it will have even greater appeal. Pay attention to how the media covers similar events and make notes about any coverage you find particularly effective.

Don’t be discouraged if you send out a press release and nothing happens. You may hit a busy time for one event, but receive great coverage during a slower news period.

Here are some guidelines for generating local media coverage of a tournament:

- Familiarize yourself with submission policies and deadlines at local newspapers and radio and television stations
- About one month before the event (depending on specific policies and deadlines), send out duplicate press releases and tournament announcement. Follow up with phone calls two or three days later.
- When you prepare materials, include a “human interest” angle if possible.
- Invite media personalities to play in events.
- Invite reporters and photographers to cover the tournament.
- Hold a VIP press day.
- For large or major events, consider providing a “media room” with food and beverage service.
- Compose a professional press release and watch the press “steal” your words – which is, of course, exactly what you want them to do.
- If reporters will not be covering the tournament in person, find out what types of information and results are needed. Then fax or call in results summaries shortly after the event is over.

Nothing turns an otherwise undistinguished tournament into a brilliant success more quickly than a good dose of “free ink” or airtime! The easier you make a reporter’s or editor’s job, the more successful your promotions will be.
Developing a Tournament Publicity Campaign

So far in this article you’ve learned about using free and inexpensive ways to publicize your tournament, developing promotional materials, and working with the local media. Next, you’ll look at how to put it all together in a publicity campaign for a hypothetical tournament.

The process used to develop publicity campaigns consists of the following six steps:

1. Gather sample promotional materials from other tournaments
2. Identify the types of publicity you plan to use
3. Develop a written description of your tournament
4. Design and produce the promotional material by yourself or with the help of a graphic artist
5. Determine how you will distribute the materials
6. Determine how you will work with the local media

Preparing the Facilities

This article covers facility logistics and the planning steps needed to get the facility ready for a tournament. You’ll focus on the process of preparing all aspects of the facility except for the golf course itself. You’ll analyze needs of the event for the bag pickup area, golf shop, practice areas, club rentals, restaurant, snack shops, scoreboards, and parking. In later articles, you’ll learn how to prepare the course, provide for competitor and spectator needs, and use computer software to help with your facility preparation.

Careful planning and the use of checklists are once again key to successful preparations. Time spent planning well in advance of an event will pay dividends because a tournament can become unmanageable if you underestimate needs for items such as golf cars or caddies, food and beverages, or practice areas.

To help you avoid the embarrassment of inadequate preparation, use request forms to capture the needs of the group or organization sponsoring the event. Then prepare your own checklist to identify all the logistical and facility requirements to support that event. For larger events, you’ll need to consider support for competitors, their families, tournament staff, and the media.
Preparing the Course

There are three components to preparing a course for a tournament:

- Long-term preparations
- Course marking
- Course setup

Long-term preparations may include rebuilding tees, resodding fairways, lengthening rough, or resanding bunkers. These are all lengthy and costly procedures that would be performed only for major events.

Marking the course requires less time, but should be carefully planned and implemented. It is helpful both to the competitors and the maintenance of the course that ground under repair, water hazards, and out of bounds be clearly and properly marked.

Course setup is a short-term activity that includes placing tee markers and setting hole locations.

For all three course preparation activities, you will work closely with the PGA professional, committees and the course superintendent. For example, you’ll need to coordinate tee marker placement, hole locations, length of rough, and course maintenance activities with the superintendent and golf professional in charge of the course to ensure that the course plays appropriately for the tournament.

For major tournaments, preparations can take months or even years.

For local club events, preparations won’t require as much time or effort, but you should still take an active role. Work with the course superintendent and the PGA professional to oversee course preparations – long-term course maintenance, marking the course, setting the tees, and placing holes.

Setting up the Golf Course

Course setup involves all aspects of course appearance and maintenance. The fairways and greens should be cut and free of weeds, the green speed established, tee markers and holes placed properly, and bunkers properly raked.
Marking the Golf Course

Marking the water hazards, ground under repair, out of bounds, ball-drop areas, and other course boundaries is important both for everyday play and tournament competition. The USGA and PGA of America both provide guidelines on how to mark a course. Read the following:

- PGA of America pamphlet: “The PGA Professional’s Guide to Defining and Marking the Golf Course”

Preparing for the People

You’ve already completed the planning needed to prepare the facility and the course. Now you’ll turn your attention to the safety, health, and comfort of the competitors, spectators, and guests.

The size of the event dictates how much effort to devote to planning for people. For some local events, you may only need to identify the needs of the competitors and their spouses without regard to galleries. Whether you’re holding a major or local event, however, all participants, spectators, and guest should be made to feel at home from the moment they arrive at the facility. First impressions are important, so prepare your staff to greet everyone in an amiable and friendly manner.

The PGA professional is responsible for all the “people” needs at the event, including everything from parking to parties. Emergency situations, illness, unsafe play, golf car mishaps, and lightning storms are some of the problems to anticipate to ensure everyone’s safety and well-being.

There are four general areas of “people” needs:

- Preparing the places people congregate off the course – housing, lodging, and meeting rooms
- Keeping track of where people are – registration and sign-ins for competitors, guests, officials, volunteers, and staff
- Providing food and entertainment – restaurants, snack bars, catering, parties, and other entertainment
- Preparing for safety and health – first-aid stations, ambulance, water coolers, storm warning systems, toilets, and trash cans.
Running the Tournament

By the time your event is ready to begin, all the planning and preparation you have done will pay dividends in a smooth operation. On tournament day, there’s a whirl of activity: competitors arrive, bags are dropped off, golf cars are assigned, groups tee off, and people are watching the play and using the facilities you prepared for them. In the midst of all this activity, the tournament director is a calm, observing presence who ensures that the planning is carried out flawlessly – that’s the ideal.

If everything goes as planned, the PGA professional’s role during the actual event should be that of a satisfied observer. If something goes wrong, a well-trained staff can implement contingency plans.

In fact, it’s best for the PGA professional in charge of the event to stay detached from the details once the event is under way. Getting bogged down in the details would make it difficult to make timely, major command decisions if the need arises.

To maintain overall control, the PGA professional frequently patrols the course with a walkie-talkie in hand, mobbing from registration area to the first tee, to the driving range, to the scoring tent and scoreboard; greeting participants, complimenting or quietly advising staff, and taking careful mental or written notes. Open-channel radio communications should be used routinely, no matter how small the tournament. By keeping in contact with the registration desk, golf shop staff, starters, marshals and rangers, the course superintendent, scorers, and rules officials, or the PGA Professional can stay up to date on the progress of the event and be notified immediately in case of emergencies.

Reviewing the Tournament

Competition is over and it’s time to bring the tournament to a close. Checklists created during the planning stages of the event should be reviewed and any remaining operations completed. At this stage, the people conducting the event have gathered a lot of statistics, experience, and insight. It’s important that this information be collected and stored while it’s fresh in everyone’s mind. Not only is this information necessary to bring closure to this tournament, it’s essential for planning future tournaments; the best way to improve the next tournament is to learn from the least one.

There are four major tasks associated with reviewing the tournament:

- Completing post-tournament operations
- Developing post-tournament publicity
- Generating tournament records and reports
- Summarizing and analyzing tournament performance
How extensive those tasks are will vary widely from event to event. But the same types of post-tournament tasks normally occur in every kind of tournament – from one-day charity tournaments to PGA of America and PGA Tour events.

**Post-Tournament Operations**

The first of the four tournament review tasks involves all those routine operations that anyone would naturally place at the end of an event. Most of these routine operations will normally show up on the staffing or logistics checklists that you drew up in the planning stages.

Obvious examples include: awards banquets, course cleanup operations, and the storage of logistics items such as welcome signs, starting boxes, suspension-of-play horns, first-aid kits, two-way radios, scoring tents, and the like. It is important to check that all these materials are in good condition before they’re put in storage’ otherwise there may not be enough time to find needed replacements before the next event.

The presentation of awards is a very important part of post-tournament operations and should be carefully planned. With a dose of creativity and attention to details, the presentation of awards brings an exciting conclusion to this tournament while creating enthusiastic anticipation of the next one.

**Post Tournament Publicity**

The second tournament review task involves post-event publicity. This is a task that should never be neglected: it is important to remind players how successful an event was while excitement still lingers in the air. Nothing generates eager anticipation of the next tournament more than a reminder of the triumphs of the last one.

Post-tournament publicity doesn’t need to be elaborate to be effective. Some nicely captioned photos on the bulletin board or a brief story in the local newspaper or club newsletter can go a long way towards reminding players of a successful event. If your club uses tournament operations software, you can even provide players with impressive results summaries which will keep alive the notion that your recent club tournament was a truly “major event.”

As you develop your post-tournament publicity, review the guidelines for developing pre-tournament promotional materials. Although your post-tournament publicity need not be as extensive as your pre-tournament publicity, it should have the same thoroughness and professional look.

**Tournament Record Keeping and Report Generation**

The third tournament review task involves the compiling of permanent tournament records – records of profits or losses, or of statistical matters such as how each hole
played on each day of an event. Good record keeping is one way to ensure that your next event will be better than your last. Good day-by-day statistics on how holes play can, for examples, suggest exactly what combinations of hole and teeing ground locations are needed to make a course play at any desired level of difficulty.

It is extraordinarily difficult to compile these records by hand. If you use tournament operations software, however, you can produce the most complex records in a flash. A good record keeping system includes both hard copies (paper) and soft copies (computer disks, if you use tournament operations software) of tournament records and reports. Careful collection and storage of tournament information will make the planning of future tournaments much easier, allowing you to host more elaborate and sophisticated events.

**Summarizing and Analyzing Tournament Performance**

The fourth and perhaps most commonly neglected of the tournament review tasks involves analyzing tournament performance. After even the smallest event, it is important for key staff members to meet while memories are still fresh to discuss how closely tournament operations adhered to plans.

It is best to go one step further by distributing simple questionnaires to everyone involved – players and volunteers as well as professional staff -- asking what they liked best and what they liked least about the event. Experience has shown that there is only one certain way to run better tournaments – building on what you’ve learned in earlier ones.

**Preparing to Review the Tournament**

So far, in this article, you have learned about the four major tasks associated with reviewing the tournament and why each task is important to successful tournament operation. Now, you’ll look at how to prepare for the review.

To plan the tournament review, follow these four steps:

1. Identify checklists you created earlier which need to be reviewed when the tournament is over.
2. Identify the forms of post-tournament publicity you plan to use and how you’ll develop and distribute the publicity.
3. Identify the records and reports you want to keep on the tournament.
4. List the forms you’ll use to gather performance information. Note whether you’ll need to create any new forms. Summarize the results you received from the Summary and Analysis forms and present the findings to the tournament committee.
When you have completed the review of your tournament, you will add all the materials generated by the review to the facility’s tournament files.

The Tournament Review Planner on the following pages will help you plan for your tournament review. Some sections have been filled in to illustrate how the planner should be used. Later in this article, you’ll have an opportunity to conduct a review of a tournament at your facility.

**Using Tournament Operations Software**

Computers are revolutionizing tournament golf. As you learned earlier, it’s routine for tournament organizers to use the advanced capabilities of desk top publishing to create entry blanks, flyers, advertisements, newsletters, press releases, and so on.

The more technical sides of tournament operations – figuring handicaps, making pairings sheets, generating results summaries, and so on – have also been radically changed by the computer revolution. Once they have been fed the essential data, tournament software systems can perform these calculations effortlessly.

**Benefits of Computerized Tournament Operations**

The financial benefits of using tournament operations software can be enormous. In computerized operations, large numbers of side events like skins games – potentially huge money-makers – can be easily tacked onto any kind of event. Also, the software can automatically calculate winners and print out personalized gift certificates as prizes for tournaments with dozens of separate events. Gift certificates are especially attractive to outside tournament directors who book events at your course.

The advantage of offering gift certificates as prizes in any tournament needs to be underlined. Gift certificates guarantee that all tournament prize money is spent in-house, normally at full retail prices. Moreover, if certificates are limited to a particular kind of merchandise – clothing or accessories, for example, instead of low-markup golf balls – offering them as prizes can help you maintain high profit margins while simultaneously providing an extra measure of control over your inventories.

The time-saving benefits of these software systems are also substantial. Golf professionals have long dreaded the tedious calculations required by the Callaway System and similar methods of assigning handicaps to non-handicapped golfers. Hoping to save labor costs, some professionals still prefer outside tournament directors to take full responsibility for the technical side of running events.

It is unnecessary to take this approach with today’s computerized operations. Tournament software systems can calculate net scores for non-handicapped golfers just as easily as for handicapped players. Indeed, immediately at the end of even the most complex event, with tournament operations software, any professional can present
outside tournament directors with Results Summaries almost as sophisticated as those produced for the “majors.”

Producing professional Event Reports, makes the event look good in the eyes of the players.
Weekend / Holiday Only
Golf Tournament Request Form

No. ___________

Tournament Group Name: __________________________________________________

Contact Person: __________________________________________________________

Mailing Address: _________________________________________________________
________________________________________________________________________

Day Phone (___) ___________  Evening Phone (___) ______________

#1 Choice Weekend / Holiday Tournament Date: ___/ ___/ ___

Course Requested: _______________________________________________________

Shotgun: ____   Straight Start: ____  18-holes: ____   9-holes: ____

#2 Choice Alternate Dates:  a. ____/ ____/ ____   b. ____/ ____/ ____
c. ____/ ____/ ____   d. ____/ ____/ ____

Total Deposit Paid = $ __________

Keep top copy for your records. Read instructions on reverse.
Upcoming Events Plan Sheets

Name of Event: __________________________________________________________

Day & Date: ____________________________________________________________

Type of Event: __________________________________________________________

Number of Players: _______________________ Entry Fee: ____________________

Date Entries Close: _______________________________________________________

Committee Members: _____________________________________________________

_______________________________________________________________________

Professional in Charge: _________________________________________________

Special Events – Closest to Flag: ___________________________________________

Long Drive: __________________________________________________________________

Scoring – Peoria: __________ Low Gross: __________ Most Honest: ______

Time Schedule – Registration: ______________________________________________

Lunch / Dinner (Other): ______________________________________________

Clinic: __________________________________________________________________

Tee Times Start: _________________________________________________________

Shotgun Start: _________________________________________________________

Prizes Awarded: _______________________________________________________

Special Instructions: ______________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Golf Field Day Contract

Address
City, State
Phone

This Contract is made this _____ day of _____, 19___, by and between ___________ (Golf Club), and ___________________________________________ (Organizer).

1. Golf Facilities  Organizer is planning a golf event and wishes to use ________ ‘s (Golf Club) facilities. __________ (Golf Club) agrees to provide golf facilities and golf cart rentals to Organizer on ______________, the day of Organizer’s field day. Organizer shall meet with ___________’s (Golf Club) Golf Professional at least a week prior to field day in order to fully plan the event.

2. Golf Fees  Cost per player for golf, carts, and prizes is __________. Payment for all golf fees, cart rentals, and golf prizes shall be made prior to the first tee-off on the date of the field day.

3. Golf Prizes  Organizer agrees that all golf related prizes for his/her field day will be purchased in the ___________ (Golf Club) Pro Shop, and that a minimum of $____________ per person will be purchased. Organizer will not bring his/her prizes unless permission is given by ___________’s (Golf Club) Golf Professional.

4. Compliance with Laws  Organizer shall cause all members of his/her field to comply with the liquor laws of the State of ______________, and will not allow golfers to consume on the premises any alcohol which was not purchased from ______________ (Golf Club).

5. Conduct  Organizer shall cause all golfers in the field day to cooperate with ___________’s (Golf Club) Golf Professional with regard to the pace of play, conduct on the golf course, and any related activities. ___________ (Golf Club) reserves the right to remove from the course any golfer who does not comply with the directives of ___________’s (Golf Club) Golf Professional. Slow Play: Each group in your outing must play 18 holes in 4-1/2 hours or less!!

6. Damages  Organizer shall pay to ___________ (Golf Club), at replacement value, any property (premises, golf course, carts, building, or restaurant equipment) owned by ___________ (Golf Club) which is damaged by any of the golfers in the Organizer’s field day.
7. Food and Beverage  Organizer agrees to one of the following (check one):

a. __________’s (Golf Club) catering department shall provide all food and beverages. Organizer agrees to make all arrangements with __________’s (Golf Club) Food and Beverage manager concerning menu and costs.

b. _____ Organizer will not provide any special food or drink for the field day. The individual golfers playing in the field day will purchase food and drink from __________ (Golf Club) on their own with payment in cash.

Payment for Food and Beverage  Organizer shall be responsible for the payment to __________ (Golf Club) of all food and beverage fees. The Organizer shall make such payment to __________ (Golf Club) on the day of the field day, unless prior arrangement is made in writing between Organizer and __________ (Golf Club). No food or beverage may be brought on the premises under any circumstances.

8. Deposit  The Organizer shall pay to __________ (Golf Club), on the date this contract is signed, a non-refundable deposit of $__________ which shall be applied by __________ (Golf Club) against any amounts owed by Organizer to __________ (Golf Club) pursuant to this contract.

9. Cancellation and No-Show Policy  Organizer promises that at least _______ golfers will participate in the field each paying green fees, cart rental, and tournament prize expenses. Organizer also promises that at least _______ individuals will participate in the food and beverage portion of the event, as described in paragraph 7 of this agreement.

The parties agree that should the Organizer cancel this field day, or should fewer than the projected number of participants participate in the field day, Organizer shall pay __________ (Golf Club) according to the following schedule:

a. If the event is cancelled within 30, but not less than 7 days prior to the date of the field day specified in this agreement Organizer shall pay in addition to the non-refundable deposit a cancellation fee of $___________.

b. If the event is cancelled less than 7 days prior to the date of the field day specified in this agreement, Organizer will pay in addition to the non-refundable deposit the entire amount due based on the promised number of participants.

c. **If fewer than 100% of the projected number of individuals actually participate in the field day, the Organizer shall pay the full amount determined as in 9(b), unless more than 7 days prior to the date of the event the Organizer gives __________ (Golf Club) notice of a decrease in numbers. If more than the projected number of participants the total due shall include a charge for each extra participant.**
10. In the case of a shotgun event, the full amount as determine in 9(b) must be paid regardless of the number of participants, unless that number exceeds the projection, in which case the additional charge shall be as in 9(c).

11. **Number of Participants** ____________ (Golf Club) shall make provision for counting the number of individuals participating in the food and beverage portion of the field day. Organizer may have one of his/her representatives accompany the ____________ (Golf Club) representative who makes the physical count. Such determination by ____________ (Golf Club) of the number of participants shall be binding on the Organizer.

12. **Assignment**  This agreement is personal to the parties hereto, and may not be assigned without the prior written permission of the other party.

   It is understood that the person signing this agreement, whether individually or on behalf of an organization, is responsible for payment to ____________ (Golf Club) of all charges and amounts provided for in this agreement. It is further agreed that full payment shall be made no later than 10 days from the date of the event.

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Evacuation Plan for Event

FUNCTIONS OF OFFICIALS
Evacuation Procedures

In the event of a suspension or delay of play you will be advised well in advance, if possible.

The following instructions should be noted.

1. Have your air horn ready.

2. Please stay off the radio
   Keep radio communication to the absolute minimum to enable the Rules Chairman to issue clear instructions.

3. Van keys
   If you are in possession of keys to the evacuation vans, prepare the observers or marshals who you have assigned to drive the vans for the possibility of suspension. Remind drivers to drive with caution, using lights and blinkers.

4. Listen for instructions.

5. When play has been officially suspended, there are usually two alternatives:
   A. The players and vans will return to the clubhouse.
   B. The players will stay in place with the vans or under cover.

6. The players, caddies, players’ spouses, walking scorers, and standard bearers should be allowed in the vans. If the van is not full, use your best judgment as to others allowed in the vans.

7. Try to avoid sounding the air horn during anyone’s backswing. A 2-3 second delay is better than doing it while a stroke is being played.

8. Once play has been suspended, make a note of the players on your hole. This is especially helpful in an effort to determine if all players are present when play is resumed or the number of players left out on the course.

Notes:

Suspension of play for a dangerous reason:
When play is suspended for a dangerous situation, i.e., lightening, tornado, etc., if the players in a match or group are between the play of two holes, they shall not resume play until the Committee has ordered a resumption of play. \textbf{If they are in the process of playing a hole, they shall discontinue play immediately and shall not thereafter resume play until the Committee has ordered a resumption of play.}

A suspension for a dangerous situation shall be signaled by one prolonged horn blast. All other types of suspension shall be signaled by three consecutive horn blasts.

Penalty for breach of this condition: \textbf{Disqualification}

All practice areas shall be closed during suspension for a dangerous situation until the Committee has declared them open for use.
PLAYER EVACUATION VAN LOCATIONS

1. Shelter near the 3rd green
2. Shelter near the 10th green
3. Shelter near the 12th green
4.

VOLUNTEER EVACUATION PLAN

FRONT NINE

<table>
<thead>
<tr>
<th>Hole 1 (Tee, Fairway, Green)</th>
<th>Hole 2 (Tee)</th>
<th>Hole 3 (Green)</th>
<th>Hole 4 (Tee, Fairway)</th>
<th>Hole 8 (Green)</th>
<th>Hole 9 (Tee, Fairway, Green)</th>
<th>Walk back to Clubhouse / Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hole 2 (Fairway, Green)</td>
<td>Hole 3 (Tee, Fairway)</td>
<td>Hole 4 (Green)</td>
<td>Hole 5 (Tee, Green)</td>
<td>Hole 6 (Tee, Fairway)</td>
<td>Hole 6 (Green)</td>
<td>Hole 7 (Tee, Green)</td>
</tr>
<tr>
<td>Hole 6 (Green)</td>
<td>Hole 7 (Tee, Fairway)</td>
<td>Hole 8 (Green)</td>
<td>Hole 9 (Tee, Fairway, Green)</td>
<td>Hole 10 (Tee, Fairway, Green)</td>
<td>Hole 11 (Tee)</td>
<td>Hole 17 (Tee, Green)</td>
</tr>
</tbody>
</table>

BACK NINE

<table>
<thead>
<tr>
<th>Hole 10 (Tee, Fairway, Green)</th>
<th>Hole 11 (Tee)</th>
<th>Hole 17 (Tee, Green)</th>
<th>Hole 18 (Tee, Fairway, Green)</th>
<th>Walk back to Clubhouse / Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hole 11 (Fairway, Green)</td>
<td>Hole 12 (Tee, Fairway)</td>
<td>Hole 16 (Fairway, Green)</td>
<td>Hole 11 (Tee, Fairway, Green)</td>
<td>Hole 12 (Tee, Fairway)</td>
</tr>
<tr>
<td>Hole 12 (Green)</td>
<td>Hole 13 (Tee, Fairway, Green)</td>
<td>Hole 14 (Tee, Fairway, Green)</td>
<td>Hole 15 (Tee, Green)</td>
<td>Hole 16 (Tee)</td>
</tr>
</tbody>
</table>
## CRITICAL PATH SCHEDULE

<table>
<thead>
<tr>
<th>Step #</th>
<th>Due Date</th>
<th>Date Completed</th>
<th>Activity Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>Secure host site for golf outing</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>Determine number of range balls needed</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td>Notify company of need for range balls</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td>Secure banner space for advertising</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>Determine rules committee clothing needs during event</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>Begin developing golf outing budget</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td>Prepare golf outing invitations</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>Produce golf outing invitations</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td>Prepare tee gift plan for golf outing</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td>Discuss with sponsors golf outing prizes</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td>Prepare plan for Sponsor room gifts / place orders</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td>Create golf outing team names and confirm with Sponsors</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td></td>
<td>Confirm carts / greens fees, range fees for golf outing</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td></td>
<td>Mail golf outing invitations and hotel reservation forms to sponsors</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td></td>
<td>Confirm procedures for telephone service</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td></td>
<td></td>
<td>Confirm courtesy cars</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td></td>
<td></td>
<td>Determine golf outing picture shell and review with photographer</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td></td>
<td></td>
<td>Develop Marketing photography shot list and forward to Sponsors for review</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td>Ask sponsors to determine gifts / prizes for contestants</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td>Letter to Sponsors Contestant welcome letter</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td></td>
<td></td>
<td>Letter to Sponsors Advertising film for event program and pairings sheet</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td></td>
<td></td>
<td>Notify sponsors of air / ground discounts</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td></td>
<td></td>
<td>Determine sponsors’ involvement at player registration</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td></td>
<td></td>
<td>Determine sponsors’ involvement at awards ceremony</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td></td>
<td></td>
<td>Finalize tee gift plan for golf outing</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td></td>
<td></td>
<td>Finalize golf outing prizes plan</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td></td>
<td></td>
<td>Finalize plan for sponsor room gifts</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td></td>
<td></td>
<td>Review all on-site signage and send to sponsors for approval</td>
<td></td>
</tr>
<tr>
<td>Step #</td>
<td>Due Date</td>
<td>Date Completed</td>
<td>Activity Description</td>
<td>Responsibility</td>
</tr>
<tr>
<td>-------</td>
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</tr>
<tr>
<td>29</td>
<td></td>
<td></td>
<td>Review breakfast and lunch menu for golf outing</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td></td>
<td></td>
<td>Confirm golf outing photographer</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td></td>
<td></td>
<td>Confirm with sponsors number and pick up procedure for courtesy cars</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td></td>
<td></td>
<td>Finalize sponsor registration gifts</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td></td>
<td></td>
<td>Contact local golf clubs for sponsor open golf during event</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td></td>
<td></td>
<td>Receive sponsor RSVPs for outing, Finalists’ dinner and hotel reservations</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td></td>
<td></td>
<td>Produce sponsor information guide and open golf identification cards</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td></td>
<td></td>
<td>Confirm hotel shuttle services based on arrival / departure schedules for sponsor representatives</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td></td>
<td></td>
<td>Prepare golf outing pairings sheet</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td></td>
<td></td>
<td>Forward contestant roster to sponsors tournaments</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td></td>
<td></td>
<td>Confirm sponsor registration gifts received</td>
<td></td>
</tr>
<tr>
<td>40</td>
<td></td>
<td></td>
<td>Forward flow charts to sponsors Welcome pool party Finalists’ Dinner Awards Ceremony</td>
<td></td>
</tr>
<tr>
<td>41</td>
<td></td>
<td></td>
<td>Meet with host site to review golf outing procedures</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>On Site</td>
<td></td>
<td>Place gifts in sponsors’ rooms</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Post Event</td>
<td></td>
<td>Forward thank you letters and gifts to sponsors and fulfillment house contacts</td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Post Event</td>
<td></td>
<td>Forward sponsor / guest speaker photographs to whomever is in pictures</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Post Event</td>
<td></td>
<td>Forward framed event signature scrolls to sponsors</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td></td>
<td></td>
<td>Prepare event summary reports</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td></td>
<td></td>
<td>Forward event summary reports to sponsors</td>
<td></td>
</tr>
</tbody>
</table>
### Planning Schedule for Community Corporate Tournament

#### TOURNEY PLANNING SCHEDULE

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Staff</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consult with sponsoring agency tournament chairperson to review and identify tournament format, prizes, special events, and services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop preliminary budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete contract between facility and sponsoring agency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize tournament team and communicate preliminary schedule and deliverables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive prepayment – tournament management fee and special merchandise deposit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order special merchandise and trophies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirm details for hole-in-one contest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrange for rental and delivery of beverage cars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize banquet menu and catering services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pick up trophies and confirm receipt of special merchandise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline for pairings and final number of players</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize course preparation requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare merchandise certificates for tee prizes, par 3 contest holes, and hole-in-one contest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize tournament details and receive full payment for tournament package from sponsor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare check in sheets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct volunteer training and make specific assignments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare rules sheets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare signs for golf range</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare custom scorecards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stuff tee and ball bags</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare start times</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create custom scoreboard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign golf cars and prepare golf car signs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place prize auto</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock beverage cars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage golf cars with personal signage, rules sheets, customized scorecards, and instructions for par 3 contest holes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage player bag drop and transportation from parking lot to range or golf car staging area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport volunteers to holes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage range with signs and balls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare contest holes, mark course, and place signs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor tournament activity and tournament team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set up check in tables with special merchandise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check in and announcement of start times</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Display of trophies and contest hole awards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set up and service banquet (outdoors)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post scores</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Announce awards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare tournament summary for local media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Staff</td>
<td>Date</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>------</td>
</tr>
<tr>
<td>Prepare tournament review meeting agenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compile information and conduct tournament review with key</td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff and chairperson from sponsoring organization</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Reviewing the Tournament

<table>
<thead>
<tr>
<th>Information Source</th>
<th>Financial Performance</th>
<th>Game Statistics</th>
<th>Customer Satisfaction</th>
<th>Tournament Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Operations Staff</td>
<td>• Greens Fees&lt;br&gt;• Merchandise&lt;br&gt;• Golf Cars&lt;br&gt;• Tournament management fees&lt;br&gt;• Golf Range&lt;br&gt;• Food and Beverage</td>
<td>• Tournament scoring summaries&lt;br&gt;• Detailed performance analysis for large events, as requested</td>
<td>• N/A&lt;br&gt;• Formal feedback from superintendent and grounds crew</td>
<td></td>
</tr>
<tr>
<td>Tournament Team Members</td>
<td>• Staff suggestions for new services or products to offer that could generate more income</td>
<td>• Staff observations</td>
<td>• Staff observations recommendations and reports</td>
<td></td>
</tr>
<tr>
<td>Players</td>
<td>Interviews / Phone calls regarding: &lt;br&gt;• Tournament entry fees&lt;br&gt;• Cost of goods</td>
<td>• Selected player surveys focusing on game and competition&lt;br&gt;• Day of event player comments recorded by staff</td>
<td>• Selected player surveys or interviews.&lt;br&gt;• Face to face or phone follow up interview with Chair from sponsoring group</td>
<td>• Player comments on course condition and playability</td>
</tr>
<tr>
<td>Sponsors</td>
<td>• Interview question: Satisfaction with income to charities and sponsoring groups</td>
<td>• Part of follow up phone interview</td>
<td>• Face to face or phone follow up interview with Chair from sponsoring group</td>
<td>• Part of phone interview feedback</td>
</tr>
<tr>
<td>Spectators</td>
<td>• Advertising support for tournament brochures and programs</td>
<td>• Publicity for course or organizations generated by specific events</td>
<td>• Local media reports on public service and service to community&lt;br&gt;• Ratings generated by golf associations or players’ groups (for example top 100 courses)</td>
<td></td>
</tr>
</tbody>
</table>
Supplementary Rules of Play

SUPPLEMENTARY RULES OF PLAY

Play is governed by the 1996 USGA Rules of Golf, The PGA of America Rules of Play Card, the Local Rule for this event regarding Pace of Play (available at the starting tee), and the following supplementary Rules of Play which apply to this golf course.

1. **Out of Bounds:**
   In addition to item #10 on the PGA of America Rules of Play Card, out of bounds is defined by the following:
   a. The water’s edge on the opposite side of the hazard on Holes #2 (hazard on right), 6, 7, 8 (Hazard behind tee), 12, and 13.
   b. Fence surrounding the maintenance building.
   c. Interior Boundary Stakes: Hole #4 and Hole #18.

   The white stakes to the left of Hole #4 and Hole #18 define out of bounds during play of Hole #4 and Hole #18 only. During the play of any other hole the same white stakes are deemed to be immovable obstructions.

2. **Flower Beds Enclosed by Cart Paths:** Holes #5, 6, 12 and 16.
   The flower beds surrounded by cart paths on Holes #5, 6, 12 and 16 are considered part of the same obstruction.

3. **Mole Cricket Damage on Putting Green**
   On the putting green only, in addition to Rule 16-1c, the player may repair Mole Cricket damage.

4. **Temporary Immovable Obstructions**
   As an additional option under the T.I.O. Rule for interference or intervention, a player entitled to relief may drop the ball without penalty as follows:
   - Hole #13: TV Tower behind green – on the “ball drop”
   - Hole #14: TV Tower behind green – on the “ball drop”
   - Hole #16: TV Tower behind green – on the “ball drop”
   - Hole #18: TV Tower, skyboxes, and bleachers – on the nearest “ball drop”

**Play-Off:** In the event of a tie for first place after 72 holes, there will be sudden death play-off commencing on Hole #18, and then, if necessary, Hole #16, Hole #17, then Hole #18, repeating that sequence until a winner is determined.

**Driving Distance** The statistical long drive holes are Holes #3 and #10

*PGA of America Rules Committee*
<table>
<thead>
<tr>
<th>Package</th>
<th>Course Services</th>
<th>Golf Shop Services</th>
<th>Café Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Par</td>
<td>Course Will: • Prepare for special event holes • Furnish course marshal</td>
<td>Golf Shop Will: • Print and place player name and tee assignment signs on carts • Help plan tournament • Coordinate activities with tournament chairman</td>
<td>Café Will: • Be prepared for regular food and beverage services</td>
</tr>
<tr>
<td>Birdie</td>
<td>Tournament Can: • Choose general tee and pin placements • Prepare for special event holes • Furnish course marshal</td>
<td>Golf Shop Will: • Print and place player name and tee assignment signs on carts • Help plan tournament • Coordinate activities with tournament chairman • Issue prize certificates</td>
<td>Café Will: • Be prepared for regular food and beverage services • Prepare and display continental breakfast • Provide lunch box</td>
</tr>
<tr>
<td>Eagle</td>
<td>Tournament Can: • Choose general tee and pin placements • Prepare for special event holes • Furnish course marshal</td>
<td>Golf Shop Will: • Print and place player name and tee assignment signs on carts • Help plan tournament • Coordinate activities with tournament chairman • Issue prize certificates • Conduct scoring • Help set up special events</td>
<td>Café Will: • Be prepared for regular food and beverage services • Prepare and display continental breakfast on 1st tee • Provide barbecue buffet at scoreboard</td>
</tr>
<tr>
<td>Double Eagle</td>
<td>Tournament Can: • Choose general tee and pin placements as approved by superintendent • Prepare for special event holes • Furnish course marshal</td>
<td>Golf Shop Will: • Print and place player name and tee assignment signs on carts • Help plan tournament • Coordinate activities with tournament chairman • Issue prize certificates • Conduct scoring • Help set up special events</td>
<td>Café Will: • Be prepared for regular food and beverage services • Provide breakfast or lunch buffet • Provide barbecue buffet dinner</td>
</tr>
<tr>
<td>Ultimate Package</td>
<td>Tournament Can: • Choose general tee and pin placements as approved by superintendent • Prepare for special event holes • Furnish course marshal</td>
<td>Golf Shop Will: • Print and place player name and tee assignment signs on carts • Help plan tournament • Coordinate activities with tournament chairman • Issue prize certificates • Conduct scoring • Help set up special events</td>
<td>Café Will: • Be prepared for regular food and beverage services • Provide full brunch buffet • Have full bar • Serve dinner with china</td>
</tr>
</tbody>
</table>